

**100**  
YEARS OF  
ASSOCHAM  
THE KNOWLEDGE CHAMBER

# India moving forward: journey towards a \$5 trillion economy

Knowledge  
Partner



PRIMUS PARTNERS



**India moving forward:  
journey towards a \$5 trillion economy**



---

# Foreword



**Balkrishan Goenka**  
President, ASSOCHAM



**Deepak Sood**  
Secretary General, ASSOCHAM

India is at a critical stage in its growth story, is gearing up for the next phase, with an ambitious goal for becoming a \$5 trillion economy. With the national and international agenda reshaping India is well positioned to leverage the significant opportunities present. However, with new opportunities, come new challenges and risks which need to be addressed.

The government has introduced various reforms that will drive long-term growth. Despite initial challenges, transformational reforms such as GST and IBC would go a long way in changing the economic landscape of the country. India's infrastructure base is being enhanced and the country is becoming accessible for global businesses.

An essential step towards achieving inclusive economic growth is to ensure balanced development across all regions and sectors. Efforts would have to be focused on strengthening all economic segments, creating a competitive environment for all the stakeholders, and embedding a participative approach for nation building.

Efficient, transparent and accountable governance in policy implementation will enable India achieve economic target. This would allow the economy to gain the much-needed momentum to become the global economic powerhouse and a preferred destination for trade and commerce.

This report, 'India moving forward: journey towards a \$5 trillion economy' outlines the ASSOCHAM belief that India Inc must come together and take the lead in realising the government's vision of making India an economic powerhouse. As a conduit between the government and the private sector, our experience shows that a continuous open channel of communication is essential for the benefit of bringing in structural changes to the economy.

ASSOCHAM's 100 years history has been dedicated towards playing a key role in the development of the Indian economy. We are aligned to contributing towards the transformation that the country will have to undergo, to create a 'New India'. We are looking forward to assisting the government in realizing the economic and social vision for India.





---

# Contents

---

<b>Economic Development</b>	<b>9</b>
<b>Infrastructure Development</b>	<b>15</b>
<b>Policy Reforms &amp; Governance</b>	<b>20</b>
<b>Climate &amp; Sustainability</b>	<b>23</b>
<b>Job Creation</b>	<b>25</b>
<b>Social</b>	<b>28</b>
<b>About Assocham</b>	<b>32</b>
<b>About Primus Partners</b>	<b>33</b>

---



# Economic Development

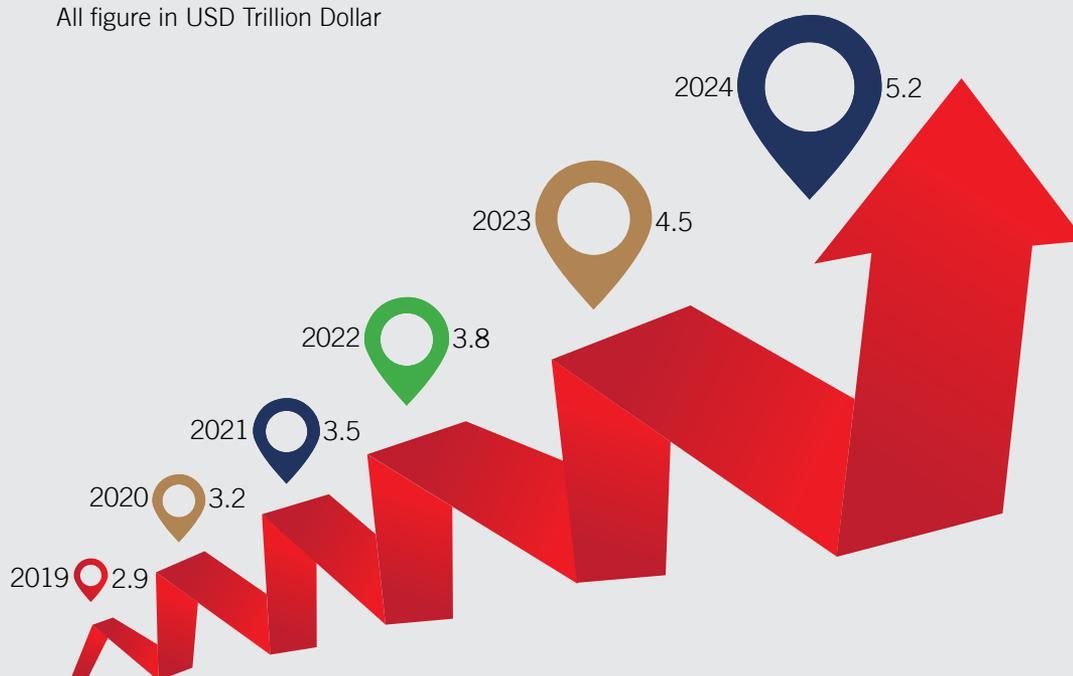
Today the Indian economy stands on the cusp of radical change: A transformation that could lead to unprecedented economic growth. In the last two decades, India's Gross Domestic Product (GDP) has risen by more than \$1 trillion. India's bold aspirations - to become a \$5 trillion economy will be driven by strengthening the manufacturing and agricultural sectors, and focusing on services, especially value addition, would continue to drive employment generation and economic growth. Achieving this economic ambition will go a long way in helping India move towards becoming a high-income country. Hence it is essential to address economic and regulatory challenges that impede businesses along with improving the social and environmental outcomes with the economic story, ranging from education, healthcare, inclusiveness and sustainability.

## India's Trajectories for the next surge of economic growth

-  Transforming agriculture and doubling farmer's income
-  Future-ready manufacturing
-  Playing to India's strength in Services
-  Leveraging technology to drive growth

## India's Ambition

All figure in USD Trillion Dollar



Source: World Bank, Government of India, News Articles

---

India is the largest producer for spices, pulses, milk, tea and second-largest producer for wheat and rice in the world, but it in terms of yield, it is ranked number 60th. Historically, the development of the Indian agriculture sector focused on raising agricultural output and improving food security.

---

## **Doubling farmer's income – A path for a vibrant rural economy**

The Indian economy is heavily dependent on agriculture, with more 66% of people living in rural areas.<sup>1</sup> Aligning agricultural growth is very important for achieving India's vision of becoming a \$5 trillion economy.

There has been a significant decrease in the contribution of agriculture to the national output- from a high of 44% at the time of independence, to less than 15% at present, though the proportion of people depending on the sector has not declined as much and continues at about 50%.<sup>2</sup>

## **Rising agrarian distress due to lower income level**

India is the largest producer for spices, pulses, milk, tea and second-largest producer for wheat and rice in the world, but it in terms of yield, it is ranked number 60<sup>th</sup>. Historically, the development of the Indian agriculture sector focused on raising agricultural output and improving food security. Improving productivity was linked to increased mechanization of farms, improved quality of seeds and fertilizer, better irrigation facilities and providing subsidies on various farm inputs. The strategy paid dividends as India was able to address the severe food shortage it was struggling with. Since the adoption of green revolution, India became self-sufficient in food, as production increased 3.7 times, while the country's population increased 2.6 times.<sup>3</sup> These changes led to a 45% increase in per person food production, making India both self-sufficient in food at an aggregate level and also a net exporter of food products.<sup>4</sup>

The country did not focus on direct measures to promote farmers' welfare, in many cases farmers' income did not increase in tandem with rising output. This resulted in lower farmers' income and increasing poverty among farm

---

1 World Bank

2 Economic Survey 2018-19

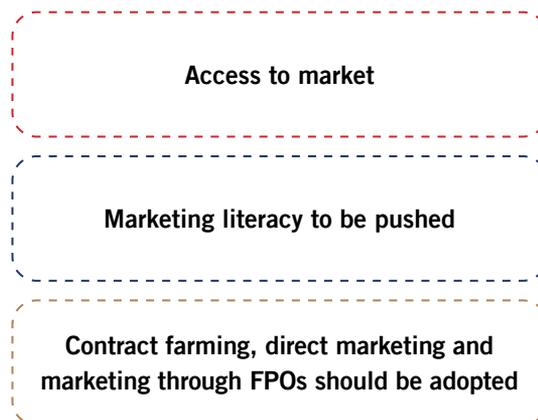
3 Super Century: What India Must Do to Rise by 2050

