

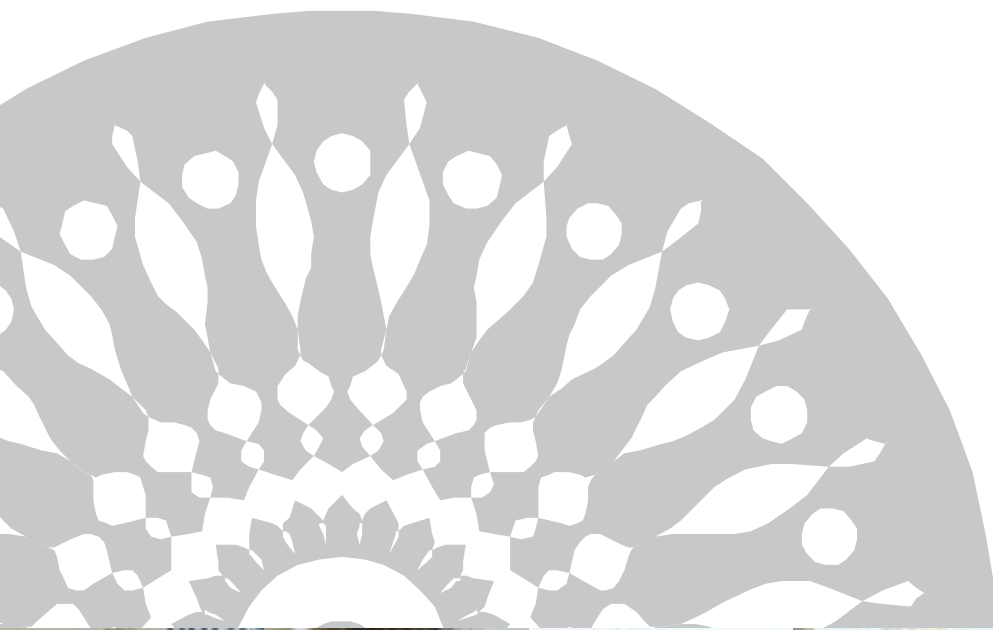
# Horasis

The Global Visions Community

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## Global India Business Meeting

26-27 June 2011, Naples, Italy

a Horasis-leadership event

co-hosts:

Region of Campania, Campania Innovazione, Naples Chamber of Commerce  
Federation of Indian Chambers of Commerce and Industry (FICCI)

# Report





### Co-hosts:

Region of Campania, Campania Innovazione, Naples Chamber of Commerce  
Federation of Indian Chambers of Commerce and Industry (FICCI)

### Co-chairs:

Rahul Bajaj	Chairman, Bajaj Auto, India
Subodh Bhargava	Chairman, Tata Communications, India
Lord Karan Bilimoria	Chairman, Cobra Beer Partnership, United Kingdom
Carla Cico	Chief Executive Officer, Rivoli, Italy
Dinesh Dhamija	Founder and Chairman, Copper Beech Group, United Kingdom
Hans G Ekdahl	Managing Director, Neilsoft, India
Sunil Godhwani	Chairman and Managing Director, Religare Enterprises, India
CP Gurnani	Chief Executive Officer, Mahindra Satyam, India
Rajive Kaul	Chairman, Nicco Group, India
Praveen P Kadle	Chief Executive Officer, Tata Capital, India
Mohan Kaul	Director-General, Commonwealth Business Council, United Kingdom
Harsh C Mariwala	Chairman, Marico, India
Tidu Maini	Executive Chairman, Qatar Science & Technology Park, Qatar
Efrat Peled	Chairman and Chief Executive Officer, Arison Investments, Israel
Deepak Puri	Chairman & Managing Director, Moser Baer, India

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Europe India Chamber of Commerce (EICC)  
Young Presidents' Organization (YPO)

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Global Arab Business Meeting	Ras Al Khaimah, UAE	9-10 October 2011
Global China Business Meeting	Valencia, Spain	7-8 November 2011
Horasis Annual Meeting,	Zurich, Switzerland	24-25 January 2012
Global Russia Business Meeting	Luxembourg	22-23 April 2012



*Preparing for the welcome dinner*

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*The Royal Palace of Naples - venue of the opening dinner*

## Foreword

You are reading the highlight review of Horasis' signature convention on India, the annual Global India Business Meeting – which was held in Naples, Italy on 26-27th June 2011. Since 2009, the Global India Business Meeting has earned the praise of investors, businessmen and policymakers alike, who appreciate the opportunity to gather to debate topics and set the agenda. But it not just an Indian meeting - the 2011 meeting drew a collective audience of 300 delegates from 31 countries, so assembled a panoramic picture of both the Indian economy and other world economies: nor were the emerging markets lost to view. The Meeting was organised by Horasis in partnership with the Region of Campania, Campania Innovazione, the Naples Chamber of Commerce and FICCI (Federation of Indian Chambers of Commerce and Industry).

The star contingent of panellists for many has become the hallmark of the Global India Business Meeting. The following co-chairs represented the meeting vis-a-vis the government or regional authorities and the general public: **Rahul Bajaj**, Chairman, Bajaj Auto, India; **Subodh Bhargava**, Chairman, Tata

Communications, India; **Lord Karan Bilimoria**, Chairman, Cobra Beer Partnership, United Kingdom; **Carla Cico**, Chief Executive Officer, Rivoli, Italy; **Dinesh Dhamija**, Founder, ebooks.com, United Kingdom; **Hans G Ekdahl**, Managing Director, Neilsoft, India; **Sunil Godhwani**, Chairman and Managing Director, Religare Enterprises, India; **CP Gurnani**, Chief Executive Officer, Mahindra Satyam, India; **Rajive Kaul**, Chairman, Nicco Group, India; **Praveen P Kadle**, Chief Executive Officer, Tata Capital, India; **Mohan Kaul**, Director-General, Commonwealth Business Council, United Kingdom; **Harsh C Mariwala**, Chairman, Marico, India; **Tidu Maini**, Executive Chairman, Qatar Science & Technology Park, Qatar; **Efrat Peled**, Chairman and Chief Executive Officer, Arison Investments, Israel; **Deepak Puri**, Chairman & Managing Director, Moser Baer, India.

The 2011 Global India Business Meeting focused on the changing paradigm of the global and Indian economies and discussed many questions - how might the fallout of the Japanese disaster and the changes in the Arab world impact the Indian economy? Will the dramatic cuts in public sector spending in much of the developed world derail global recovery? Could the disruption



*Virtual Ribbon Cutting Ceremony, with the co-hosts and co-organizers*



Rahul Bajaj, Chairman, Bajaj Auto, India, making a point at the opening plenary



Subodh Bhargava, Chairman, Tata Communications, India, talking about inclusive globalization

of financial flows unsettle emerging markets, including India? Given that emerging markets were not the root cause of the 2008 crisis and given their ability to recover swiftly, is the recent lowering of risk aversion toward emerging markets likely to be a long-term phenomenon? Will global growth adversely impact on India growth perspectives? Can and will changes in legislation, coupled with the advent of meaningful pools of domestic savings, result in further growth of financial centres in emerging countries like India? What are the challenges and opportunities facing Indian corporations and investors?

A noticeable positive mood at the meeting was evident: India's strong growth figures clearly instilled robust optimism among the audience. India sits '... at the top of the heap' in terms of economic expectations for the current year, as business leaders in Europe, Japan and the U.S. worry about possible setbacks. 'Most of us entrepreneurs are optimistic about the country's economy for 2011,' said **Malvinder M. Singh**, Chairman, Fortis Healthcare, India. **Rahul Bajaj**, Chairman, Bajaj Auto, India, commented that 'India's trade with the EU could face severe problems due to the ongoing crisis facing Greece and other debt-ridden EU economies'. He noted that Vesuvius - the famous volcano overlooking Naples - is an appropriate metaphor for Europe's tragedy. The mountain signifies the sudden emergence of the profound crisis

*'Over the past two decades, India has transitioned from a savings-driven economy to a consumer-driven one'*

*N.K. Singh, Member of Parliament, India*



N.K. Singh, Member of Parliament, India - pitching India as a global leader in the next wave of globalization



Vincenzo Scotti, Undersecretary of Foreign Affairs, Italy - our objective is to further strengthen our relationship with India



Dinesh Dhamija, Founder, ebookers.com, United Kingdom - Indian companies have to continue their quest for innovation excellence





Hans G Ekdahl, Managing Director, Neilsoft - contrasting the Nordic Model with Indian achievements



... in the longer term India's economy will grow at the coveted 10% mark - Rajive Kaul, Chairman, Nicco Group, India



Praveen P Kadle, Chief Executive Officer, Tata Capital, India - Indian investors should look at global markets

afflicting Europe. On India, he added that '... despite founded optimism, there are several challenges to be met in the short and medium term, including governance issues that were surfaced during the Commonwealth Games in 2010.' According to **Rajan Bharti Mittal**, Vice Chairman & Managing Director, Bharti Enterprises, India, 'there are issues around the ease of doing business in India. Governance challenges remain, and infrastructure still remains an issue. Still, we in India are talking more about our problems - and the world is seeing India as a great place to come and invest. That's what we need to celebrate.' He summoned participants 'to have full belief in the India story.' Further, we heard that '... the socio-economic disparities between rich and poor communities pose a significant obstacle to the sustainable growth of the Indian economy,' cautioned **Sanjay Dalmia**,

Chairman, Dalmia Group of Companies, India, '... we need the last burst of reforms, which are now under debate.'

