



A Forum for Forward Thinking Indians Globally

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NEW GLOBAL INDIAN™

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India's Onus

1ST ANNIVERSARY



India: Evolving Global Leadership



International Focus:
Indian Americans



**Pravasi Bharatiya
Diwas:** India Calling



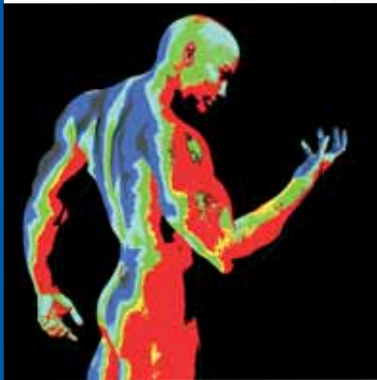
Vibrant Gujarat:
A Summit of Success



Exclusive Interview:
Digambar Kamat
Chief Minister, Goa

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Let us do it together

Dear NGI friend,

This is our first year anniversary. Our mission is to provide a forum for the Global Indians to share and network. Our magazine and the web-portal - both are fulfilling this great need and we are going to find and introduce more ways to do the same. The mission is on.

India has never invaded others, India has welcomed and embraced all to her land, India has allowed all thoughts to be expressed, all beliefs to be honored and all aspects of life to be experimented. Though the history of India and Indians have been very civilized, it has been the victim of worse kind of separatism, violence and hatred. Fire of hatred alone can burn. In the short run it may burn our homes, but in the long run it burns the haters as well. Hate, ignorance and lack of respect for diversity is the root cause of violence, war and destruction. This challenging situation may ignite hopes that every sane person would wake up to the call of duties as citizens of their country, as an inheritor of a great culture and heritage, as an owner of this great civilization to do one more duty to protect what we love, what we cherish and protect the future of the humanity and take action, by educating and inspiring each other, by simply standing up against wrongs and failures of those who are responsible for protecting us. No other philosophy can be greater than to restore the dignity of humanity and the protection of this earth. Let us join hands and do what we can do. Let us take one more extra step, and see how much we can achieve together.

Our keynote has been 'networking'. The music is: how can we help each other to do something good for ourselves as well as for the world around us? Our tradition and history reveals that our ancestors made major contributions in all the key pillars of this human civilization and prepared the next generations to excel and perfect many of the systems

they have left for us as treasures. Are we ready to open the chest and make best use of those invaluable gifts for the entire mankind?

As we have been advocating that we are not just Indians, not just non-resident Indians or just people of Indian origin, we are in reality Global Indians- having global presence and each one of us no matter wherever we live are impacting the world and we all are Global Indians. In this new era of globalization and when the global village is shrinking, continents are coming closer everyday we as Indians are truly becoming the New Global Indians (NGI). Let us join hands, celebrate this global identity, accept the global opportunities and act to impact the globe which in turn will change our lives, and also create a foundation for better lives tomorrow. This will transform India and all other countries where we live in. Now is the time.

This issue of the magazine is dedicated to two great events in India. The first one is the Pravasi Bharatiya Divas in Chennai and the other one is Vibrant Gujarat event in Ahmedabad. The events celebrate re-union, seek for new relationships and opportunities and celebrate the phenomenon called Global Indian. This issue of the magazine has covered many different subjects, from business to security, from health to technology. Also, in this issue we have covered USA where over 2 million Indian-Americans live and we have tried to discover how the NGIs here are impacting the world.

We would like to thank you on behalf of the NGI team for your support, participation and contributions. We wish you all a very happy New Year and look forward to work together for a better future for India, Indians and the world.

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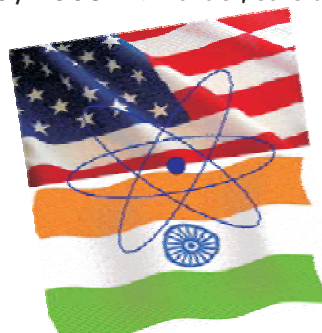
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FROM THE DESK OF THE PUBLISHER



Since its inception in January 2008, the NGI has firmly established itself as the premier forum for providing opportunity to hear directly from the most successful Indians in India and the world. NGI's unique state and international focus has been pivotal to this success which has allowed bringing Indians and Indian perspective to a single unique platform where Indians from all walks of life from all over the world are able to network, innovate, show leadership and share their experiences.

I thank all our subscribers, readers, patrons and well wishers for their active participation and support by being part of this great cause to help NGI to build a strong community.