4 Doubling Farmers' Income, Niti Aayog Report, 2017

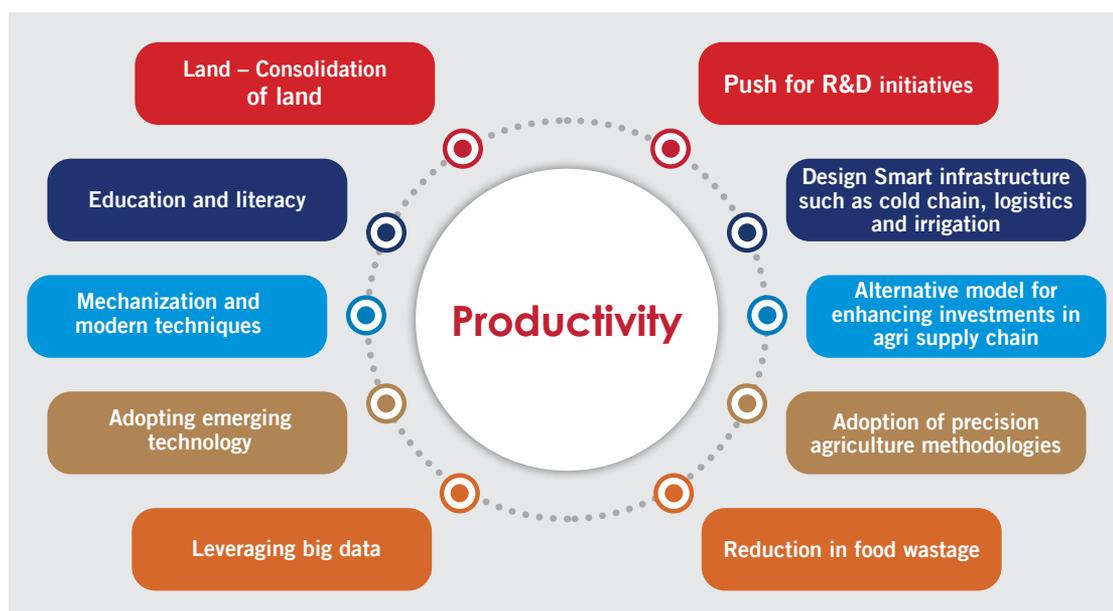
households. The economic pressure of rural India is also attributable to the lower levels of farmer income in comparison to income of those working in the non-farm sector.

In order to achieve India's vision of becoming a \$5 trillion economy, policymakers, legislators and regulators need to re-visit, re-orient and re-design the existing policy framework with transformative interventions, unconventional approaches to tackle climate change, while keeping the farmers at the core of the strategy, as 'agri-preneurs'.

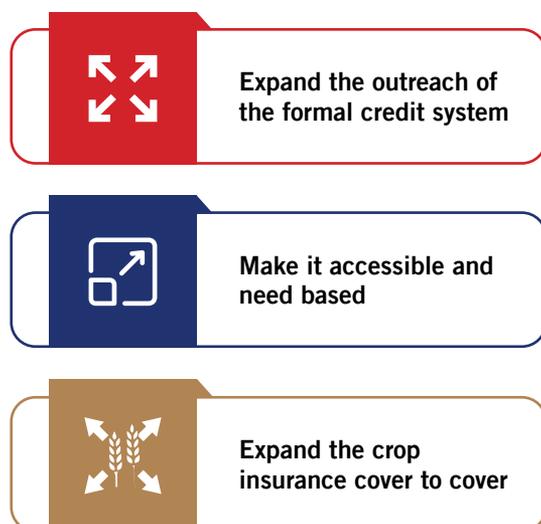
## Marketing



## Interventions



## Credit and Insurance



## Future ready manufacturing network– Shifting gears to unlock new possibilities

In its journey towards becoming a \$5 trillion economy, India needs to strengthen its manufacturing sector. It's difficult for India to become a major economy without becoming an industrial power. The large number of people that are expected to join the workforce, in the coming years, cannot be dependent on the service sector alone. To take full advantage of its demographic dividend and to unlock its massive potential, the manufacturing sector of India needs to take the lead and increase its share in the national output.

Globally, Industry 3.0 was a huge leap forward in the last few decades of the 20<sup>th</sup> century – the extensive presence of high-powered computing and advanced mechanization dominated the industrial revolution.

Reserve Bank of India reported that 1,734 manufacturing companies reported Rs 47,100 crores of net profit in Q3 FY2019, up 29.4 per cent from the same period last year. This highlights the success of technology adoption, even at the suboptimal levels unleashing a plethora of opportunities to invest in value-creating businesses and to create jobs. India is yet to leverage the opportunities that came along with Industry 3.0 primarily because of extremely low labor costs, lack of policy focus, lagging infrastructure, high dependency on manpower and archaic paper-based processes.

As India marches towards a \$5 trillion economy, a manufacturing ecosystem must be created for industry participants to leverage the growing domestic demand for quality products, reduce reliance on imports and explore export opportunities, to boost overall economy. A robust future ready manufacturing has the ability to reshape the growth paradigm, with digitally connected and integrated systems earlier operating in silos. Leveraging technology, in the form of Industry 4.0 can help unlock immense value by connecting people, processes and machines.

At present, the adoption of forward-looking manufacturing is at a very nascent stage. The government has been focusing on establishing India as a global manufacturing hub, with initiatives such as 'Make in India' and Smart Advanced Manufacturing and Rapid Transformation Hub (SAMARTH) - Udyog Bharat 4.0 and policies such as 'National Policy for advanced Manufacturing'. Investing in technologies and embedding efficient practices, to create a future-ready manufacturing ecosystem, will give the much-needed boost to the \$5 trillion dream.

India ranked 52<sup>nd</sup> on the Global Innovation Index (GII) in 2019, an improvement of 5 places,

showcasing the prominence of an innovation-backed culture across country's manufacturing sector.<sup>5</sup>

The manufacturing industry is undergoing fundamental changes, as it is no longer manufacturing only products, but also integrating with the service delivery. Future ready business models in the manufacturing sector will look to adopt modern techniques and emerging technologies along with encapsulating outcomes and experiences for the new age consumer.

## Critical Infrastructure

**Research and development will help India Inc to establish a well-defined innovation strategy.**

**Establishing a vibrant IP regime, with emphasis on awareness and IP literacy**

**Manufacturing Infrastructure – Connectivity: digital and physical, is critical for enabling manufacturers to remain relevant and competitive**

**Research and development will help India Inc to establish a well-defined innovation strategy.**

**Technology Provision – Enabling Indian manufacturers to embrace emerging technologies and techniques**

**Skilled Manpower Development – Agility, Leadership, Digital Literacy, Consumer focus, traditional leadership**

<sup>5</sup> India Ranked 52<sup>nd</sup> in Global Innovation Index-2019, Press Information Bureau, 24 July 2019

## Levers which will form the basis of the Indian version of manufacturing revolution:



**Internet of Things**



**Big Data Analytics**



**Augmented Reality**



**Cloud Computing**



**Additive Manufacturing**



**Robotics**



**Cyber Security**

A well-placed manufacturing sector will benefit all the other segments of the Indian economy and provide the necessary growth momentum to the large MSME base, which serves as the backbone of the industry. Strengthening the manufacturing sector will help India many fold – increase employment opportunities, position India as a favorable destination for manufacturing for global investors, serve the increasing domestic demand for quality products.

## Playing to India's strength – Leveraging our strong base in Services

The Indian economy's growth journey has been unconventional as compared to most. The growth of services in India is a unique example of skipping traditional models of economic growth, which traditionally move from agriculture to manufacturing. The Indian services sector contributes over 50% to the country's GDP.<sup>6</sup> By directly shifting to services from agriculture, India charted out its own roadmap towards high growth.