*'India's trade with the EU could face severe problems due to the ongoing crisis facing Greece and other debt-ridden EU economies'*

*Rahul Bajaj, Chairman, Bajaj Auto, India*

Participants focused on what emerged as the three key themes of the meeting:

- the centrality of India and other emerging countries for the future economic growth
- the need to develop strong entrepreneurial initiatives to diversify the domestic economy
- and the drive of both the public and private sectors for sustainable and inclusive growth



Sunil Godhwani, Chairman and Managing Director, Religare Enterprises, India, asserting participants that India's GDP record growth will continue



CP Gurnani, Chief Executive Officer, Mahindra Satyam, India, greeted by Frank-Jürgen Richter, Chairman, Horasis



Harsh C Mariwala, Chairman, Marico, India, speaking on behalf of FICCI



Tidu Maini, Executive Chairman, Qatar Science & Technology Park, Qatar; Mohan Kaul, Director-General, Commonwealth Business Council, United Kingdom

In his welcoming speech, **N.K. Singh**, Member of Parliament, India, set the tone for the Global India Business Meeting by pitching India as a global leader in the next wave of globalization. He put forward the government’s agenda for the near future. In the macroeconomic sphere, stability remains the top priority. Other factors include robust small enterprises and abundant public sector funding. 'Over the past two decades, India has transitioned from a savings-driven economy to a consumer-driven one,' he said. He promised that the government is paying a lot of intention to improve the investment climate and he also committed to upgrade the country’s infrastructure to accommodate and sustain growth. N.K. Singh concluded by saying that 'any economic activity, including globalisation, should be directed at improving the human condition.'

*'India's 8.9% GDP record in 2010 will remain on the same level in 2011'*

*Sunil Godhwani, Chairman and Managing Director, Religare Enterprises, India*

Speaking on behalf of the host region of this year’s Global India Business Meeting, **Guido Trombetti**, Minister of Innovation of Campania, Italy, said that there is a huge potential for increasing trade and investment ties between Italy and India. Governments must devise policies to make globalization more responsive to issues such as poverty and health. **Giuseppe Zollo**, President, Campania Innovazione, Italy, added that ‘the region of Campania is forging trade and investment ties with India in services, higher education and innovation.’ ‘There is great potential for growth,’ stated **Sergio Sgambato**, Secretary General, The Indo-Italian Chamber of Commerce and Industry, India.



Efrat Peled, Chairman and Chief Executive Officer, Arison Investments, Israel - India is now the intellectual capital of the world



Deepak Puri, Chairman & Managing Director, Moser Baer, India



Lord Karan Bilimoria, Chairman, Cobra Beer Partnership, United Kingdom



*Italian Secretary of State Vincenzo Scotti with participants*

'We want to work together side by side to bolster our ties,' concluded **Maurizio Maddaloni**, President, Naples Chamber of Commerce, Italy.

*'We are confident to overcome the European debt crisis and to engage in trade with India and other high growth economies'*

*Vincenzo Scotti, Undersecretary of Foreign Affairs, Italy*

'Our objective is to further strengthen our relationship with the Indian economy,' said **Vincenzo Scotti**, Undersecretary of Foreign Affairs, Italy, during the welcome dinner. 'The economic crisis is not just in Europe, but the world over. This is a period of concern. But we are confident to overcome the European debt crisis and to engage in trade with India and other high growth economies,' he continued. 'Protectionist sentiments are not a solution to tackle the global economic problems,' he stated, reiterating the Italian government's commitment to free trade.

The role of India in global recovery from the economic crisis was recognized by most participants. 'India can be a key partner in addressing global challenges relating to

economic growth, global trade, climate change, renewable energy, food security, and development goals,' felt **Carla Cico**, Chief Executive Officer, Rivoli, Italy. The opening plenary panel focused on identifying the key factors that will shape India's economy over the next 6 to 12 months. The forward-looking approach used for this plenary session tried to provide participants with new perspectives and genuine take-home value. **Sunil Godhwani**, Chairman and Managing Director, Religare Enterprises, India, asserted participants that India's 8.9% GDP record in 2010 will remain on the same level in 2011. But **Harsh C Mariwala**, Chairman, Marico, India, believed that 'India's rising inflation and a widening current account deficit may slightly lower the pace. Food prices are the primary driver of inflation. India's Central Bank has been tightening policy for some time, so prices should stabilise. Rising oil prices may yet create an uneasy situation, but on the whole, the situation seems to be manageable.' Behind this veneer of worries over 2011 is a solid belief, according to **Rajive Kaul**, Chairman, Nicco Group, India, that 'in the longer term India's economy will grow at the coveted 10% mark.'



*Rajive Kaul, Chairman, Nicco Group, India, exchanging business cards with Carla Cico, Chief Executive Officer, Rivoli, Italy*

*'The region of Campania is forging trade and investment ties with India in services, higher education and innovation'*

*Giuseppe Zollo, President, Campania Innovazione, Italy*

**R K Mehrotra**, Executive Chairman, Foresight Limited, United Kingdom, highlighted that the recovery in the global economy is asymmetrical. Emerging markets, in both output growth and trade, are growing substantially faster than the developed economies. India is one of the few countries in the G20 to bounce back to the growth rates that prevailed before the crisis. With global recovery well under way,

it is time for Indian industry to once again explore opportunities outside India's shores and proactively proceed on the globalisation path. 'The Global India Business Meeting is an important vehicle for such engagement,' said **Pramit Mehta**, Partner, Ernst & Young, Switzerland. Cooperation, along with competitiveness, is the need of the hour, he added, calling for innovation and efficiency across functions.

'India has a lot to offer in the long run,' **Parag Amin**, President and Partner, Radiqal, USA, told participants. 'The country will also remain attractive simply because of the sheer size of its domestic market,' added **Guy Spier**, Chief Executive Officer,



*Giuseppe Zollo, President, Campania Innovazione - the region of Campania is forging trade and investment ties with India*



*... we want to work together side by side to bolster our ties - Maurizio Maddaloni, President, Naples Chamber of Commerce, Italy*



*Guido Trombetti, Minister of Innovation of Campania, Italy, speaking on behalf of the co-host of the 2011 Global India Business Meeting*



*Sanjay Dalmia, Chairman, Dalmia Group of Companies, India and Claude Beglè, Director General, Symbioswiss, Switzerland*



*Guy Spier, Chief Executive Officer, Aquamarine Capital, Switzerland, making a point on rural India*



*Harjiv Singh, Co-founder, Gutenberg Communications, USA - the government of India is concluding trade agreements*

Aquamarine Capital, Switzerland. India is going through a major transformation in its business practice, institutional set-up and even in terms of its mindset. 'This transformation means that you invest in India as an emerging country offering high-growth potential but at a relatively lower risk in the long run,' said **Marco Ferretti**, Managing Partner, Defcon, Italy. 'Aspiration and upward mobility drive consumption. Government spending has not played a major part in growth and consumption did not dip during the crisis. India's economy is decoupled from some of the underperforming economies of the West,' **Anil Kumar**, Chief Executive Officer, Ransat Group, United Kingdom continued.

*'We want to work together side by side to bolster our ties'*

*Maurizio Maddaloni, President, Naples Chamber of Commerce, Italy*

Panels at the Global India Business Meeting explored a wide range of topics, covering trade and investment, entrepreneurship, branding and technology. Proponents of contrasting visions of India's global trade debated over what kind of economy will emerge. 'India is certainly at a crossroads - trade and FDI (Foreign Direct Investment)- figures are still low in comparison with

other emerging economies like China,' said **Lord Karan Bilimoria**, Chairman, Cobra Beer Partnership, United Kingdom. 'The government is concluding trade agreements that will give better market access to exporters and export promotion schemes that will help exporters become price competitive,' said **Harjiv Singh**, Co-founder, Gutenberg Communications, USA. 'We have launched negotiations for comprehensive economic partnership agreements with several of its main economic partners like the European Union, the US and Japan, explained **Sudhir Jalan**, Chairman, Jalan Group, India. 'These initiatives may financially help us but it is innovation and leadership that will help quantum jump in exports,' said **Deepak Puri**, Chairman & Managing Director, Moser Baer, India. According to **Mohan Kaul**, Director-General, Commonwealth Business Council, United Kingdom, 'Indian exporters should start focusing less on what the government does for them and see how they can help themselves. Various export subsidies take the attention away from innovation - the main factor that will give lasting competitive advantage in global markets.'