At this hour of crisis, on one hand terrorism is disintegrating the moral power of the community by weakening our confidence and on the other hand international financial crisis is shaking Indian economy and resulting in soaring unemployment rate. It is more important than ever before for NGI to emerge as an effective forum to help Indians globally to build a strong community and embrace the opportunities to unite Indians on a global platform to combat all these rising challenges together.

New Global Indian has the vision of "world is one big family" and with this great vision NGI platform promises to highlight the contributions and prosperity made by Indians globally and help others to achieve their dreams through connectivity, sharing their success stories and experiences while respecting the cultural diversity, religious pluralism and freedom.

On behalf of NGI Initiatives I urge you all to join hands to congratulate all Indians across the world on their success and also to encourage and help those who are in the path of success.

At the dawn of New Year 2009 I salute to all those brave souls who have sacrificed their lives to protect India and Indian democracy of billion people. NGI pays tribute to all those soldiers who are in the duty day and night to protect the people at the cost of their lives. At the end I take the opportunity to wish you all a very happy, prosperous and peaceful year ahead.



Haimanti Banerjee

I have been reading NGI from last five months. The August and October issues of NGI are really excellent and informative. I really appreciate the people behind NGI for providing a wonderful platform for Indians and NRIs to come together for better understanding, networking and business opportunity. Wishing you all the best for more success and keep up the mission to bringing all Indian together...

Dr. J. L Sarkar

Sr. Medical and Health officer (Assam)

In the write-up on Gir Forest in the article 'Aavjo Gujarat' in the September Issue of the New Global Indian, I notice with trepidation that 'lack of class accommodation and restaurants' as having been cited as major drawback in the promotional strategy of Gir. Encroachment of human habitation into the forest area of Gir has been a major concern for the authorities. While promotion of eco-tourism may be necessary for the financial upkeep of Gir, the same should be considered only after putting the interests of the King of the Jungle before ours.

Satrajit Das

Kolkata

The August issue holds an Independence Day Special article called 'proud to be an Indian'. Having been away from my country for more than 20 years now, I am amazed by the rate at which the place is growing with every trip I make back home. What was mere barren land when I left my hometown is now bustling with activity. It makes me very proud to call myself an Indian in a foreign land.

Srabani Sarkar

London

In the NGI issue of August'08, the article 'Ten things that will change India' was good. We all know that improving governance is a very relevant point and all the other points are more or less depending on this. We all have been waiting for someone to take initiative and now we, the global Indians must take the initiative.

The least we can do is to devote some time for the country and humanity without thinking about our gain. All the intellectual Indians should come forward and analyse, and then take action to improve on what is lacking in our system. A county where still a majority of population lives below poverty line, we cannot let the country be run like it was half a century ago. The change must start from us.

The change should start right from the individual level for all the Indians too. A legal case should not take up the 30- 40% of time of an Indian. A meritorious student should not be deprived of that seat because of a politician and the issues are uncountable. Only if each Indian will grow, India would truly grow.

Rupal Khullar
Artist, Jaipur

I just wanted to tell you that I received a copy of the New Global India Magazine and was blown away by the design. I really appreciate clean, sharp, attractive design and the content of the magazine. This book is really nice which will prove very informative for the all the NRIs . . Good Work!

Swarna Kamal Sinha Roy
Relationship Manager (Bangalore)



Thank you for the wonderful magazine that you publish. I have been fortunate to get one copy and have been impressed by the contents. I wish to thank you for inspiring me with stories of people who have tasted success in their lives. I wish the magazine all the best as they move forward with the kind of publication they envision.

Pratik Shevade, Pune

Mind blowing, that is what I felt when I went through the Orissa issue of the NGI.

The efforts taken by each member of the team are revealed on each and every page and line. The issue though starts with focus on middle-east what appealed me most was the *desi* part of it. After all what else can be expected from a true Indian? Still one cannot overlook the progress that these Arabs have made. If only we can combine our good cultural values with the modern technologies and good strategies, I am sure we will be the toppers. Development should not make us loose balance between progress and ethics which come from a rich and varied culture.

Dubai is also breathtakingly beautiful, but it is high time that people there should think more about conservation of their natural resources, especially growing so rapidly after emerging as Emirates since 1971. Media in Bahrain is mounting is an oasis in the desert.