The Indian service sector embarked on the growth journey in the 1980s, but accelerated and unlocked real value in the 1990s, with the introduction of a series of economic reforms after India faced a severe balance of payments crisis. The reforms included privatization, liberalizing FDI norms and streamlining procedures and approvals. With economic growth and rise in the per capita income, demand changed from necessary to discretionary consumption and propelled the growth of services. However, divergence in the services sector's contribution to GDP and employment growth is a window of opportunity for the next leap for economic growth.

The government has taken up multitude of initiatives such as the National Education policy 2016, National Tourism Policy, National Digital Communications policy, National Health policy. This is a testament that the government is leveraging the growth momentum in the service sector.

<sup>6</sup> Economic Survey 2018-19

## The much-needed surge in the growth, to achieve \$5 trillion will have to be focused on the following:



<p>Tech-enabled disruption will be a dominant theme in navigating the growth trajectory. New age service sector will be driven by the following features:</p> <ul style="list-style-type: none"><li>▪ Insights – Holistic view of factors and historical context</li><li>▪ Intelligence – Complex data and advanced analytics</li><li>▪ Automation – increasing efficiency using mechanization</li><li>▪ Omnipresence – Serve beyond barriers</li></ul>	<p>Creation of new age infrastructure by building networks and platforms that provide support for innovation in services and business models and upgradation of traditional infrastructure that enables the service providers to remain competitive.</p>	<p>Investing in knowledge economy: Securing India's knowledge base by increasing investment in knowledge-based assets and nurturing of India's innovation ecosystem by creating and leveraging a strong IP framework</p>	<p>The service sector's contribution has not been significant in creating jobs historically. Future-ready service models will revolve around leveraging skilled labor packaged with disrupting technology.</p>
---	--	--	--

India's vision of becoming a \$5 trillion economy in today's economic conditions poses a unique challenge to future economic growth in India and requires innovative solutions that will help rapidly push economic development in by basing it on strong foundations of the service sector.

# Infrastructure Development

As India strives to improve its manufacturing competitiveness, its biggest competitor in the region, China, faces challenges due to tremulous trade relations with USA and infrastructure capacity constraints in port and power. Hence for India, it is an opportune time to build the road to sustainable higher growth on the foundation of robust and reliable infrastructure.

Well-developed infrastructure has played a critical role in the rapid economic growth of several regions and countries from USA to Singapore. Even in the context of India, researchers have established that infrastructure development has a significant positive contribution towards growth. Infrastructure may be considered as the wheels of the economy and therefore from a policy perspective, there should be greater emphasis on infrastructure development to sustain the high economic growth which the Indian economy has been experiencing and to achieve the vision of

making India a \$5 trillion economy.

Infrastructure development creates both backward and forward linkages in the economy. On the demand side, it leads to market creation by generating investment in several necessary goods and services required to complete development projects. On the supply side it mobilizes potential saving and channelizes them into productive investment. Infrastructure also significantly contributes to the development of backward regions and removal of regional imbalance. According to studies undertaken by the World Bank, a 1% increase in investment in the stock of infrastructure leads to a corresponding 1% increase in the GDP of a nation. Further a S&P Global report<sup>1</sup> estimates that investments in infrastructure equal to 1% of GDP will result in GDP growth of at least 2%

<sup>1</sup> <https://www.spglobal.com/en/research-insights/articles/the-missing-piece-in-indias-economic-growth-story-robust-infrastructure>

**Table 1: Infrastructure ranking of India versus China in Global Competitiveness Report 2019**

Infrastructure Ranking in Global Competitiveness Report 2019	INDIA	CHINA
Road connectivity	72	10
Quality of road infrastructure	48	45
Railroad density	39	61
Efficiency of train service	30	24
Airport connectivity	4	2
Efficiency of transport services	59	66
Liner shipping connectivity	25	1
Efficiency of seaport services	49	52
Electricity access	105	2
Electricity supply quality	108	18
Exposure to unsafe drinking water	106	74
Reliability of water supply	96	68

as infrastructure has a ‘multiplier effect’ on economic growth across sectors.

The correlation between infrastructure investment and economic growth for India is very high; correlation of investments in inland, road, rail and airport infrastructure to GDP are higher than 0.90<sup>2</sup>. This highlights the need for significant investment needed to drive infrastructure that can support the targeted economic growth in India.

In the current scenario, India ranks 70<sup>th</sup> on the Infrastructure pillar as per the World Economic Forum’s Global Competitiveness Report, significantly behind China which ranks 36<sup>th</sup>; within infrastructure India fares worse in Utility Infrastructure ranked at 103<sup>rd</sup> versus Transport Infrastructure where it ranks 28<sup>th</sup>. In utilities significant strides need to be made to improve electricity and water supply to make India a truly competitive investment destination.

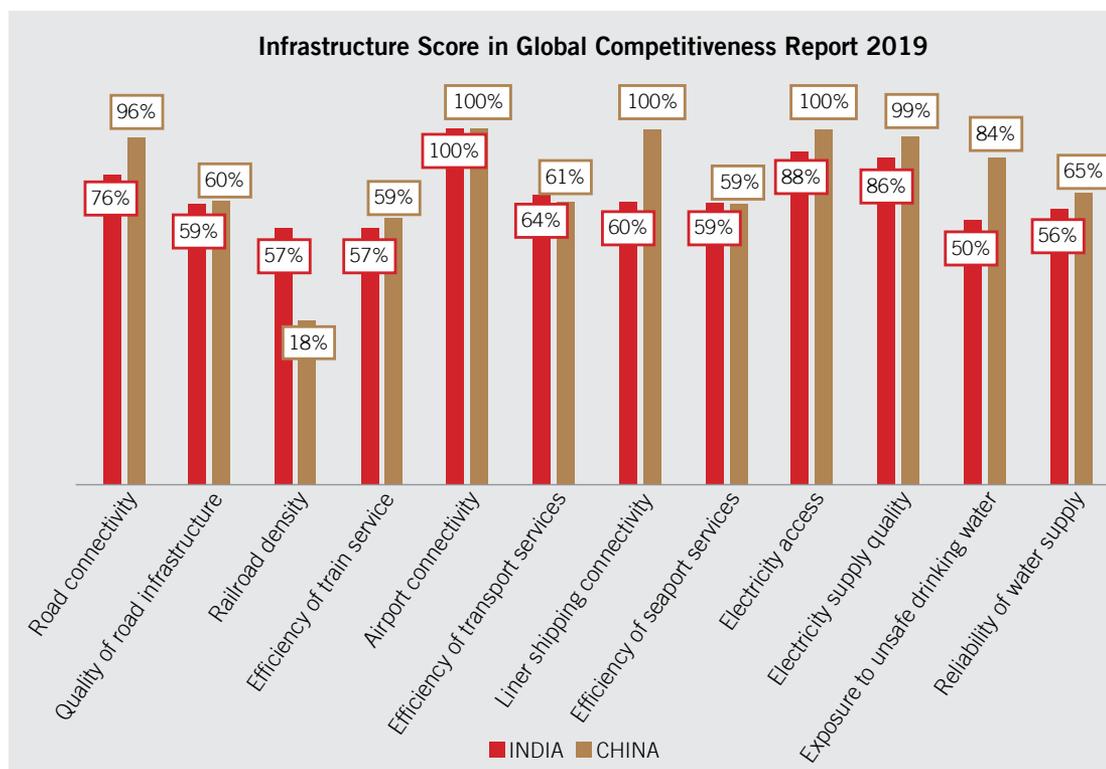
2 Economic Survey 2018-19

Infrastructure development is both - demand driven and supply driven. In congested urban areas there is a demand for construction of by-passes and bridges. On the other hand, in the construction of expressways, catering to requirements of the industrialists and traders who are willing to pay more for better service, construction is supply driven. Demand driven infrastructure is a must for development whereas supply driven infrastructure is also essential for India to build an expressway to a \$5 trillion economy.