There was also a focus at the meeting on 'how global investors should look at India,



*Riccardo Monti, Managing Partner, Value Partners; Marco Ferretti and Massimo de Falco, Managing Partners, Defcon*



*Sudhir Jalan, Chairman, Jalan Group, India - we have launched negotiations for economic partnership agreements with several of our main economic partners*

and how Indian investors should look at global markets, along with sector-specific discussions,' as **Praveen P Kadle**, Chief Executive Officer, Tata Capital, India, explained in one of the boardroom sessions. 'It is time for India and emerging countries in general to create enabling environments for foreign direct investment (FDI),' opined **Peter V. Rajsingh**, Managing Partner, Castellar Partners, USA. 'Foreign direct investment in India has increased in recent years. Still, there is a lot more space for investment in India,' stated **Domenico Arcuri**, Chief Executive Officer, Invitalia, Italy. Panellists emphasized the need for faster and more systemic policy reforms in India for ensuring greater capital flow and investment security. Several participants pointed out that FDI flows into India were

nowhere near what India needs to finance its infrastructure requirements, despite considerable progress in creating an investment-friendly climate. **Jitesh Gadhia**, Senior Managing Director, Blackstone, United Kingdom, felt that a suitably regulated yet liberal policy environment would benefit India's growth prospects.

On China, participants engaged in a lively debate. Relations between India and China have often diverged. 'Are they on the brink of a new era of increased cooperation, or will they be driven apart by historic forces?' asked **Lili Zhao**, Managing Editor, China Ethos, China. For sure, the relationship is indeed the best it has ever been. India-China bilateral trade has grown ten-fold in the last five years. 'China has become our



*Anil Kumar, Chief Executive Officer, Ransat Group, United Kingdom, in discussion with participants*



*B.K. Rane, Executive Director, Urmila Chemopharma, arriving at the terrace of the Royal Palace*



*Sergey L. Demin, Chief Executive Officer, Snegiri, Russia*



*Anuj Khanna, QInvest, Qatar; Tidu Maini, Qatar Science & Technology Park, Qatar; Rajive Kaul, Nicco Group, India*

largest trading partner in the world though the balance of trade lies in favour of China,' said **B. K. Rane**, Executive Director, Urmila Chemopharma, India. He also emphasised on the need for increasing investment linkages through collaborative ventures. On India's economic relationship with Russia, **Sergey L. Demin**, Chief Executive Officer, Snegiri, Russia, opined that there is a huge potential for developing mutually beneficial business partnerships. **Anuj Khanna**, Head of Investment Management, QInvest, Qatar, reckoned that 'the vast Indian diaspora in the Gulf countries is building bridges. Saudi Arabia and its GCC-neighbours are greatly benefiting from the education and dedication of the Non-Resident Indians.'

'Banking is developing into an Indian success story, and is one of the most

advanced users of information technology,' declared **Utpal Sheth**, Chief Executive, Rare Enterprises, India, addressing a boardroom dialogue session on 'Financial Services: The view from India.' **Riccardo Monti**, Managing Partner, Value Partners, Italy, noted that 'emerging markets economies like India that have developed their own financial systems are likely to resist better than those that depend heavily on external financing. Still, 'ensuring competitive exchange rate in the wake of surging capital flows is an important challenge which the policymakers will have to face, commented **Marco Magnani**, Managing Director Investment Banking, Mediobanca, Italy. ' Now is the time for India to 'develop and improve domestic capital markets,' advised **R. Seetharaman**, Chief Executive Officer, Doha Bank Group,



*Utpal Sheth, Chief Executive, Rare Enterprises, India - banking is developing into an Indian success story*



*Vikram Gandhi, Co-Founder, Giving Back Foundation, Hong Kong SAR - rules and regulations must meet current realities*



*Pankaj Dhingra, President and Chief Executive Officer, Nanostellar, USA*



The 2011 Global India Business Meeting drew a collective audience of 300 delegates from 31 countries

Qatar. The emphasis should be on connecting the financial world with the real economy, stressed **Vikram Gandhi**, Co-Founder, Giving Back Foundation, Hong Kong SAR, saying 'rules and regulations must meet current realities with greater disclosures and transparency.'

*'It is innovation and leadership that will help quantum jump in exports'*

*Deepak Puri, Chairman & Managing Director, Moser Baer, India*

India is successfully building an innovative economy. **Pankaj Dhingra**, President and Chief Executive Officer, Nanostellar, USA, said that until recently India was perceived as a socialist country with few prospects.

'However,' as **Mikael Hagström**, Executive Vice President, SAS, USA, commented, 'Prime Minister Manmohan Singh's reforms allowed the country to advance. Demography is one of the main advantages for the Indian economy. The country has a young and mobile population and people speak English.' 'These factors helped create a technology sector forming an important part of a globally significant economy. For example, 25% of the Windows code was created in India,' said **Gunjan Sinha**, Chairman, MetricStream, USA. 'Indian companies have to continue their quest for innovation excellence and make innovation part of their DNA,' pinpointed **Dinesh Dhamija**, Founder, ebookers.com, United Kingdom. He also urged companies to focus on maintaining strong cash flows and



*Mikael Hagström, Executive Vice President, SAS, USA and Ranu Vohra, Chief Executive Officer, Avendus Capital, India*



*Man Mohan Bhagat, Chairman, Bhagat Group, India - the status of India's infrastructure is improving*





*Mahesh P Gandhi, Chief Executive Officer, AFII Corporate Advisors, India*



*Luisa Todini, President, Todini Costruzioni Generali, Italy - listening to her co-panelists*



*Avi Basu, Chief Executive Officer and Founder, Connectiva Systems, India*

tap the investment opportunities in high growth emerging markets, as key strategies to meet contemporary challenges.

*‘The Global India Business Meeting is a new format of economic dialogue, an opportunity to learn about a diversity of ideas and viewpoints on the global situation’*

*Niraj Sharan, Chief Executive Officer, Aura, India*

India’s information technology and communications sector (ICT) has been a strong pillar of growth. As a top outsourcing destination and back office operations hub, India dominates the global IT services market. Businesses in all sectors look to technology to raise productivity and improve efficiency. '2010 has been a good year for India’s ICT with a healthy growth, we are viewing 2011 with optimism,' said **Subodh Bhargava**, Chairman, Tata Communications, India. 'Should ICT be complemented by a manufacturing-driven element?' asked **Tidu Maini**, Executive Chairman, Qatar Science & Technology Park, Qatar. 'Bangalore and Hyderabad are amongst the epicentres of India’s ICT boom,' said **CP Gurnani**, Chief Executive Officer, Mahindra Satyam, India. 'ICT has to deliver spill-over and multiplier effects, to bring new growth opportunities across all

regions and industries, especially manufacturing,' he continued. 'We need a national policy aimed at making India a manufacturing hub leading to creation of more jobs and boosting sustainable economic growth,' reasoned **Aashish Kalra**, Chairman, Duranta Holdings, India.

India’s infrastructure continues to be a constraining factor in maintaining a high growth rate. 'Urban infrastructure and services continue to be pathetic,' observed **Man Mohan Bhagat**, Chairman, Bhagat Group, India. 'India lacks infrastructure but this will be developed,' hoped **Meir Wietchner**, Chief Executive Officer, Miya, Israel. According to **Mahesh P Gandhi**, Chief Executive Officer, AFII Corporate Advisors, India, '30 GW of power



*Sergio Sgambato, Secretary General, Indo-Italian Chamber of Commerce and Industry and Peter V. Rajsingh, Managing Partner, Castellar Partners, USA*



*Gurjit Singh Lalli, Chief Executive Officer, Power of Youth, United Kingdom*



*Rekha Sethi, Director General, All India Management Association, India*

generation capacity will be built over the next few years.' Participants reached consensus that prospects for the future growth of the Indian economy are very strong as several states have embarked on ambitious infrastructure projects that will guarantee significant stimulus for the economy over the coming years.

'Improvements in transportation networks, telecommunications and power supply are powerful incentives that are expected to spur new investment,' concluded **Luisa Todini**, President, Todini Costruzioni Generali, Italy.

**Sunder Mulchandani**, Chairman, Argus India, India, suggested that in the energy sector attention should be paid to developing sustainable alternatives to

hydrocarbons, especially wind power and bio-fuel which could be an especially promising source of energy in India. **Mike Rosenberg**, Assistant Professor, IESE Business School, Spain, added that the world is on the brink of the next industrial revolution based on renewable energy and that India is already in the forefront of developing renewable energy.

'Environmental markets in India are gaining traction -opportunities abound', said **Y S Chowdary**, Chairman, Sujana Group, India.

Rural India is home to a huge potential of wealth, and agriculture is booming. 'The crucial agricultural sector posted an impressive performance last year,' said **Dhruv M Sawhney**, Chairman, Triveni



*At a boardroom session*

Engineering & Industries, India. 'The good monsoon during the year has boosted this performance. Performance of the agricultural sector holds the key to overall growth of the economy as it employs a maximum number of people, explained **Avi Basu**, Chief Executive Officer and Founder, Connectiva Systems, India. According to **Krishna Shriram**, Executive Chairman, Usha International, India, there is still a 'steady migration of India's rural population of over 800m to the cities - making the need to invest in transport, housing and sanitation very pressing.'