Orissa has made me think; think about a lot of things. Really if everybody contributes just the 1% of the income mentioned (and I really mean 1% of the real income) and if we stress more on professional qualification, we can take all the states to a certain height, and mind it, no competition within the states. Each state has its plus and minus points.

The twin cities of Orissa are picturised so well that now I am all set to visit them as early as possible. The concept of medical ecological and rural tourism is novel; best luck for grade one tourism.

Can franchisee be obtained for the patta chitra? It needs proper marketing. Such a form of art and such negligence! Really India is still very backward in many respects.

Really it is high time to think what

is to be discarded and what is to be adopted.

The forest with its wild life held my attention and the compiled information will be a relief for visitors.

The work of NGOs and the MFIs cannot be overlooked. Are you people at the NGI participating in any way for the betterment of life anywhere, in any way?

Shuchita Phadke
Educationist, Pune



India and the New Global Indians

Evolving Global Leadership

Global Indians Yesterday:

Before the 'Global Indian' brand was 'invented' as a political shorthand for the success stories of a rising India and of the people with proximate or ancestral links to it, individuals of exceptional merit in this category did shine.

Global Indians face a dual responsibility. They must, first, ensure that they contribute to the success of their enterprises, while they help build a strong sense of family and community in the countries where they have chosen to live and work.

a decade or more ago.

The essential point to note here is that the Global Indian, before its newly-minted currency today, was mostly about knowledge and science as also philosophy and

metaphysics.

Today, Indians are being cited more frequently in the economic domain as well for this 'ethnic' image of India.

Global Indians Today:

The icons of Global Indians today are very different.

For example, steel magnate Laxmi Niwas Mittal has launched the new corporate identity campaign of Arcelor Mittal with the "boldness changes everything" tagline just over a year ago. Today, Arcelor Mittal's profits are up 27% from the two firms aggregated profits in the previous year. His operations span the USA, Mexico, Canada, France, Spain, China and he stays in UK, and has been voted third time as the Number One Global Indian.

Easily among the biggest Indian exports to the global business world, Chairperson and CEO of Pepsico Indra Nooyi, has voiced her long-term goal to be a role in

Washington, perhaps even a Cabinet position in the changing contours of US politics.

The man behind the hottest deal in 2007: CEO of Vodafone, Arun Sarin, is now a household name in world telecom industry. Speaking at the Mobile World Congress in Barcelona earlier this year, he said that Vodafone might buy more businesses in India to increase its ownership of the mobile phone spectrum in the booming market.

A year ago, Vikram Pandit, the head of Citigroup's alternative investments, was named the financial services behemoth's global head, thus being the youngest CEO of it at just 50 years, though with a tough job to do in a slowdown year.

Then there is the intellectual voice of India and the ambassador-at-large of India's soft-power, Amartya Sen, the Lamont University Professor at Harvard, who is also an influential opinion-maker in the debate over globalization and world trade, and a vocal advocate of the poor and the marginalized communities.

The professor of corporate strategy at Michigan University's Ross School of Business, C K Prahalad, has been consistently rated as one of the most important thinkers of our times, and his books *The Fortune at the Bottom of the Pyramid* and *Co-creating Value* have been hailed as two of the most important business books of recent years. Ratan Tata with *Nano for the common man* has been amongst the earliest converts to his theory.

Rajat Gupta, former managing partner of McKinsey & Company is today far more focused on his other passions: education and healthcare. After Indian School of Business at Harvard, he is now setting up a school of public health, and serves on the Board of the Global Fund for AIDS, Malaria and TB. He has also set up a private equity fund, New Silk Route, which is an India-centric buyout Fund.

The son of a political dissident who fled Kolkata under threat of arrest by the British rulers, Amar Bose, grew up in Philadelphia and was an inventor event passing out of MIT, and later created the famous speakers that use the sound waves reflecting off the walls and ceiling. Today, close to 80, with 20 patents to his name, Bose heads the \$600 million Bose Corporation.

These are just some of the hundreds of new age Global Indians.

Global Indians Coming Together:

Some twelve years ago, Singapore hosted Global Indian Entrepreneurs Conference, perhaps a predecessor of today's Prabasi Bharatiya Diwas, meant for networking the non-resident Indians. Khuswant Singh present there guessed that the Indians assembled there, and the best of them worldwide then, would worth in the region of just

over \$200 billion.

The world has changed a lot since then.