### Role of Private Sector in meeting infrastructure funding requirement

In the Union Budget 2019-20, the Government of India has given a massive push to the infrastructure sector by allocating Rs 24,000 lakh crore for the sector. The Economic Survey 2019, suggested that India needs 7-8% of its GDP to be invested towards infrastructure development annually, which is an annual

**Figure 1: Global Competitiveness in Infrastructure (Score) – Comparison India versus China**



infrastructure investment of US\$200 billion currently. However, India has been able to spend only about US\$100-110 billion annually on infrastructure, leaving a deficit of around \$90<sup>3</sup> billion per annum. Further, as per the Global Infrastructure Outlook Report, it is estimated that \$4.5 trillion<sup>4</sup> will need to be invested to meet the infrastructure needs of the country by 2040.

The government also plans to construct 19.5 million houses, ensuring electricity to rural households and providing clean drinking water to all households by 2024.

Going forward the public sector alone cannot meet the infrastructure needs of the nation and hence it is paramount to enhance the participation of private sector in infrastructure development.

Public Private Partnership (PPP) projects need to be encouraged through innovative business models like those available in the highway sector. Further, a list of strategic bankable PPPs requiring specialized inputs should be kept ready to motivate private sector participation. While the best infrastructure projects for private sector involvement are those with a clear revenue stream, nearly any project can be suitable for a private partnership if there is a mechanism to spread risk among all stakeholders. Besides funding, the involvement of private sector can encourage the infusion of new technology and methods of procurement to enhance both the reliability and profitability of infrastructure projects.

One of the challenges hindering private sector from PPP projects is the resolution of disputes and timely settlement of claims, resulting in stalled projects. Therefore, there is an urgent need to establish an institutional mechanism to deal with time bound resolution of disputes in infrastructure sectors to encourage private sector participation.

<sup>3</sup> Economic Survey 2018-19

<sup>4</sup> Global Infrastructure Outlook Report (2017), Oxford Economics

Support for infrastructure funding is also coming from outside the country. During the India-UAE Strategic Conclave in 2017, the UAE unveiled plans to invest \$75 billion in infrastructure development across India. To further promote foreign portfolio investment in infrastructure, National Investment and Infrastructure Fund Limited (NIIFL), an investor-owned fund manager, anchored by the Government of India (GoI) in collaboration with leading global and domestic institutional investors has been setup. In 2017, NIIF signed an investment agreement worth \$1 billion, with a wholly owned subsidiary of the Abu Dhabi Investment Authority (ADIA).

## Smart Cities and Urban Growth Centers for addressing the Challenges of Urban Development

Almost one-third (31%) of India's 1.3 billion people live in urban areas. This population is expected to double by 2050, with another 416 million people – or more than the present population of the United States – calling Indian cities home. To address persistent problems in India's growing cities, the Government of India launched the Smart Cities Mission (SCM) in 2015. SCM expects to develop 100 smart cities in five years. These cities will include efficient transportation, energy efficient buildings and robust digital connectivity, as well as adequate water and electricity supplies, sound governance and affordable housing. The development of Smart Cities will to a large extent address the rising challenges of rapid urban development in the country.

At present India is home to four 'megacities', Delhi, Mumbai, Bangaluru and Kolkata, each with a population of 10 million or more. It is estimated that by 2030 Chennai will also join the ranks<sup>5</sup>. Megacities around the world including Tokyo in Japan, New York in USA, Beijing, Shanghai and Shenzhen in China are also urban growth centers with significantly high contributions to national GDP. Further, it is estimated that the real

<sup>5</sup> Megacities: Developing Country Domination, Euromonitor, October 2018

---

It is important for the Government to make the country ready for the next generation of telecommunication infrastructure growth such as the development of 5G technologies by revisiting regulatory norms and ensuring healthy competition in the sector.

---

GDP of Indian megacities will on average double by 2030. While these urban growth centers offer immense potential for investment growth and employment their rapid growth also poses infrastructure challenges which will need to be resolved through proactive policy action. Further, successful implementation of the Smart Cities Mission will also enable the growth of other urban growth centers in India easing the pressure on existing megacities.

### **Connecting the country through enabling Digital Infrastructure**

Household consumption contributes 60% to India's GDP.<sup>6</sup> As consumption patterns are changing and with the increasing significance of E-Commerce, never has it been more important to ensure digital connectivity for every citizen. It is estimated that in 2019 the number of internet users surpassed 500 million, while impressive improvement from previous years, still over 50% of India's population remains to be digitally connected. Digital infrastructure is closely connected with telecommunication infrastructure.

Telecom has been recognized world-over as a powerful tool of development and poverty reduction through empowerment of masses. The telecom sector deserves special attention due to its strategic significance for the growth of the economy. It is important for the Government to make the country ready for the next generation of telecommunication infrastructure growth such as the development of 5G technologies by revisiting regulatory norms and ensuring healthy competition in the sector. Further it is critical for the Government and Private sector to work in close collaboration to enhance access to telecommunication facilities and expand internet usage.

### **Logistics and Warehousing**

The logistics sector is the backbone of national development and a significant contributor to economic growth and prosperity. Logistic costs

---

<sup>6</sup> Future of Consumption Fast-Growth Consumers markets India 2019, World Economic Forum

---

in India (about 15% of GDP) are both well above the average for developed economies (5%-10%)<sup>7</sup>.

After being given infrastructure status in 2017, the country's logistics sector ranked 44th out of 167 countries in World Bank's Logistics Performance Index (LPI) 2018. Industry growth cannot be achieved in the absence of an expansive and robust logistics and warehousing network, which is critical for efficiency gains and hence reducing the cost of doing business and putting capital to more productive use.

## Re-energizing the Power Sector

Despite accounting for 18% of world's population, India uses only around 6% of the world's primary energy. Energy poverty has been more pervasive in India than income poverty: 53 per cent of India's population could not access clean cooking in 2017 when compared to 30 per cent for China. With an increase of per capita energy consumption by 2.5 times, India will be able to increase its real per capita GDP by \$5000<sup>8</sup>.

In the power sector, the existing problems of producers need to be resolved to encourage investment in strengthening power infrastructure. More competition should be encouraged amongst distributors by means of partial privatization and allowing producers to sell to the highest bidder for grid distribution whether in State or out of State. Special attention needs to be paid to the government's landmark UDAY programme which was introduced to reform power distribution companies but has faced challenges in achieving its primary objective. To this effect, the Centre and States can work together to boost investor confidence.

The integration of renewable energy production and storage systems into the power sector is becoming an increasingly important business imperative for most economies, including India's. Renewable energy systems, however, require integration into wider grids that include a mix of

generation and distribution facilities located in widely varying proximity to end users. Several key business and operational drivers must be considered when planning a grid for this new energy mix including cost-efficiencies of storage technologies and distributed generation, transmission infrastructure, legal and regulatory frameworks and market uncertainties.

Both the Government and Private sector can play a pivotal role in accelerating the growth and adoption of renewable energy in the country to address the capacity challenges of the Power Sector in the country.

In order to create a \$5 trillion economy, India needs a robust and resilient infrastructure. While the current Government has promised \$1.4 trillion of investments in infrastructure in its election manifesto, the real challenge in bringing adequate private investment across the country with the collaboration of public sector. Along with physical infrastructure; provision of social infrastructure will also determine the future of India's economic growth.

---

<sup>7</sup> Standard and Poor's,

<sup>8</sup> Economic Survey 2018-19

# Policy Reforms & Governance

## Strengthening the economic ecosystem through structural reforms

The government's vision of a \$5 trillion economy needs a strong policy reform and governance framework. The 'New India' needs to be supported by first generation governance reforms and second generation economic reforms. During the 1991 financial crisis, India witnessed a slew of economic reform, without being backed by governance reforms. India now needs to focus on governance reforms to prepare for the next phase of its growth. Today, the government needs to assume a frontal role to bring about institutional change; particularly in complementing industry efforts to develop free and fair market institutions, in restructuring and disinvesting inefficient state-owned PSU's, strengthening the banking system, in establishing a market-oriented legal and regulatory policy, deepening of democracy and taking care of poor.