Announcing the 2011 *Indian Business Leaders of the Year*, Horasis - together with our strategic partner **Baker & McKenzie** - celebrated three outstanding entrepreneurs who have been building and leading successful Indian firms: **Rajan Bharti Mittal**, Vice Chairman & Managing Director, Bharti Enterprises, India; **Dhruv M Sawhney**, Chairman, Triveni Engineering & Industries, India; **Malvinder M. Singh**, Chairman, Fortis Healthcare, India. We recognized and honour those business leaders as they excel in entrepreneurship, innovation and leadership. 'The chosen leaders have decisively impacted the economic development and

global integration of India,' said **Thomas Gilles**, Partner, Baker & McKenzie, Germany, who announced the award winners during a special plenary.

*'The meeting defined challenges, identified opportunities and laid the groundwork for Global India Business Meetings for the years to come'*

*Sunil Prasad, Secretary General, Europe India Chamber of Commerce, Belgium*

The 2011 Global India Business Meeting was wrapped up in an engaging valedictory discussion. **Efrat Peled**, Chairman and Chief Executive Officer, Arison Investments, Israel, said that 'India is now the intellectual capital of the world.' 'Indian firms should foster and promote entrepreneurship, new ways of learning and doing within the organization. Individual creativity should be recognized and motivated,' noted **Vinet Gupta**, Co-Founder, Aquatrove Biosciences, USA. **Gurjit Singh Lalli**, Chief Executive Officer, Power of Youth, United Kingdom, reminded participants that 'India's labour force is highly qualified and productive. There is a pool of qualified management talent, ready to go for the last mile.' **Lou Marinoff**, Professor of Philosophy, The City College of New York,



*Mohan Murti, Managing Director Europe, Reliance Industries and Kannan Ramaswamy, Professor, Thunderbird School of Global Management*



*Signing Ceremony - Giuseppe Zollo, President, Campania Innovazione and Sunil Prasad, Secretary General, Europe India Chamber of Commerce*

USA, concluded: 'The most important driver for taking India to its rightful place in the global community is the dynamism and vigour of its entrepreneurial class and the concomitant expansion of the middle classes.' His statement drew a round of applause.

The annual Global India Business Meeting is not only a meeting place for exceptional people capable of impacting the future of India and the world, but - as **Niraj Sharan**, Chief Executive Officer, Aura, India, put it -

'a new format of economic dialogue, an opportunity to learn about a diversity of ideas and viewpoints on the global situation and a unique opportunity to speak with global investors, political leaders and heads of Indian and international corporations.'

**Seann Nelipinath**, President, India Chamber of Commerce, USA, also reiterated that 'the India Story has just begun'. As always, in spite of the determined, business-like mood of participants, the numerous accompanying events and networking breaks of the event provided for



*The interactive nature of the boardroom sessions allowed CEOs to sharing challenges they think should be addressed*

a convivial atmosphere of friendly and constructive community building. The Global India Business Meeting was organized with greater emphasis on open discussion and audience participation rather than formal presentations. Naturally, it is not our claim that these discussions lead to incontrovertible truth, but our goal was to present the different sides to each issue in the broadest manner possible.

The 2011 edition of the Global India Business Meeting saw the world at a crossroads in its developmental experience. Post crisis, we need greater cooperation, coordinated action and closer and stronger partnerships. 'The meeting defined challenges, identified opportunities and laid the groundwork for Global India Business Meetings for the years to come,' as **Sunil Prasad**, Secretary General, Europe India Chamber of Commerce, Belgium, put it. Preparations for the 2012 Global India Business Meeting are already under way. Interest in the event continues to grow with each passing year. We are confident that next year's Global India Business Meeting will be an even more extraordinary, high-calibre event.



*Frank-Jürgen Richter, Chairman, Horasis, welcoming participants*

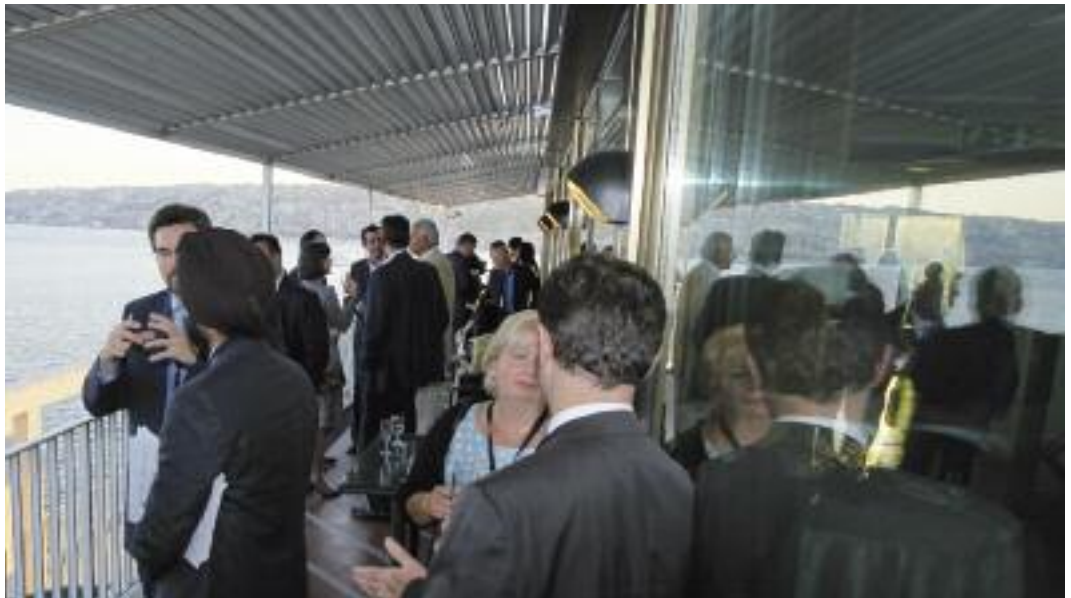
Horasis looks forward to your continued engagement and to welcoming you to the 2012 Global India Business Meeting.

A handwritten signature in blue ink, appearing to read "Dr. F. Richter".

Dr. Frank-Jürgen Richter  
Chairman  
Horasis: The Global Visions Community



*A noticeable positive mood at the meeting was evident - India's strong growth figures clearly instilled robust optimism*



*Continuing discussions over the farewell reception*



*The meeting provided for a convivial atmosphere of friendly and constructive community building*



*Closing reception overlooking the Castel dell'Ovo*

# Indian Business Leaders of the Year

By Thomas Gilles, Partner, Baker & McKenzie, Germany

The third Global India Business Meeting which was organized by Horasis concluded in Naples on 27 June. More than 300 delegates from the public and private sectors - mainly from India - attended the prestigious meeting. The focus of this year's meeting was on 'Globalising Indian Firms'.

*'Most of us entrepreneurs are optimistic about the country's economy for 2011'*

*Malvinder M. Singh, Chairman, Fortis Healthcare, India*

Thomas Gilles, partner in Baker & McKenzie's Frankfurt office, presented the Indian Business Leaders of the Year-award to **Rajan Bharti Mittal, Malvinder Mohan Singh and Dhruv Sawhney.**



*Rajan Bharti Mittal and Malvinder M. Singh*

Mr. Mittal is Vice Chairman and Managing Director of Bharti Enterprises, one of India's leading business groups. Mr. Singh is Group Chairman of Fortis Healthcare, a leading healthcare player in India and Asia Pacific. Mr. Sawhney is the Chairman and Managing Director of Triveni Engineering & Industries Ltd, one of India's largest producers of sugar, co-generated power and ethanol. Triveni is also the third largest global manufacturer of steam turbines.

*'I urge you to have full belief in the India story'*

*Rajan Bharti Mittal, Vice Chairman & Managing Director, Bharti Enterprises, India*



*Malvinder M. Singh, Chairman, Fortis Healthcare, India - most of us entrepreneurs are optimistic about the country's economy*



*Rajan Bharti Mittal, Vice Chairman & Managing Director, Bharti Enterprises, India, telling the India story*



*The three award winners with Thomas Gilles, Partner, Baker & McKenzie, Germany*

In his speech, Mr. Gilles pointed out that India's resilience, even in these difficult economic times, is in large part due to the tremendous entrepreneurial spirit of business leaders such as the awarded who are driving its economic growth and development.

year in terms of outbound investment. Indian companies will continue to bid for attractive European targets in 2011, attractive valuations and increasing domestic competition being the main deal drivers.

*'Rural India is home to a huge potential of wealth, and agriculture is booming'*

*Dhruv M Sawhney, Chairman, Triveni Engineering & Industries, India*

All of the three award-winners had 'anticipated the internationalization of the Indian economy, are playing an active role in civil society and possess an enormous entrepreneurial spirit.'