Today, the latest estimate is that close to 30 million people of Indian origin live abroad (largest being 2.5 million in Myanmar), and this is larger than the population of Australia or Canada. Nobody cribs about brain-drain anymore. These people have put forth immense value to their host countries in every measure of growth, except perhaps, to quote Ambassador Ronen Sen, the crime rate. Roughly 3 million Indians (same as the population of New Zealand) live in the North American continent and their median income is estimated at \$67,000, well above the regional average there.

At the very least, they send money home: \$27 billion in 2007, according to World Bank, financially empowering their families back home.

Interestingly, they also take the help of private bankers like Standard Chartered to help identifying avenues of philanthropy in India, and actively manage their projects of charity. Wherever they may be, Indian High Networth Individuals want to direct their charity to India, where their ancestors come from. They may have become estranged in a sense from India, but they still want to understand and give to it.

By the turn of this decade and the millennium, the setting up of the Ministry of Overseas Indian Affairs is a definitive step towards recognizing the power of this army of Indian ambassadors worldwide. Along with Confederation of Indian Industry, the Ministry later launched the concept of Prabasi Bharatiya Diwas every January which has so far moved across Delhi, Hyderabad, Mumbai, and now this year in Chennai.

There has been a mini PBD in New York mainly to celebrate six decades of Indian independence. Last year, the PBD Singapore was organized in October, for which the prime mover was the Singapore Indian Chamber of Commerce & Industry, with the support of the governments of Singapore and India and the CII.

Global Indians & Indian Economic Growth:

The transformation of the global economy in the 60 years since India achieved its independence and that of India since 1991, amid the acceleration of the information technology revolution globally and nationally, has given Indians the prospect of a wealthier, more fulfilling life than the nation's founders could ever have imagined. Even in the context of cyclical economic slowdown, we can look ahead toward opportunities that will help all Indians, both within India and overseas, take part in a more widely shared global economic growth. Indians' recent progress

Indians are thus taking part, at home and abroad, in a hopeful and healthy phase of globalization a process that can enrich both developing nations and the already-wealthy nations of the West and North.

is a testament to our people's willingness to embrace profound and positive change: some by seeking global opportunities in other nations, and some by supporting sweeping economic reforms at home.

Sixteen years ago, a dramatic period of change was triggered by India's embrace of economic reform and liberalization. Now that India has made a commitment to become fully integrated in the global market economy and now that it has begun to enjoy the benefits of that reform, continued liberalization will help position the nation to pursue new opportunities, develop new industries, and create an even more productive economy.

Ironically perhaps, today it is India that is growing much

India's global citizens, who are equipped with the advanced education and higher-level skills that have brought them success in the global economy, have an especially pivotal role to play. Global Indians face a dual responsibility. They must, first, ensure that they contribute to the success of their enterprises, while they help build a strong sense of family and community in the countries where they have chosen to live and work. They must, in addition, remain conscious of devoting at least some of their energies to the continuing task of nation-building, recognizing that India will require the best thinking and strongest efforts of Indians worldwide.

The Challenges Ahead:



faster than fully mature economies like the United States, notwithstanding the fact that base economic growth standards of both nations are very different. The prospects for realizing India's dream achieving full economic development and prosperity for all have never been brighter. As we celebrate the economic growth of recent years, we recognize that more and bolder changes are needed, if we are to succeed in delivering good jobs and good incomes to a population that will soon be the world's largest.

Their role is all the more significant in the context of the challenges facing India today. One-third of India's citizens still live in abject poverty, on less than a dollar a day. The rural poor still numbering in the hundreds of millions live in conditions that every American, and most Indian city-dwellers, would find intolerable. And even in the fast-modernizing cities, urban squalor afflicts millions more, who are subjected to the chaos and chronic confusion of haphazard urbanization.

The only realistic response to such chronic poverty and civic disorganization is to pursue policies that help create jobs and generate wealth, and to devise ways to promote the even wider distribution of that wealth throughout Indian society. Indians' overarching economic and social priority thus must be to intensify the reform efforts that have propelled the nation's growth during the liberalization era. With pragmatic steps to deregulate the private sector and streamline the government bureaucracy and with sensible public and private investment in such social goods as education and healthcare the drive for reform can help liberate the latent creativity of the Indian people.

Meeting the challenges of globalization will not be easy for India, or for any other nation, whether rich or poor. It will require a well-planned set of strategies that focus on innovation, flexibility, infrastructure, workforce development, education, and health care. By steeling itself for competition in a globalized economy, however, India can position itself to reap the benefits from this new era of wealth creation.