Despite best efforts, there still remains a lot of government intervention and the license-permit raj systems. In order to achieve the spirit of reduced state intervention, as was intended when the Indian market was opened in 1991, India has to create a robust institution to tackle governance issues.

The economic reforms undertaken in 1991 fundamentally changed India from being a 'nation-states' to 'state's nation.' The country witnessed a shift in favor of states when it came to policy priorities. Be it health, education, electricity, land acquisition, labor reform, infrastructure development, states' play key role. There has been significant restructuring in plan and non-plan budgeting, with state allocation of funds increasing. States have a considerable role to play in the centrally sponsored schemes.

In the past six years, India has witnessed some landmark reforms, post the 1991 era, such as Goods and Service Tax (GST), Insolvency, and Bankruptcy Code (IBC), Ease of Doing Business in India, etc. The government is making several changes, including the automated release of goods and doing away with face-to-face contact with customs officers and tax officials. The recent change in the Indian bureaucratic setup, by allowing the lateral entry of experts into civil services is a key step towards overhauling the regulatory ecosystem of India. However, there is scope for much more improvement and given the political majority that the current government enjoys - there is scope for faster action as well.

## Minimum Government, Maximum Governance

The government has been focusing on implementing 'Minimum Government, Maximum Governance'. Broadening this theme the NITI Aayog prepared a list of 40 companies to be disinvested by the government, including Air India, which received several stimulus packages over the years. Despite constant efforts, successful divestments are rare and usually undertaken to cover up the fiscal deficit. To drive the next phase of growth, the Indian government would need to display a stronger resolve in letting go of loss-making PSUs.

E-services have helped India reduce discretion and improve transparency in India. The country's global ranking on corruption indices has not shown much improvement, especially in state and bureaucracy. The government of India has improved upon Transparency International Corruption Index from 85<sup>th</sup> position in 2014 to 78<sup>th</sup> in 2018<sup>1</sup>.

<sup>1</sup> Corruption Perceptions Index 2018, Transparency International

---

For further economic growth of the country, the government would have to boost its efforts to manage burdensome administrative procedures, simplify overlapping laws, etc.

---

Despite improvements, corruption at the ground level, is a significant burden on economically weaker segments.

India's growth journey towards becoming a high-income economy would need addressing this challenge. As Douglas North has pointed out in his book *'good institutions are critical for economic development, particularly when the government wants to move away from middle income to high-income status.'*

For further economic growth of the country, the government would have to boost its efforts to manage burdensome administrative procedures, simplify overlapping laws, etc.

### **Justice delayed is justice denied**

Modern democracy faces massive scale discontent in the form of justice getting delayed. India has 33 million pending cases, one of the largest in the world today. The Law Commission of India, in one of its reports, suggested the appointment of 50 judges per million population (in the United States, the ratio is much higher, at 107 per million).<sup>2</sup> Today we have judicial posts created so far amount to just 20 per million, but the more worrying issue is we have unfilled vacancies as high as 23% in the lower courts, 44% in higher courts, and 19% in the Supreme Court.<sup>3</sup>

Another issue which would need to be addressed to drive India's growth is police reform – the September 2006 judgment by the Supreme Court of India, in Prakash Singh vs. Union of India, directed the Central and State Governments to implement operational reforms and allow for functional autonomy of the police. However, so far, there have been no significant changes made by the states, as there is limited police accountability in several of the states.

It is critical to provide police establishments with improved infrastructure, modern weapons and communication systems. Also, increasing

---

<sup>2</sup> Law commission of India - Report No.245

<sup>3</sup> Law Ministry Data

the accountability of the police force through independent oversight will help bring objectivity in operations and reduce interference in the due process of law.

## Land, Labor & Capital Reforms

During India's first round of liberalization in 1991, while it opened its market for global companies, the country failed to reform the land, labor, and capital laws. These are all important parameters in the ease of doing business index, improving which can enhance India's competitiveness. The situation was further complicated as most of these issues fall under the purview of the state. While efforts have been made in the past to amend labor laws, lack of political consensus has dropped them from the priority list of governments. But if India wants to march towards becoming a \$5 trillion economy, there is an urgent need to relook the issue of land, labor, and capital, which would in turn revive various struggling sectors such as infrastructure and agriculture.

## From Inequality to Equality to Equity

Long standing social inequalities cannot improve without policy changes, but given the country's economic ambitions, it is important for India to push for policy reforms both at the center and state level. The existing policy framework would have to be better targeted and accountability would have to be fixed more explicitly. A weaker regulatory system often results in the benefits of various initiatives reaching only a few intended participants. In India, the benefits of liberalization have not reached the poorest of the poor. While rich are becoming more productive, the poor have been getting more stressed. Income inequality continues to grow at a rapid pace in India, with the top 1% holding 73% of the country's wealth, with an estimated 20.9 lakh crore increase in their wealth last two years. Road to \$5 trillion economy passes through addressing the challenge of inequity among its people and giving them equity in New India's success story.

## Technology and Governance

Technology has been impacting various domains – process digitization, e-governance, mobility first focus, analytics, robotics, and alternative media channels. These rapid technological strides can substantially improve government communication efficiency, by enabling stronger two-way communication and improved accountability in governance. The government's push toward 'Digital India' in the last six years, is aimed towards transforming India into a digitally empowered society and knowledge economy. The vision for Digital India focuses on driving citizen centricity through digital empowerment. Leveraging technology further and enabling easy access across the last mile will help India move further in its growth journey.

# Climate & Sustainability

Given the changing climate conditions and excessive pressure on natural resources, any economic plan for a country has to embed a framework for sustainability. Climate change is an issue impacting various facets - environment, economic and technical. With rising emissions, the frequency of extreme weather events has been increasing significantly along with the intensity of their impact. Emissions from industries and other activities are impacting temperature and rainfall patterns.

The impact of climate change would be a barrier in fully achieving India's development potential as it would disturb agricultural systems, forest health, water availability, and coastal ecology. India should leverage global efforts to address climate change through technology. As India focuses on further development, climate change also becomes an important foreign policy issue. With the rising importance of sustainability, India too needs to embrace it when drafting economic and business plans.

Providing a clean and healthy environment for its citizens is at the fore of the government's agenda, to support inclusive economic growth. While India is focusing its efforts on providing basic needs of its vast populace, such as drinkable water, health, education, power, and sanitation, it is now time to also invest in managing climate change. Though India's share of emissions is relatively lower, the country is witnessing extreme climate events that have both an immediate and long-term impact. According to the Global Climate Risk Index, India is the 14<sup>th</sup> most climate change-affected country, globally. The contrast of weather conditions across India, with rising temperatures in certain parts, while others deal with a deluge, presents unique challenges that the country and industry has to manage.

According to the Intergovernmental Panel on Climate Change, a 1.5 C increase in global temperatures will have food insecurity, income losses, adverse health concerns, and population displacement, significantly impacting the economically weaker sections of the society.<sup>1</sup> The economic impact of climate change is most adverse on farmers and construction workers. Heat stress is impacting productivity and this decline is expected to be equivalent to the loss of 34 million full-time jobs<sup>2</sup>. Economic activity in cities is being adversely impacted, as various Indian cities are experiencing rise in the days with temperatures exceeding 35° C.

While India has been in leveraging renewable sources of energy, the country still relies significantly on coal for electricity. With almost 70% of India's emissions attributable to energy generation, the issue of air pollution is becoming more significant.

The Indian economy and society are now also struggling with the scarcity of valuable natural resources, which are also linked to climate change. With the rainfall pattern becoming more erratic, India needs to focus on improving policies that discourage water wastage. The dependence of Indian agriculture on groundwater is significantly high, with villages depending on the source for 85% of their water needs. According to estimates in the 2017-18 Economic Survey rainfall disruption can lead to farmers without irrigation, to suffer an income loss of ~14%.