Outbound mergers and acquisitions (M&A) activities from India are on the rise, 2010 saw an outbound deal-volume of nearly USD 25 billion, making it the most active



*Dhruv M Sawhney, Chairman, Triveni Engineering & Industries, India - rural India is home to a huge potential of wealth, and agriculture is booming*



# India's Infrastructure Disconnects

By John B. Kidd, Lecturer, Aston Business School, United Kingdom

The third Global India Business Meeting was held in Naples, Italy over 26- 27th June, 2011. At the opening dinner in the Royal Palace we noted in the programme that 'India is the world's most populous democracy and a member of the G20. What are the country's global aspirations? How are political leaders connecting India with the world?' - questions that were reflected on by **N.K. Singh**, Member of Parliament, India and by **Vincenzo Scotti**, Under-secretary of Foreign Affairs, Italy who noted India's historic and worldly experience which to some extent matched that of Italy and could help provide a base for future co-operation. Their sentiments were supported by **Maurizio Maddaloni**, President, Naples Chamber of Commerce, our host city.

It became clear during these introductory presentations that we were all to be discussing infrastructure in its various guises in the subsequent sessions. The facets of infrastructure represent 'pipelines' that deliver products – such as well-educated

young persons, or capital inflows for investment – but these effects cannot occur in isolation as considerable interdependency with other 'pipelines' is involved; and because of the complexity involved, sometimes the interactive support is not good, and the service in question is delayed or is poorly delivered.

*'I am concerned that India addresses many needed reforms quickly as there were rapid changes occurring in China and some instability in the US'*

*Harsh C Mariwala, Chairman, Marico, India*

The Global India Business Meeting got underway at 07:30 the next morning with four Breakfast Sessions - Investing in Italy, Managing Risks, Reviving Economic Growth and the Quest for Sustainability: I chose to follow the second discussion chaired by **Paul Turner**, Senior Client Partner, Korn/Ferry, United Kingdom: he invited his panel members to comment on '...the global financial crisis showed us that economic risks can manifest themselves at any time. What lessons can investors – domestic and foreign – draw from the crisis – in terms of risk assessment and risk management in India?

Many panellists chose to focus on the potential difficulty that family owned businesses have in recognising and managing



John B. Kidd, Lecturer, Aston Business School, United Kingdom



The 2011 Global India Business Meeting was wrapped up in an engaging valedictory discussion

the risks that impinge on their businesses, sometimes transferring one form of management to other sectors, which in hindsight is an unwise linkage. However, turning to the opportunity to undertake globalisation, or at least a modest cross-border expansion brings forward more assessment needs. One suggestion was to have India open its official database to greater public scrutiny though open access: the US does this and to some extent the UK. One obvious benefit of data transparency is that the official statistics cannot be re-manipulated, and by having the data 'sliced and diced' by many analysts sometime a better scenario analysis may be forthcoming – such as developing deeper stress testing both of national endeavours as well as integrating a firm's scenario into a broader framework.

**Aashish Kalra**, Chairman, Duranta Holdings, India thought that his fellow Indians forget how to deal with growth, tending to focus on mini-crises using a highly technical analysis. They often also forget to incorporate experience into the analysis – though this is not an infallible vector as we too often over-rely on recent data, and forget the true extent of older deviations from norms. In fact we are human, and somewhat poor in intuitive analysis. **Roland Gieske**, Managing Partner, Moving Minds, Germany brought forward discussion of the risk-averse nature of a

family business in looking far into the future. A private/public relationship may lessen the perceived risk, though India has embraced Market Capitalism leveraging finance against muscle power which leads to greater risk in pushing efficiency in the use of novel materials or technology. Overall however, India needs more and better integration of its range of firms from the SMEs to multi-nationals and so needs to better understand risk – a concept that involves politics as well as inter-personal psychology.

These points were more broadly discussed through an acknowledgment that Indian firms too often sent too low a staff level into an overseas appointment. This evolved to the idea that Indian family firms often became involved in family-member infighting leading to a loss of financing and an erosion of its knowledge base. In addition the family firms attempt to undertake overseas activity without the involvement of foreign capital (and the consequent addition of oversight). Thus, when overseas, these low level managers - without full knowledge of local mores - cannot fall-back on a Mr Fix-it that might be an acceptable though corrupt action in India.

Curiously it was noted that the Indian Reserve Bank is perhaps the best regulated globally (though there was some hint that it was conservative like a small business so



*Charles Moore, Executive Director, Committee Encouraging Corporate Philanthropy, USA, moderating the session on sustainability*



*Rekha Sethi, Director General, All India Management Association, India, with Frank-Jürgen Richter*

had not become embroiled in the global mess of 2007 onwards). As Indian firms progressed in the global market and become managed by Boards of Directors, Paul Turner reminded us of the Korn/Ferry Institute publication ‘Calculated risk? The view from the boardroom’ in which its authors were strongly of the opinion that Boards must become much more sophisticated and indeed seen as more directing of their firms, suggesting that ‘... the principal opportunities are for developing a board that is deliberate and discerning on risk issues’. Its recommendations, including debating the boundaries of oversight, guarding against group-think, getting a real understanding of risk culture, and managing board renewal, should resonate with boards and, indeed, executive leadership teams in the United States, United Kingdom, and continental Europe.

*‘India took 60 years after its independence to become a one trillion dollar economy, but needed only a further five year to reach its second trillion’*

*Rajive Kaul, Chairman, Nicco Group, India*

The Opening Plenary from 09:00 to 10:00 was focused on India and World Economic Outlook noted that the global economic outlook for 2011 remains uncertain despite India’s continued economic success. What are the near- and long-term perspectives in this challenging environment? How will India ensure inclusive growth? Briefly, **Rahul Bajaj**, Chairman, Bajaj Auto, India agreed there was a long term continued growth which would continue in the short term but there was a need to decouple the developing economy from western modelling that might lead to new forms of growth. **Harsh C Mariwala**, Chairman, Marico, India was concerned that India addresses many needed reforms quickly as

there were rapid changes occurring in China (rapid rise in wages bills) and some instability in the US (where growth is not presently assured). These reforms concern investment opportunities and in overall governance measures. **Carla Cico**, Chief Executive Officer, Rivoli, Italy echoed these wishes stating she looked for opportunity to engage with a ‘level playing field’ with respect to transparency and to corrupt practices that favour the Indian firm. Yet all was not well in Europe as the EU operates with a ‘new roof over the top’ and it imposes new regulations – we must instead allow entrepreneurs to create wealth and to re-invest this in society in ways in which Big Government cannot do. **Sunil Godhwani**, Chairman and Managing Director, Religare Enterprises, India demanded that financial regulators themselves need to be regulated and in India, having a demographic advantage we need to reduce the hours worked coping with inadequate infrastructures. There must be some better movement to a consumer society but there are many schisms in the developing economy with many poorly understood risks. **Rajive Kaul**, Chairman, Nicco Group, India however was optimistic. He pointed out that India took 60 years after its independence to become a one trillion dollar economy, but needed only a further five year (by 2012) to reach its second trillion. Yet with 40% of the population aged below 24 the economy needs jobs; it needs to increase its share of global trade and to do this requires much more



*CP Gurnani, Chief Executive Officer, Mahindra Satyam, India, one of the meeting co-chairs*



... business sentiment rebounds - India upbeat

investment in all types of infrastructure. This will rapidly increase the numbers of 'middle class' who will further accelerate the economy through its savings and its spending.

**Frank-Jürgen Richter**, Chairman, Horasis asked his panel to reconsider the steps needed for India and Europe to continue growing. Rahul Bajaj found some contradiction in the benefits of a government being 'hands off' or 'Small' – but noted that until recently the US had a too-relaxed regulatory system creating a financial mess. Thus in India it needs to quickly sort out new regulations that both enable and offer guidance and ultimately, control. The EU on the other hand needs to sort out its present

issues to allow a longer term view to prevail through stability. Sunil Godhwani hoped that India would not retrench into its old form of conservatism, that the EU would become more stable and that the US would quit oscillating its regularity system. If all could achieve better harmony growth would ensue. Harsh C Mariwala considered that the government is hampered by being too democratic, thus slow in action. At present it is dysfunctional and it ought to reform to open-up the business climate. Oddly he noted that the rural activity was advancing ahead of the urban, but across all the economy inflation was too high. Carla Cico suggested the government must look to the needs of its people but that this action may be in conflict with the concept of Small Government while also acting to enlarge all its infrastructures.

*'Risk in India is often carried by the private sector, while in the EU it is the government that supports risk as a last resort'*

*Francesco Passerin, General Manager, Finmeccanica, Italy*

After our contact break and coffee it was time to enter the Boardroom Discussions – herein there were four sessions: Managing Investments in India; Modernizing India' Infrastructure; India's Next Generation of Technology Pioneers and Innovating Agriculture. I was to chair the second topic. I exerted Chair's privilege and set my view of 'modernising infrastructure' before



Rajeev Mantri, Executive Director, Navam Capital, India



Stanley Jegede, Chief Executive Officer, Phase3 Telecom, Nigeria



Christos Alexakis, Chief Executive Officer, Invest in Greece, Greece; in discussion with Poonam Kumar, Chairperson, Mega Ace, India



*Networking break*

opening up the panel discussion on ‘The status of India’s infrastructure such as roads, airports, railway network etc is improving, driven by major investments efforts by the government. What public-private partnership models for delivery of infrastructure are available?’