India today is developing an impressive array of new industries, creating a rising middle class, and amassing capital for global investment. Moreover, Indians living overseas are helping to create stronger companies and institutions that can do business with India-based partners and consumers. Indians are thus taking part, at home and abroad, in a hopeful and healthy phase of globalization a process that can enrich both developing nations and the already-wealthy nations of the West and North.

Reverse Brain Drain:

Global Indians are wooing and are being wooed by top Indian corporates to return home to India. It is not just techies but Indians working in different sectors of industry are homeward bound to be part of a booming Indian economy. The number of returning non-resident Indians (NRIs) has swelled in the past one year as expatriates find better job offers in India.

Moving back' has always been a much-debated topic of conversation at NRI gatherings, but it has now taken on an added piquancy with the buzz about the kind of jobs and opportunities being offered in India. Indian expatriates are in demand because of the huge growth in some sectors that has led to a shortage of skilled and trained professionals. The demand extends to entry-level jobs as well. A few about-to-graduate youngsters travelling to India to visit their families this summer were surprised at the ease with which they could line up job interviews at a couple of leading newspapers, market research agencies and NGOs.

Placement agencies and Web sites that specialise in finding jobs for NRIs have sprung up in recent months. One such site proudly claims to have located about 200 senior and top management jobs for NRIs. Job fairs in American towns for jobs in India have proved highly successful and evoked great interest in the NRI community. Prime salaries, company accommodation, comfortable lifestyle in familiar surroundings and an all expenses paid relocation for the family are some of the attractions bringing home the expatriate Indians.

The expatriates are valued for their international exposure and knowledge of work practices abroad by companies competing in the world market. Business enterprises looking to set up shop in India have also turned to the global Indian community as a rich source of professionals familiar with the conditions in India. Multinational companies such as Motorola, which have development centres in cities around the world including India and China, have set up 'Return to India' programmes for their development centres.

Indians who have lived abroad for several years have for some time been returning home. Delays in obtaining a work visa or green card have also contributed to this process. According to an estimate by the Returned Non-Residents Association, over 30,000 IT professionals returned to Bangalore in 2005 and some more in 2006 and 2007.

Indians list several reasons for their move to India: attractive remuneration packages which allow a comfortable lifestyle comparable with life overseas, greater opportunities of advancement, and family reasons such as aging parents or growing children. Sometimes it is a combination of all these reasons that triggers the homecoming.

This is this new breed of Global Indians, who are global in attitude, with worldwide mobility, yet rooted to Indian reality, and aspiring to take advantage of the New India and make a contribution therein, who are our New Global Indians. This is this group who needs to go beyond the divisions of Indian society and look forward to create a new brand India and give to our nation its rightful position in the comity of nations.



The writer, Prof. Ujjwal K. Chowdhury, Managing Editor, New Global Indian, is the Dean of the Symbiosis International University, Pune, India. He can be contacted at ujjwalk.chowdhury@gmail.com.

Global Indians list several reasons for their move to India: attractive remuneration packages which allow a comfortable lifestyle comparable with life overseas, greater opportunities of advancement, and family reasons such as aging parents or growing children. Sometimes it is a combination of all these reasons that triggers the homecoming.



VIBRANT GUJARAT

The summit of super success

Pratap Rao talks about Gujarat Government's bi-annual Global Investors summit, Vibrant Gujarat

The most famous line from the three summits held so far has been from Ratan Tata. "You have to be stupid not to be in Gujarat," commented the Tata Group Supremo in the 2007 summit adding rare value to the Gujarat Government's bi-annual investment event that had already cut a name.

"The key growth area for Gujarat today is infrastructure. And it is one area that will find the way through the global slowdown."

When Tata selected Gujarat as the new destination for the Nano car project last October following its displacement from West Bengal, and got the possession of land from the Gujarat Government in a matter of days, Narendra Modi's Vibrant Gujarat idea went up a few more notches in terms of its value. Today, it is virtually touching the sky. "

Here is the Government that truly works", is now the

common refrain of an average Indian industrialist about the Narendra Modi Government, as it is set to make a success of the coming "Vibrant Gujarat" summit in what will be a miracle in times of global recession.

The Brand, Promise and Delivery

What sells "Vibrant Gujarat" that already has a pledged industrial investment of over 185 billion US dollars in the State with nearly 70 per cent realization? How has it become a synonym for fruitful investment in a matter of just six years? To know the true "Vibrant Gujarat" success story one has to delve deep into the idea and the efforts that have made it such a success that it is now seen as one of the biggest investment events in Indian corporate history.