The country's agricultural practices are also leading to inefficient use of resources, which intensify any climate change-induced monsoon variations. Estimates say that more than 80% of water demand in India is attributable to farming,

<sup>1</sup> "Why India needs to worry about climate change", BBC, 25 Oct 2018

<sup>2</sup> International Labor Organization

which makes it critical for the government to review giving incentives for the production of water-intensive crops, such as sugarcane and paddy. The export of crops and products should be viewed from the lens of its impact on the environment and burden on natural resources. Product and crop diversification should be encouraged to reduce environmental impact. The government's initiative to support drip-irrigation needs a significant push, as it has the potential to drive productivity while conserving water. India's rising groundwater crisis is also impacting the availability of drinking water in both rural and urban areas.

In contrast to water scarcity, parts of India are also grappling with extreme rainfall and floods. Loss of life and infrastructure has been leading to high economic losses due to floods and is expected to rise if we do not adopt preventive measures.

Rising urbanization and economic activity across India is also leading to increased pollution. India's vast ecology is facing high pollution as the country has more than 12,000 kms of total polluted riverine. Moreover, Indian cities face a high risk of air pollution. Indian cities are development centers driving economic growth, but they are also epicenters for increased manufacturing, rising migration, etc. The unbridled burning of crop residue and emissions from power plants in neighboring regions is also impacting urban India.

As urbanization increases further and more cities and towns develop, India needs to address the issue of provision of water. The inconsistent availability of water is adding further stress to the urban ecosystem.

India has started making strides in its climate change commitments, reducing emission intensity by 21% of its GDP.<sup>3</sup> To combat the impact of climate change and reverse the rising pace, India would have to adopt a holistic approach, with a focus on implementation.

<sup>3</sup> India' Second Biennial Update Report, UNFCCC, 31 December 2018

-  The National Action Plan on Climate Change and assess the benefit of technological advances
-  A policy framework should be designed to support alternative energy sources, such as wind energy, waste-to-energy, etc.
-  Review how manufacturing and agricultural productivity can be improved in a sustainable way
-  Provide financial support to farmers to encourage non-burning of crop residue
-  The export of crops and products should be viewed from the lens of its impact on the environment and burden on natural resources
-  Product and crop diversification should be encouraged to reduce environmental impact
-  Strengthen the water infrastructure to avoid wastage, promote conservation and support efficient delivery
-  Create a comprehensive framework for the management of water resources, enable long-term sustainability of groundwater resources and incentivize the use of recycled water by industries

The Indian Government and private sector should collaborate to enable faster implementation of such initiatives. At the same time, a PPP model should be encouraged to study and analyze the impact of various practices on the climate and environment. Practices should be designed to reduce the increasing burden on scarce natural resources. Innovation will be the key to addressing climate change and natural resource conservation, making it essential for India to invest in research and development. India's economic growth story is now tied to embedding a sustainable view, which would help avoid long-term constraints.

# Job Creation

It is estimated that the next 30 years will see the global population add 2 billion people to the current population of 7.7 billion, and, by the end of the century, there would be around 11 billion people.<sup>1</sup> India is expected to show the highest population by 2050, overtaking China as the world's most populous country. However India enjoys a strong demographic dividend, as population in countries such as China, US, and Japan is getting older, while India's population is getting younger.

Increase in working age population in India due to rapidly declining birth and death rates, will further boost economic growth in the coming years. However, to completely utilize the power of its favorable demographics, it is essential to empower India's labor force with the right skills for a rapidly changing environment. Unless the high number of unskilled and semi-skilled youth which form majority of the labor force, this demographic dividend could become a demographic burden. Hence, job creation, based on appropriate skilling, needs to be at the forefront of policy formulation for creating a \$5 trillion economy.

The shift of India's economy from agricultural domination to tertiary and manufacturing sector has led to the rapid growth in GDP over the last 20 years. A survey by PHD Research bureau on 'Job creation: A Pan India Survey of Households' revealed that private sector is the major employment provider in the last five years, followed by government sector, self-employed, public sector, among others. It is therefore important to keep the momentum on high investments both in government and private sector to drive job creation. The country also needs to balance labor-intensive with capital-intensive modes of production, to leverage

technological advancements, while utilizing the ample workforce.

At the macro level, job creation requires a stable framework along with structural policies that encourage innovation, skills and entrepreneurship. As India is expected to witness an increasing share of young working population and shift in demographic dividend, to absorb this increased labor force, more avenues for jobs can be created by directing more resources towards manufacturing and manufacturing services sector, travel and tourism, and public and healthcare.

## Contribution of Manufacturing and Manufacturing Services Sectors

Strengthening the manufacturing sector is essential for the growth of the Indian economy and its employment objectives. Manufacturing industries can also support the modernization of agriculture, which contributes a minor share of GDP, but accounts for a large share in employment. The manufacturing sector has the potential to create a multiplier effect for job creation in the services sector, since each job created in the manufacturing sector leads to the creation of two-three additional jobs in related activities.<sup>2</sup>

In the Union Budget 2018-2019, the government stated the importance of focusing on high employment generating sectors such as manufacturing of rubber and plastic products, machinery, leather, etc. The Government of India has also undertaken various initiatives such as 'Make in India' and introduced sector specific incentives to various manufacturing companies to boost the country's economy.

1 The World Population Prospects 2019: Highlights

2 National Manufacturing Policy 2011

Furthermore, digitalization of economy has led to generation of new work opportunities characterized by increased contract work and self-employment in the arena of manufacturing services. The adoption of digital platforms and technologies such as in e-commerce and digital financial systems are improving the business viability of microenterprises in India. With the increased inclusive growth among micro and small-sized firms, India must develop new policy frameworks to improve financial connectivity and reorient its skills development strategy. India also needs to manage the issues of low productivity, depressed wages, and economic insecurity, to take full advantage of the employment potential of the digital economy.

## Travel and Tourism as a driver of Jobs

Travel and tourism industry has the highest potential in creating jobs for millions of people and continues to grow and stay resilient despite global challenges. The tourism sector plays an important role in creating employment opportunities for the unskilled, semi-skilled and skilled workforce. Given its labor-intensive nature, the sector has the potential to contribute more than 40 million employment opportunities over the next 5 years.<sup>3</sup> Hence, the travel and tourism industry is ideal for developing countries especially India which has a large unskilled labor force.

Another reason to boost the travel and tourism industry is the high percentage of women employability in the sector. Many hotel corporations such as Hilton and Marriot have programmes aimed at reducing the income imbalance for women and offering leadership and progression opportunities.

The major challenge in the tourism industry is the gap between education and skills and knowledge needs. There is a shortage of skilled and educated labor that continue to affect economies and job creation prospects. Efforts must be

<sup>3</sup> Job Creation: A Pan India Survey of Households, PHD Chamber, March 2019

made to invest more in tourism education and training through as internships or scholarships. Drafting public policies that stimulate job creation and promoting access of MSMEs to international markets and global value chains will also help drive the Indian economy.

In the Economic Survey 2018-2019, the government stated the importance of developing key tourist centers, as they have ripple effects on creating employment opportunities across various segments such as hospitality, catering and housekeeping staff, tour and safari guides, etc. The objective is to reduce the movement of the rural labor force by identifying 10 tourism spots in each of the larger 20 states and 5 spots in the 9 smaller states.<sup>4</sup>

## Health sector will not only create jobs but drive GDP

Healthcare is both a critical social requirement and a leading sector for the Indian economy. The Indian healthcare sector has been witnessing high growth due to the focus of the government to improve coverage and the rising expenditure by public and private players.

The Indian healthcare sector is expected to generate 40 million jobs in India by 2020.<sup>5</sup> Over 100,000 jobs are expected to be created from Ayushman Bharat, the National Health Protection Scheme.