I reminded the audience of the concept of infrastructure being a pipeline with its own delivery schedules having its own resource needs, before moving onto discuss transport infrastructure and its dependence on oil as a fuel and lubricant. On oil supplies specifically I pointed out that the International Energy Agency (IEA) in its 2010 Global Energy Report had agreed that we had passed the ‘oil peak’ in 2006. In other words we had used half of all traditional oil and hereafter oil will be more difficult to extract and its cost will rise. Nevertheless in the same graphic illustrating their expectations up to 2035, they predicted a reasonably abundant oil supply based on a slight increase in bio- and non-conventional supplies (like oil shale/sands) but the bulk of the new supply would be achieved (50/50) from fields discovered but not yet exploited, and from fields not yet discovered. I drew attention to an earlier session on ‘managing risks’ in

which we noted that there was quantifiable risk (probability times value) and an un-quantifiable risk (nothing known of the subject). How then can the IEA justify a future continuance of oil supply based on palpable guesswork? As far as I was concerned we ought to plan on a future whereby in 2035 traditional oil supply would be pumped at 66% less volume than presently.

The panellists opened discussion by focusing on the nature of private and public partnerships with **Francesco Passerin**, General Manager, Finmeccanica, Italy stated that risk in India is often carried by the private sector, while in the EU it is the government that supports risk as a last resort. In India this PPP results in



*Kotaro Tamura, Parliamentary Secretary in the Cabinet Office of Economic and Fiscal Policy (ret.), Japan*



*Mahendra Kothari, Managing Director, OneMind Technologies, Belgium*

disconnected infrastructures since unprofitable or difficult to construct sectors are not broached. There needs to be a little more regulation or oversight in India. **Anhad Narula**, Director, DSC Limited, India said that DSC was a full spectrum supplier of solutions and some of their contracts had been successfully re-financed. Even so, as there is no mature bond market such re-financing is not easy and many good solutions falter from a lack of financial continuance and so many PPP tend to the short-term which is not in accord with the long planned life-cycle of infrastructure projects. Even so, Narula thought the market was maturing. **Luisa Todini**, President, Todini Costruzioni Generali, Italy stated that although there were the third largest Italian construction firm with two-thirds of its turnover overseas it is not yet in India. She found that new entry firms in India were expected to work only as a sub-contractor which precluded her firms' expertise being utilized fully – yet an audience rejoinder suggested that new entrants must be proven first. Thus we came again to the nub of Indian methods – aspects of conservatism, of timidity, and of wishing to 'go it alone' without outside interference. She concurred that as the numbers of PPPs were growing rapidly then she may have to bow to the local Indian pressure and commit to be 'small' at first. And she was accepting that to enter India the outside contractor must bring an

appropriate 'price point' to the table, not a value perceived by Indians as grossly inflated from the western world. **Meir Wietchner**, Chief Executive Officer, Miya, Israel had a different view to expound, namely water security. He said there was a global abundance of water, and though only a tiny fraction was available for human consumption, and with good management there was sufficient for all. The problem in India was again a lack of good project management and good understanding of the needed solutions – and essentially in India better regulation ought to lead to effective PPPs yielding efficient water management. **Mahesh P Gandhi**, Chief Executive Officer, AFII Corporate Advisors, India operates a multi-advisory role across law, banking and investment sectors. He noted there was in many cases a 'last mile' problem and a widespread acceptance of supply theft of services (water and electricity especially). Thus for PPPs to work well somehow the contractors need to persuade those presently profiting from free supplies need to pay to guarantee service. Of course this also highlights a deeper issue – in macro terms there may not be enough bulk supply for all the be guaranteed secure supply, and in the case of electricity there are too often 'brown outs' as systems fail to cope with demand. Again there is a lack of interconnection between government and its relationship to service and the PPPs realisation of supply; there



*Minister Plenipotentiary Massimo Roscigno, Italy - we must make globalization more responsive to issues such as poverty and health*



*Jitesh Gadhia, Senior Managing Director, Blackstone, United Kingdom; Sudhir Jalan, Chairman, Jalan Group, India - what challenges are facing global investors?*



*Massimo de Falco, Managing Partner, Defcon, Italy, talking to the media*



*Chandrakant Salunkhe, President, India International Trade Centre, India*



*Sudhipak Chirathivat, Chief Executive Officer, Central Pattana, Thailand*

seems to be a lack of dialogue. Ghandi noted that small segments were being turned into more effective demand/supply systems, but that refinancing, credit ratings and a low effective tax rate hampers Indian progress. As the government is committed to being 'small' and not collecting high levels of tax income it is not able to directly finance needed projects. **Carla Cico**, Chief Executive Officer, Rivoli, Italy as another Italian constructor operating in many overseas territories said she could not be expected to act as a charity: there needs to be a higher return to attract inward investors, and there is a great need that regulations have to be simplified and many annulled. **Man Mohan Bhagat**, Chairman,

Bhagat Group, India is naturally adept in managing Indian development and he presented to us early warning of a meeting in New Delhi in January 2012 focused on stimulating ethically sustainable development. In the background is management by ASSOCHAM a group established in India in 1920 to influence government with respect to trade and business enhancements. But, maybe, it has until recently been too accepting of the India love of discussion and democratic processes that coupled with the 'small government concept' assures us of a lack of palpable progress across all India.



*Participants listening to the welcoming words*

After lunch we convened in plenary session to consider Rethinking India's Trade and Investments. 'As the global importance of the Indian economy increases, new economic alliances between India and other nations will evolve. What are the prospects for India's global trade and investments and what is the impact on business?' **Tidu Maini**, Executive Chairman, Qatar Science & Technology Park, Qatar was quite optimistic in general about India, yet noted that its R&D was remarkably small relative to its size: it also had a low PhD count. As it is globally competitive in the IT sector, especially services it ought to look to 'the Cloud' and to the further mobility of technology. **Lord Karan Bilimoria**, Chairman, Cobra Beer Partnership, United Kingdom reminded us that 'India is an idea whose time has come' was from a quote of the Prime Minister Manmohan Singh who transliterated Victor Hugo 'No power on earth can stop an idea whose time has come' during his speech in parliament while presenting the budget in 1994-95.

*'Tata is bold in shaping globalization'*

*Praveen P Kadle, Chief Executive Officer, Tata Capital, India*

In contrast to some of the delegates and panellists who talked down Indians as

conservative, **Praveen P Kadle**, Chief Executive Officer, Tata Capital, India suggested that Tata was sometimes bold. Its globalization is about getting access to market, so with the ensuing economies of scale the product lines can be better managed. A further aspect that aids its development is their attempt to continue with the original management as far as it is possible. **Deepak Puri**, Chairman & Managing Director, Moser Baer, India. As its name suggests Moser Baer was once a Swiss firm, though it was incorporated in India in 1983 also with a Japanese partner. Now it is a globally respected name in optical storage media and PV systems with huge daily outputs equivalent to 40 FEU (forty-foot equivalent containers). To do this says Puri requires deep knowledge of core competences and a clear business mission that embraces staff, suppliers and customers. **CP Gurnani**, Chief Executive Officer, Mahindra Satyam, India, said their firm now globalised across 35 countries with some 30,000 employees must strive for the achievement of excellence from talented people and indeed be globally aware. This extra dimension may be lacking in some of the Indian workforce so hamper their growth and contribute to the perception of their being 'conservative'. Further, Indians talk too much while the apparent competitor, China, is promoted by its government forces. **Mohan Kaul**, Director-General, Commonwealth Business Council, United Kingdom spoke from a breadth of knowledge from his Commonwealth connections from which he suggested that India is well placed to invest in Africa and in the EU or even Australia. And while London is the preferred place for an initial listing the India regulations need to be more open to allow reciprocation and so permit inwards technical and managerial transfer. In fact it is expected that India and the EU will soon sign a free trade agreement to break many barriers to trade.



*Hartmut Schwesinger, Managing Director, FrankfurtRheinMain, Germany, hosting the technology panel*



Generally the session concluded that less regulation and more openness will increase Indian vigour and prospects.

We moved from this plenary to a choice of four more Boardroom Dialogue sessions: Strategies for Success Overseas; Capitalizing on Renewable Energy; Leadership in Turbulent Times; and Made in India. Again I chose the second topic – Renewables – which was chaired by **Mike Rosenberg**, Assistant Professor, IESE Business School, Spain who directed his panel to discuss ‘To sustain the current economic growth over the next years, India’s power generation capacity will have to substantially increase. What partnerships are needed to stimulate a new wave of low-carbon growth?’