Apart from its superb branding, one of the main features that attract investors to the summit is the Government

delivery system backed by a solid follow-up based on a unique hole-plugging programme that ensures speedy implementation and high success rate on the promises made. That the brand value of 'Vibrant Gujarat' is on the upswing is indicated by the fact that a Japanese delegation of 40 industrialists and officials including Japanese majors Nissan and Nomura, is expected at the two-day event that starts from January 11. Says Chief Minister Narendra Modi: "We have simply not allowed our developmental vision to be disturbed by global recession. We are planning the coming "Vibrant Gujarat" summit with the same enthusiasm as in the past. And we have no doubt that we will succeed".

Observes principal secretary to the Chief Minister, K Kailashnathan: "The key growth area for Gujarat today is infrastructure. And it is one area that will find the way through the global slowdown."

The speed with which Tata was handed over the possession of the land for the Nano project near Ahmedabad was remarkable. The possession papers were ready in just 10 days; this was just one example of fast track implementation. Another is of MNC Bombardier, which is into train coach manufacturing.

The multi national giant approached Gujarat Government in June 2007, for setting up a railway coach manufacturing factory in Gujarat to supply coaches to Delhi Metro. By September the company was allocated land of its choice near Savli in Vadodra district and by last November, the 137 million dollar project had already been inaugurated. And by May 2009, the coaches would start rolling out for Delhi Metro.

Both Tata and Bombardier didn't approach the Government through the "Vibrant Gujarat" summit and still experienced speedy implementation. Not surprisingly, those who enter Gujarat through the "Vibrant Gujarat" route naturally remain constantly hooked on to the Government's multifaceted follow-up mechanism, thus experiencing speedy implementation.

Progressive Monitoring for Speedy Action

At the macro level, the progress of all the "Vibrant Gujarat" MOUs is reviewed once a month by the Chief

Secretary himself, at a meeting of concerned officials. The Chief Secretary then briefs the Chief Minister on the progress. Similarly, the District Collectors review the progress of the "Vibrant Gujarat" projects in their districts once a month in a meeting of concerned Department Officials and the Company Representatives and then intimate the progress to the State Government.

The monitoring system is beefed up by software that has the entire database of the "Vibrant" Gujarat projects. It maps the progress of the projects in a manner where slow implementation or inaction is quickly detected. Therefore, the progress of each project is closely monitored on a time scale and the task of fixing responsibility in case of lapse or inaction is made simple.

However more than this, it is the investor support system based on unique software developed by the State Government's Bhaskaracharya Institute that leaves investors impressed. The software has a data base of infrastructure facilities available for various industries right till the village level. It covers details of power, water, industrial gas availability and connectivity via roads, ports and railways. These micro details are over and above the macro picture that the software has of the sector-wise industrial regions and related infrastructure.

Says Rajiv Topno IAS, Managing Director of the Gujarat Industrial Extension Bureau, the State's facilitating arm for investors: "When a corporate approaches the Government in Gandhinagar with an investment proposal and seeks advice, he has now before him the complete infrastructural map of Gujarat with all critical parameters which helps him in zeroing in on the most suitable site for his project."

Admits Harish Sharma, Executive of an engineering group from north India which set up a small unit near Vadodara recently. "We took less than three days in finalizing the location for our project, thanks to the up-to-date information that was available on-hand"

A Conglomeration of Ideas and Vision

Superb packaging is one of the features that have enhanced the attraction for "Vibrant Gujarat"

There are many other features that have enhanced the attraction for "Vibrant Gujarat" summits amongst investors over the years. One of these is its superb packaging. The event offers a single meeting point for

In six years since its inception, Gujarat Government's bi-annual "Vibrant Gujarat" global investor's summit has become an international brand name for investment, particularly after the dramatic entry of Tata's Nano car project, which will produce the world's cheapest car.



policy makers, corporate honchos and experts from various fields. Every “Vibrant Gujarat” summit is laced with focused and thought-provoking seminars on niche areas of industrial scene which are addressed by concerned field experts.

The seminars map the ongoing trends, challenges and opportunities in various sectors and turn out to be most informative for participating businessmen. A massive and informative industrial exhibition that marks every

Superb packaging is one of the features that have enhanced the attraction for “Vibrant Gujarat.”