A dynamic health market fosters education and jobs, especially for women and young people. Across OECD countries, employment in health and social work grew on average by 48% in a four-year period<sup>6</sup>. Good health is not just for the individual but has a lot of economic benefits. In countries with high fertility rates, a reduced prospect of child mortality can also positively

<sup>4</sup> Nourishing Dwarfs to become Giants: Reorienting policies for MSME Growth, Press Information Bureau, 24 July 2019

<sup>5</sup> International Brand Equity Foundation, A trust of Ministry of Commerce and Industry

<sup>6</sup> Between 2000 and 2014

impact household decisions on family planning. Better health can have substantial influence on economic growth. Targeted investment in health systems can positively influence economic growth along other pathways: economic output, social protection and cohesion, innovation and health security.

However, there is a dearth of health workers globally. Job creation in the health sector is restricted due to the lack of skilled labor. With the right policies and initiatives, investment in education and job creation in the health sector can go a long way in promoting inclusive economic growth.

### **Skilling and Education: Critical for optimizing on India's Demographic Dividend**

The economic survey 2018-2019 discussed a cross-country comparison for firms in India, Mexico and U.S., highlighting that an average firm in the U.S. employs more than seven times (700%) as many workers when it is 40 years of age as compared to the average workers it employed when it was less than five years of age. This is in contrast with India, where an average firm only employs 40% more workers when it is forty years of age. In consequence, firms in India are not being able to utilize their full potential to create the necessary jobs and productivity in the economy.

Now more than ever India needs to invest in education and in its physical and human infrastructure, in order to help the incoming workforce play a productive role in the economy. The government has been focused on introducing more skill-oriented and vocational courses that can help create a talent pool to meet the global demands.

Initiatives such as 100% FDI in education sector, National Accreditation Regulatory Authority Bill for promoting higher education and establishing the National Skills Mission for imparting vocational training, would go a long way in helping India leverage the potential of its youth.

### **Growth of MSMEs to promote Economic Development**

Micro, Small and Medium Enterprises (MSME) is the second largest employment generating segment in India.<sup>7</sup> With low investment requirements, flexibility in operations and the capacity to develop appropriate indigenous technology, these firms have the power to take India to new heights. They not only play a crucial role in providing employment opportunities at low cost than large industries, but also help in creating large employment opportunities. MSMEs further promote inclusive growth by creating jobs in rural areas. A large section of rural women are employed by Khadi and Village industries, thereby promoting gender equality.

The major challenge in the growth of MSMEs is their higher need for working capital, and limited access to formal funding channels, due to lack of sufficient collateral. These enterprises also struggle with limited human resources and lack of skilled man power.

Therefore, government must take initiatives to support the MSMEs. Economic Survey 2019 states that targets have been prescribed to banks for lending to the MSME sector. Also, under MSME's PSL targets, it is necessary to prioritize 'start ups' in high employment generating sectors, to improve direct credit flow to sectors driving job creation.

<sup>7</sup> MSMEs are the second largest employment generating sector after agriculture in India, United News of India, 27 June 2018

# Social

For India to become a leading global economy, a robust social environment that is devoid of its archaic and restrictive social systems is imperative. The government in the past years has been able to pave the way with progressive, inclusive policies, to better leverage the demographic power India currently holds.

Disparities across gender, income, healthcare, and other resources, are gaps that need urgent consideration and innovation. India needs to adopt a holistic approach to the aforementioned social issues, to achieve its economic ambition of becoming a \$5 trillion economy. For instance, the female labor force participation in India declined from 35% in 2005, to 25% in 2018, owing to limited access to quality education and socio-economic barriers limiting the opportunities for women.<sup>1</sup>

## Reducing inequality

Income inequality impacts how different income groups interact with each other, especially since limited trust in an unequal society leads to higher transaction costs. Further, the lack of access to economic opportunities can lead to a great social divide leading to unrest with higher safety costs for governments and private businesses. The government alone cannot achieve growth and inclusiveness, hence the need for increased participation from all stakeholders. Private sector stands to gain as much benefit by including diverse voices and expertise into their workforce. To bridge the rising economic divide in India, it is also essential to ensure social security schemes and policies are not rigid and can leverage technological advancements. Further, promoting easy, transparent, and instant access to services and programs by digitization shall generate process simplification.

<sup>1</sup> Reversing women's decline in the Indian labor force, Live Mint, 27 June 2018

Improving the quality of education with measurable outcomes by investing in non-discriminatory teaching materials, including access to learning material in diverse languages, would improve access to education across all regions.

In India, the average gender pay gap is at 19% and it increases with higher skill level. While there is no gender pay gap in semi-skilled work, for skilled women it is about 20%, while for highly skilled jobs it is as high as 30%.<sup>2</sup> Thus, standardizing support mechanisms for women-run businesses to encourage further growth must be encouraged. India should restrict gender stereotyping of professional roles, by investing in women's participation at all levels of the workforce. Further, providing capacity building training for potential women leaders for more inclusive leadership management and stronger outcomes considered under various CSR initiatives can be promoted. Enabling working environments with crèche facilities, implementing maternity benefits, and flexible working hours during times of need are specific provisions to encourage women participation in the workforce.

Women in the informal sector generally are overlooked, with data showing that 195 million women are employed in the unorganized sector or are in unpaid work<sup>3</sup>. However, skilling centers can help provide training beyond stereotypes, with equal access to various STEM and other relevant courses. Further, promotion of inclusion of women in agri-rural start-up ecosystem and accelerators can contribute towards transformation of the rural economy, while also increasing employment opportunities for women.

<sup>2</sup> Monster Salary Index survey, 7 March 2019

<sup>3</sup> Creating Opportunities for Rural Youth - Rural Development Report 2019, International Fund for Agricultural Development, July 2019

---

India is rich in traditional agriculture and medicinal traditions and reviving traditional knowledge systems need to be preserved, documented, and commercialized as an alternative to the conventional framework.

---

Responsible global supply chain management methods need further consideration, as well. The increase in subcontracting and outsourcing led to an influx of home workers and micro-enterprises and poor access to essential services and rights has left them further vulnerable to economic, social, and environmental changes. Re-assessing formal labor frameworks, with reforms in workers' laws, and ensuring pro-poor schemes are reaching the intended beneficiaries, are other mechanisms to address the wide disparity. Further, holistic investments are required to identify and update the continually changing income group data, monitoring that scheme's reach to intended beneficiaries. Annual reassessment and necessary corrections need to be made to minimum wages, including natural disasters and other climate-based adversities.

### **Leveraging the demographic dividend**

The working-age group 15-59 years' accounts for 62.5% of India's population and this segment is expected to reach the highest proportion of approximately 65% in 2036<sup>4</sup>. This young demography can influence a systematic change in the economic, social, and environmental landscape of the country. Ensuring the demographic is not lost under archaic systems of functionality, care needs to be taken to use the demographic advantage wisely.

India is rich in agriculture and medicinal traditions and reviving conventional knowledge systems need to be preserved, documented, and commercialized as an alternative to the conventional framework. For adequate knowledge sharing to take place, information centers with internet, and digital infrastructure needs to be maintained at educational institutes, government administrative offices, and public libraries.

Local talent, if gone unnoticed, can be of significant loss. Providing relevant skilling centers, secure innovation accelerators, local talent acquisitions, along with encouraging

---

<sup>4</sup> India's Demographic dividend will play out over a longer span, Live Mint, January 2019

---

Encouraging lifelong learning approaches is integral for the youth to be aware of the often-changing systems. Assessing past learners and ensuring they are updated with the latest technology information is as crucial as ensuring potential workforce entrants join.

---

workshops, training, innovation, and subject-specific practical competitions, can help identify potential talent, ensuing judicious outcomes of the thriving demography.

Encouraging lifelong learning approaches is integral for the youth to be aware of the often-changing systems. Assessing past learners and ensuring they are updated with the latest technology information is as crucial as ensuring potential workforce entrants join. Internet penetration has increased to around 35% in India, whereas the urban India is witnessing stabilization at around 65%. Digital Services, through the Digital India initiative, have paved the way for integrating mobiles, financial transactions, and e-governance services<sup>5</sup>. India should invest in creating skilling centers with data collection mechanisms to identify the industries and job specifications most in-demand within the local and neighboring areas for existing and new learners to engage with.