First to speak was **Dorian Bishop**, Chief Executive Officer, BV Capital Group, Andorra who stated that as Andorra was a small land-locked country they had to promote several efficiencies which involved government, PPPs and the ‘teaching of awareness’ to end-users. Unfortunately



*Arriving at the Royal Palace*

these aims were not constant or consistent over time so the resulting take-up of renewables became a jumble of initiatives: yet this is not only the case in Andorra, but is commonplace in most developed nations. **Sergey L. Demin**, Chief Executive Officer, Snegiri, Russia confirmed that Russia also had the same problems where 80% of the population needed easy-to-use energy saving in which ‘passive savings’ could be achieved via R&D. He gave as an example the pasteurisation of milk. Usually pasteurization requires the heating of the milk and as Russia consumes 30 million tonnes (where each ton needs 15 kWh of energy) but a new process of UV irradiation (using only 1.7 kWh/ton) saves much energy – that is an unseen (by the public) process. Furthermore, the UV does not damage the vitamins in the milk. **Satish Batra**, Chairman, Horizon Group, Germany was concerned that small villages could benefit from high-tech approaches and thus become connected to the world – so gain relevant data for its agricultural or other needs including education (we ought to note here Barefoot College which was established in 1972 as a non-government Indian organisation that has been providing basic services and solutions to problems in rural communities, with the objective of making them self-sufficient and sustainable). **Y S Chowdary**, Chairman, Sujana Group, India reiterated that it was difficult to do business in India as there are national plans and local theft (for instance 20 – 25% transmission losses of water or electricity supply are commonplace) – but to request these users of a ‘free’ commodity ought to pay is a difficult task.

Several discussions ensued at this stage upon the different regulations in each Indian State or Province which reduced overall efficiency of any provider. And that often there were too few incentives to introduce new technology, for instance PV



Enrico Marinelli, Member of the Board, Frette, Italy



Naeem Ghauri, Chief Executive Officer, NetSol, USA



Gunjan Sinha, Chairman, MetricStream, USA and Yatindra R Sharma, Joint Managing Director, KHS, India

systems – which could easily be attached to the millions of water pumps across India. In terms of competition the Indian government too often uses a reverse bidding structure to drive down costs, but this may also drive away overseas investors and stop knowledge transfer, whereas the Chinese government in many cases offers guarantees.

The final four Boardroom Dialogue sessions of the day after a brief contact break were Leading Change through Entrepreneurship; Financial Services: The view from India; Innovation: Driving India’s Future; and Education: Spearheading the Future. I chose to observe the ‘Education’ session chaired by **Sharon Bamford**, Chief Executive Officer, The Association of MBAs, United

Kingdom who asked her panel members to consider ‘Education systems in India and the world are being made ready for the next wave of economic growth. In what areas can governments, academia and the private sector collaborate to deliver the next generation of business leaders?’

**Rajeeb Dey**, Founder and Chief Executive Officer, Enternships.com, United Kingdom gave enthusiastic support for entrepreneurship that is, he and others in the meeting suggested, in-built in most Indians. Further, the ‘demographic dividend’ of India with its young population could lead to a ‘just do it’ activity – but crucially Indian needs to be taught to be creative and not just be fantastically good technicians. Too often they may be brilliant with an Excel sheet



Delegates sharing a light moment

but have no feelings for its data. **Shirlyne Quayle**, Director, University of Utah, USA was concerned that young people need to be mentored to see how the world outside of college or university operated, even existing staff could be mentored with benefit especially if deep access could be created between the academic and practicing managers. **Shuman Ghosemajumder**, Founding Board Member, TeachAids, USA told us how their use of ‘games’ could divert attention from an open discussion of taboo subjects – sex, Aids, HIV – and create a subtle education experience that transferred knowledge to societies where these taboos lead to the promotion of disease. However, smart Indians now find it difficult to get into the US because of visa restrictions. This is a common problem in many nations where their Ministers seem to think that immigration is a negative factor – whereas on balance it has a strong positive effect. The locally educated who leave the ‘village’ often send back remittances boosting their family economy, causing many others think it is smart to be educated so the local knowledge base is benefited while the host nation also benefits from new insights. Often returnees bring back ideas and start-up new local ventures. **Isabel Jiménez**, President, SLS International, Spain was

concerned that cross-cultural issues hampered many ventures in India - what may be of benefit is a scheme like the EU Erasmus programme that allows many students (and staff) to visit other EU countries. In India exchanges between Provinces could smooth out many instances of strongly held negative beliefs.

*‘Although we are the third largest Italian construction firm with two-thirds of its turnover overseas we are not yet in India. New entry firms in India are expected to work only as a sub-contractor which precludes our firms’ expertise being utilized fully’*

*Luisa Todini, President, Todini Costruzioni Generali, Italy*

**Parag Amin**, President and Partner, Radiqal, USA was positive about the power of PC ‘games’ but finds that Indian universities are hampered by slow-t-change regulations, especially regulations concerning accreditation. He gave an example of teaching old-fashioned procedural computer languages when the modern software demands knowledge of object oriented software – why not become accredited under an umbrella like ‘comparative programming language systems’ and so avoid over precision. He



Participants arrive for the opening reception



Opening plenary - focusing on identifying the key factors that will shape India's economy over the next 6 to 12 months

hoped that the Indian government would relax rules forbidding overseas universities from operating in India, noting that several major US universities having already a portfolio of overseas operation are looking to India as their next opportunity. **Lou Marinoff**, Professor of Philosophy, The City College of New York, USA stated his professional stance was to 'challenge' asking 'if big government was good or bad' and 'why US schools were not feeding the US universities with well-educated students'. He thought other nations had to look hard at their educational infrastructures and at the intangibles connected with education, and India was no exception. **Gurjit Singh Lalli**, Chief Executive Officer, Power of Youth, United Kingdom pointed out that India has a severe skills gap, many were very poorly educated with poor literacy while some (in big numbers as UK readers may say) are educated to the highest levels in the Institutes of Technology on well certified courses. Again the need for national reform was evident and clarity is needed upon who might be responsible for the delivery of 'new education' – the government of private ventures. However the private or overseas educators may not enter this market yet.

*'Indians talk too much while the apparent competitor, China, is promoted by its government forces'*

*CP Gurnani, Chief Executive Officer, Mahindra Satyam, India*

The audience noted that it would be beneficial if Indian educators delivered course on 'ethics' – though I wonder what the correlation might be with such delivery (by country) and the Corruption Perception Index offered by Transparency International? It was also noted that there were many disenfranchised youths in India who may be the kindling for revolution, or at least internecine clashes between ethnic sections, and that (as in China or the Gulf States) the military may intervene to suppress them with the inevitable bloodshed: quite the wrong reaction was the reply. But, until education reforms take place and this pipeline begins to deliver we will see more and more of these youths. It is a dangerous situation that could be mitigated by industrial leaders giving more in philanthropic ventures to bring together well respected leaders and these youths in mentoring and possibly developing a new entrepreneurship system akin to the micro-financing revolution.

Rounding off the day we returned to the closing plenary session The Road to Inclusive Globalization - a conversation on what is needed to lead India on the road towards inclusive globalization.' **Subodh Bhargava**, Chairman, Tata Communications, India talked of the need for inclusive globalisation where the two parties – insider/outsider – were both required to be somewhat sophisticated and wise in cross-culture management. It is too easy to close borders when governments are in dispute, but it is not the best way forward as sovereign power comes from being inclusive. One is reminded of the plea for World 3.0 – a world where integration and regulation are complementary allowing wider technological, cultural and social benefits. While the agricultural sector has been doing well recently its players are not recognised as entrepreneurs and the land reform legal process is in a mess. The government at national and regional level need to become decisive, but first need to fully recognise the problems. **Efrat Peled**, Chairman and Chief Executive Officer, Arison Investments, Israel accepted her views on globalisation had changed over the years, but now recognises that being ethical and working firmly this way is the best way forward to create a sustainable firm – it is a state of mind looking to support basic needs of humanity. She recalled the first Prime Minister accepted that India had poor resources and needed to be creative – yet now it still loses 35% of food stocks between farm & fork so requires creativity across the board to remove this loss: ie modify regulations, simplify infrastructure and educate its population. **Dinesh Dhamija**, Founder, ebookers.com, United Kingdom said he was pleased by India's

progression to today having been left in a dire mess by the British at the time of independence in 1947, especially as earlier India was rich and diversified. One must however look at statistics with eyes wide open – for instance the EU is not so very weak financially as many US states or towns, yet he is not 100% convinced that the Indian Reserve bank was so strong before the recent financial crisis – more like simply conservative and slow to react. And that conservatism is also reflected in the low numbers of indigenous Indian Nobel prizes, when other Indian persons achieve high honours outside India when exposed to critique and thoughtful creativity. Even with its present and historic unrest India has never been in a state of revolution once it was in control of its own destiny and running its form of democracy. **Hans G Ekdahl**, Managing Director, Neilsoft, India focused on education and cross-cultural differences contrasting the Nordic Model with Indian achievements – there is the need to be able to communicate and lead, not just be technically able. And while the Indian PhD numbers ought to be increased (by good research...) the PhD owner must also accept to 'get his/her hands dirty' as too many did not wish to study the grass roots of their enterprises to create betterment. This is manifest in a form of arrogant management wherein they may not fully empower staff.