With more than 65% of rural youth living in high agricultural potential areas, investing in agri-rural startups and innovation centers is paramount.<sup>6</sup> Moreover, financial literacy needs to be mainstreamed across rural areas, as it would help the rural youth become dually skilled in practical and market-relevant job requirements along with awareness of various digital models to promote better financial outcomes. This can aid not just the rural youth but also the entire household; they can access schemes and policies intended to benefit them through digital mediums.

### **Enhanced health outcomes**

According to a Lancet study, India ranked 145<sup>th</sup> among 195 countries in terms of quality and accessibility of healthcare, in 2018. However,

India has witnessed improvement on the Healthcare Access and Quality index, driven by consistent efforts by the government<sup>7</sup>.

5 Digital India – 2014 to 2018, Internet and Mobile Association of India, March 2019

6 Creating Opportunities for Rural Youth - Rural Development Report 2019, International Fund for Agricultural Development, July 2019

7 Measuring performance on the Healthcare Access and Quality Index, Lancet, 2018

---

Healthcare in India is expected to undergo a radical shift with a national health policy expected to universalize healthcare across the country. However, there have been some gaps in the previous schemes with rural and remote regions being overlooked for urban centers as better financial models for healthcare infrastructure development.

To improve the healthcare outcomes that are essential for the future growth of the Indian economy, preventive healthcare access must be made available to the marginalized and vulnerable groups in rural and remote parts of the country. The present lack of quality infrastructure at the tertiary level needs to be addressed by creating an adequate number of centers supporting necessary diagnostic imaging enabled with mobile healthcare apps that enable healthcare delivery even in rural and remote parts.

To promote equitable growth in the country, it is essential to safely integrate the alternative medicinal approaches into a standardized process. The availability of necessary drugs at all levels is a challenge given the vast expanse of the Indian region. Further, the prevalence of spurious drugs needs to be addressed with quality control checks and regular assessments.

Another debilitating factor for poor healthcare is the lack of paramedics and medical professionals. Hence, creating paramedic-training centers in areas that have been overlooked, can address the significant gap of vacancies. Additionally, it is important to construct facilities that encourage medical professionals to practice in rural areas. Sharing their expertise through research centers where they may conduct training for community and local youth interested in the field of medicine can help fulfill necessary medical professional vacancies through local talent. This availability of jobs within the community or local region shall also prevent the need to migrate for employment.

Leveraging technology can also help address significant gaps. By developing AI solutions

for the diverse demography, it can detect, aid in diagnostic decision-making, and prepare a subsequent treatment strategy in far less time, having the potential to cater to a large part of India. Increasing funding for research and development of generic drug alternatives, along with diseases relevant to neglected regions of India, can create a strong pharmaceutical and drug industry. Further, investing for local and indigenous medicinal properties plants across the many diverse regions of the country can cater to the rise in demand for herbal and natural medication.

# About Assocham

ASSOCHAM has been a partner in India's development journey and would continue to help shape the growth agenda as India enters its next phase. Since its inception in 1920, ASSOCHAM has supported value creation for the Indian industry. Being a proactive and forward looking institution, it serves as a conduit between members and the government, to help meet the aspirations of corporate India in the new world of business.

ASSOCHAM has in its fold more than 400 Chambers and Trade Associations, and serving more than 4,50,000 members from all over India. It has witnessed upswings as well as upheavals of Indian Economy, and contributed significantly by playing a catalytic role in shaping up the Trade, Commerce and Industrial environment of the country.

Today, ASSOCHAM has emerged as the Knowledge Chamber for the Indian industry, which is all set to redefine the dynamics of growth and development in the technology driven cyber age of 'Knowledge Based Economy'.

ASSOCHAM derives its strength from its Promoter Chambers and other Industry/Regional Chambers/Associations spread all over the country.



The Associated Chambers of Commerce and Industry of India

**ASSOCHAM Corporate Office:**

5, Sardar Patel Marg, Chanakyapuri,  
New Delhi-110 021

Tel: 011-46550555 (Hunting Line)

Fax: 011-23017008, 23017009

Email: assocham@nic.in • Website: www.assocham.org

## Vision

Empower Indian enterprise by inculcating knowledge that will be the catalyst of growth in the barrier-less technology driven global market and help them upscale, align and emerge as formidable player in respective business segments.

ASSOCHAM derives its strengths from the following Promoter Chambers: Bombay Chamber of Commerce & Industry, Mumbai; Cochin Chambers of Commerce & Industry, Cochin; Indian Merchant's Chamber, Mumbai; The Madras Chamber of Commerce and Industry, Chennai; PHD Chamber of Commerce and Industry, New Delhi.

## Mission

As a representative organ of Corporate India, ASSOCHAM articulates the genuine, legitimate needs and interests of its members. Its mission is to impact the policy and legislative environment so as to foster balanced economic, industrial and social development. We believe education, IT, BT, Health, Corporate Social responsibility and environment to be the critical success factors.

**Deepak Sood**  
Secretary General, ASSOCHAM  
sg@assocham.com

# About Primus Partners



## Aarti Harbhajanka

Founder & Managing Director,  
Primus Partners

Primus Partners has been set up to partner with clients in ‘navigating’ India, by experts with decades of experience in doing so for large global firms. Set up on the principle of ‘Idea Realization’, it brings to bear ‘experience in action’.

‘Idea Realization’— a unique approach to examine futuristic ideas required for the growth of an organization or a sector or geography, from the perspective of assured on ground implementability.

India is and will continue to be a complex opportunity. Private and Public sector need trusted advisory partners in order to tap into this opportunity. Primus Partners is your go-to trusted Advisory for both public and private sector organizations involved intricately with nation building, and the creation and growth of robust corporations as engines of progress.

Primus is focused towards enabling clients in contributing to India’s long-term growth journey. We believe that the government and industry should collaborate for various initiatives that will transform the economic, social, regulatory, technological and environmental facets.

Our core strength comes from our founding partners, who are goal-oriented, with extensive hands-on experience and subject-matter expertise, which is well recognized in the industry. Our core founders have over 200 person-years of diverse experience – Industry (Public Sector, Healthcare, Transport, Education, etc), specialization (engineers, lawyers, tax professionals, management, etc).

The team at Primus Partners brings experience of working in more than 30 countries with private and public sector, including working with Government of India, building and leading large consulting teams at the leadership level. They also represent 200 person years of experience leading global and Indian consulting and corporates and the public sector.

The founding team is supported by a distinguished advisory board that includes experts with leadership experience across government, large corporates and notable civil society organisations.



Delhi | Mumbai | Bangalore | Chandigarh | Hyderabad | Ahmedabad

Email: [aarti@primuspartners.in](mailto:aarti@primuspartners.in)



# Disclaimer

The report is prepared using information of a general nature and is not intended to address the circumstances of any particular individual or entity. The report has been prepared from various public sources, and the information received from these sources is believed to be reliable. The information contained in this report is selective and is subject to updation, revision and amendment. While the information provided herein is believed to be accurate and reliable, ASSOCHAM and Primus Partners Pvt. Ltd. do not make any representations or warranties, expressed or implied, as to the accuracy or completeness of such information and data available in the public domain.

While due care has been taken in preparing this report and data contained herein. ASSOCHAM and Primus Partners Pvt. Ltd. do not accept any liability whatsoever, for any direct or consequential loss arising from any use of this document or its contents. Furthermore, Primus Partners does not recommend nor endorse any specific products, services or corporate entities that may have been mentioned in this report.

**100**  
YEARS OF   
**ASSOCHAM**  
THE KNOWLEDGE CHAMBER

The Associated Chambers of Commerce and  
Industry of India

**ASSOCHAM Corporate Office:**

5, Sardar Patel Marg, Chanakyapuri,  
New Delhi-110 021

Tel: 011-46550555 (Hunting Line)

Fax: 011-23017008, 23017009

Email: [assochem@nic.in](mailto:assochem@nic.in) • Website: [www.assochem.org](http://www.assochem.org)

**Knowledge  
Partner**



PRIMUM PARTNERS