*Anand Ramkisoensing, Chief Executive Officer, InCar Group, Suriname*



*The meeting brought the region of Campania to the global attention and opened the regions attraction for trade and investment from India*

Several themes re-occurred in the discussions in panels, over coffee and along the corridors. These concerned all infrastructures, or pipelines of delivery, which were sometimes working well, sometimes quite new but almost always disconnected one from the other. This fact coupled with the Indian propensity to be discursive and indecisive leads to a malaise of a form that can be recognised as ‘Indian’. However, there was also some resistance expressed against importing overseas methods or models as these may not fully, if at all, accommodate the distinct Indian heritage, the Indian way of working and its complexity. There was a hint of a further underlying malaise due to the slowing down of government both big and small, a lack of urgency, perhaps an unwillingness to grasp the global wish for greater transparency and better governance. This might manifest itself in India as reluctance to re-align regulations and to connect all infrastructures so they would effectively deliver their pipeline resources. Regulatory changes would benefit all, but would also cause short-term distress across a land displaying a huge diversity of education and literacy, and in one well-known for its talkative democracy.

India is a large land with a long history and carries many indigenous discoveries. But now its government has to cope with many national languages, religions and social

categorisations as well as border disputes on all fronts. It is vibrant in its way, yet slow and conservative. It would welcome outside support provided such support was on its terms, both with respect to the ‘price point’ and more so with respect to its cultural fit.

*‘Being ethical is the best way forward to create a sustainable firm – it is a state of mind looking to support basic needs of humanity’*

*Efrat Peled, Chairman and Chief Executive Officer, Arison Investments, Israel*

The delegates were all open, full of good humour and yet quite sharp. After all most were leading members of that elite club of global managers who knew intimately the chasm existing between their internal (in India) and external operations (sometimes in many overseas countries) – they spoke eloquently and authoritatively of desirable changes required in India, but without the need to be revolutionary: it is not their way.



*Overlooking the historic center of Naples*

# India's Sustainable Future

By Roddy Gow, Chief Executive, Asia House, United Kingdom

Is India a laboratory for converting rapid economic growth into a broader form of more sustainable development that can reverse income disparities, or will India squander gains from globalisation? What are the key issues? They are energy, food, water, sanitation, public health, education and urbanization.

Government alone cannot solve these issues. Sustainability must be a joint effort by the private sector joining with government and NGO's to set the agenda and mutually support the implementation of a focused plan. In India where corruption in the public and private sectors remains a key drag on growth, how long will the Indian people put up with a system that is wasting precious time. Is the tide beginning to turn? According to **Hari S. Bhartia**, Co-Chairman & Managing Director, Jubilant Organosys, India: 'The public is demanding better governance and is beginning to get it.'

China has effectively implemented what is being called 'State Capitalism' by deciding the outcome first and playing it backwards, the way they want it. Can India compete with China if India's government does not adapt and effectively support the private sector?

At independence in 1947, India's population was 300 million and has since grown to 1.3 billion. Today, sixty percent of India's population is under the age of 25 years old. Adding to this is the challenging figure that 400 million people or nearly one third of the population of India is considered illiterate. Will these young people face a future of opportunities given the fact that today we know the agenda of challenges that must be resolved - or will they face a future of double jeopardy due to government and the private sector not effectively joining together?

*'The ambitious agenda for health care in India presents great opportunities for the private sector and jeopardy for government if they do not set the agenda and promote a workable plan'*

*Roddy Gow, Chief Executive, Asia House, United Kingdom*

Educating, training and employing this vast pool of undeveloped talent is one of the great challenges of the next ten years. What are the consequences of not mobilizing this effort? The Arab Spring was less to do with democratic Rights than to Rights to Resources. And what of women who make up nearly 50% of the population? The fastest way to transform society is to educate and empower women as they educate their children and transform their communities. Education at all levels is the



During the welcome dinner



Roddy Gow, Chief Executive, Asia House, United Kingdom



*Indian CEOs blending with political and economic leaders from Italy and the world*

highest priority. 'It must be opened up and made available at every level,' according to **Ajit Gulabchand**, Chairman, Hindustan Construction Company, India.

India's government must set a priority of where clean water will come from and ensure that a public/private partnership will usher in 21st century water technology. We have all heard the bleak prediction that in the future wars will be fought over water. For India the future is here; its most contentious neighbour, Pakistan, is now one of the most water-stressed countries in the world. Some are using the shortage of clean water as another reason for violence against India. An article which appeared in the March 7th 2010

issue of The Times of India, offers the quote: 'India Imposed War on Pakistan by Constructing Illegal Dams.'

The ambitious agenda for health care in India presents great opportunities for the private sector and jeopardy for government if they do not set the agenda and promote a workable plan.

Commercial enterprise in India has the enviable opportunity to leap frog 20th century technology and move straight to 21st century zero carbon technology. Will the Indian government encourage and reward the private sector for their effort? The transition to a global green economy represents the single largest opportunity for economic growth in generations and, at the same time, offers a solution to energy security, climate change and job creation. Governments and businesses are starting to take action, including setting targets for energy efficiency or use of renewables, but several challenges must be overcome. They include ensuring a level pricing field for green technologies, and how to 'green' behaviour. A key factor will also be green investment and low-carbon innovation in the emerging economies: much of it led by China. Will India catch up?



*Plenary on Rethinking India's Trade and Investments*



# India Has Big Scope for Foreign Banks

By GulfTimes, 28 June 2011

Doha Bank Group CEO, R Seetharaman, addressed a meeting of global Indian business community in Naples, Italy, recently. More than 300 global industrial leaders participated in the programme, which was held under the theme 'Globalising Indian firms'. Seetharaman participated in the panel discussion on 'Financial services - the view from India'. The banker said the Indian economy, which grew at 7.8% in Q1, 2011 is expected to grow between 8-9% this year. This month the Reserve Bank of India raised interest rates on account of higher inflation, which has currently exceeded 9%. In the November 2010 G20 meeting, an agreement was reached wherein India will be one of the 10 largest members in IMF. Indian rupee has got a new unique symbol

in 2010. UN estimates India would contribute a quarter of addition to world's workforce over next 10 years.

Seetharaman gave his view on regulations for presence of foreign banks in India. He said the budget of 2011-12 has plans to give bank licences to new players. Rabbo Bank has received banking licence in April 2011, Industrial and Commercial Bank of China (ICBC) was recently granted a business licence for branch in India in May 2011. Major MNC banks and Indian players are also considering full-fledged banking operations in India.

*'The long-term fundamentals of Indian economy are sound, which encourages both institutional and retail investors to enter the Indian capital market through various routes'*

*R Seetharaman, Chief Executive Officer, Doha Bank Group, Qatar*

According to PwC, banking assets of emerging nations are likely to overtake that of G7 economies by the year 2050, with India likely to emerge as the third largest



Man Mohan Bhagat, Chairman, Bhagat Group, India; Santosh B. Nayar, Deputy Managing Director, State Bank of India; R. Seetharaman, Chief Executive Officer, Doha Bank Group, Qatar; Utpal Sheth, Chief Executive, Rare Enterprises, India



Closing plenary - the road to inclusive globalization

domestic banking market in the world in the next three decades. With an encouraging regulatory framework in a growing economy global and Indian players should strive to obtain new licences and also expand on new products in the coming years.

Seetharaman gave his outlook on products and services for foreign banks seeking presence in India. 'India is a huge and growing economy, hence it gives ample scope for foreign banks across various segments. Industrial growth is expected to expand in the coming years. Indian trade with other foreign countries shows an upward trend. Sectors such as infrastructure have immense scope. Hence there is potential for both funded and non-funded facilities in India.'

However, the Doha Bank Group CEO said, the challenge is to determine pricing of products based on inflation trends. 'India has a rising middle class population and with developments in global retailing, the potential for retail products are immense. Indian retail customers are more tech savvy and constant innovation is needed to understand their needs. Due to rising

foreign trade innovative treasury and forex products can be introduced to address customer needs. Derivatives and structured products can also be designed to suit customer needs.'

Seetharaman spoke about foreign banks that are seeking opportunities in Indian financial markets. 'The long-term fundamentals of Indian economy are sound, which encourages both institutional and retail investors to enter the Indian capital market through various routes. The current budget also encourages Foreign Institutional Investors (FIIs) to invest in mutual fund schemes and will lead to lot more integration of markets.'

'Foreign investment also received encouragement with the recent budget increasing FII limit in corporate infrastructure bonds by \$20bn to \$40bn. Private banking/ wealth management solutions have good potential in India.'



*Indian business leaders leaving for Capri*