“Vibrant Gujarat” summit is another top attraction that puts the event in a different class. Says Jitendra Patel, an NRI “The organization of the event is top class and therefore attractive for one and all in the

business community.”

Significantly, the packaging of “Vibrant Gujarat” this year is a lesson in effective marketing, on par with the marketing effort of any top MNC. The power point presentation which the Government gave during Chief Minister Modi’s Mumbai road show drew wide applause from India’s top industrial honchos. Nothing went amiss at the presentation as every single strength of Gujarat was sold before the prospective investors. Recent reports of the Reserve Bank of India and the Deutsche Bank depicting Gujarat as India’s best investment destination were included in the presentation along with details of the sound record of Gujarat Government in fiscal management.

The presentation captured Gujarat’s strength in diverse areas of infrastructure, like road, power and water. It stressed on the fact that Gujarat is the only state in the country, which has its own industrial gas grid ensuring the availability of cheap gas to industries as compared to other much costlier fuels. It also gave facts about Gujarat’s great business traditions. To project Gujarat as the original land of business, the presentation listed out names of local Gujarat based industrial houses which have taken over foreign companies in the recent times.

In the final tally what draws the investors to “Vibrant Gujarat”, are the State’s massive natural and man-made infrastructural strengths that are indeed awe-inspiring.

Take the power sector scenario, for example. Today Gujarat boasts of

the best power distribution system in the country ensuring the least transmission and distribution losses in India amongst all states. It is the only State in India which supplies 24-hour domestic, three-phase power supply to each of its 18,000 villages, a feat in the context of South Asia. This benefit has brought typically urban facilities to Gujarat villages, putting a brake to an extent on village-to-city migration, one of the key problems of developing India.

Though Gujarat remains a power-deficit State the future power scenario is very encouraging. Reveals S. Jagadeesan, Gujarat’s new Energy and Petrochemicals Secretary: The power projects coming up in the State will make it a power surplus state in the next five years “Amongst the giant projects that are coming up are Adani Group’s 4600 MW power project in Mundra and another 4000 MW project of Tata at the same place. The Gujarat Government’s new power policy addresses the problem of climate change and puts special emphasis on power generation through non-conventional means. After wind energy projects, the Government is giving priority to harvesting Solar energy with added focus on research to reduce the high capital cost of Solar energy installations.

Enhancing Infrastructure and Society

Another feature of Gujarat’s industrial infrastructure is the concept of Industrial Zoning. Large clusters are identified for development of a particular type of industries, and these are extensively planned even before the arrival of the industrial units. This industrial zoning not only keeps in mind the type of business, but also the social infrastructure like housing, schools and entertainment spots for the families of those working in these zones. The Government has floated four such industrial zones. It has gone a step further by setting up two Special Investment Regions (SIR) around Dholera port in Ahmedabad district and Dahej port in South Gujarat.

The size of the SIRs is bigger than the industrial regions. The Dholera SIR, for example, is spread over 360 sq kms (about 200 sq miles) and

18 villages. This is earmarked for investment in 22 different industrial sectors, including important ones like bio-technology, textiles and garments, trading and logistics, auto and auto ancillaries and Agri and allied products. The region will also see an international airport



also.

Another key prospect now drawing investors to “Vibrant Gujarat” is the fact that 38 per cent of the Dedicated Freight Corridor (DFC) of the high profile Delhi-Mumbai Industrial corridor (DMIC), which is going to give a major push to the country’s economic growth in coming year, is located in Gujarat. As many as 18 of the total 26 districts of the State come under DMIC influence. This precisely points at Gujarat inherent strengths as an investment destination.

Says Gujarat Industrial Development Corporation managing director and senior IAS officer Maheshwar Sahu, the Chief Coordinator for the “Vibrant Gujarat” summit: “We have done industrial planning with the greatest of foresight. Plus, it is based on the in-depth inputs for experts.” Much of the foresight in fact comes from the Chief Minister himself.

One of the examples of Modi’s great vision is the concept of ‘Mini Japan’ in Gujarat. An idea he floated during last visit to Japan before the industrialists of that country. The idea is to develop a 100 sq km piece of land for Japanese industries with complete Japanese infrastructure, including schools where children of Japanese workers employed in the industries can study in the Japanese language also.

“The giant industrial township will have a typical Japanese environment”, says Secretary to Chief Minister, AK Sharma. Significantly, the Government has selected and kept ready three sites for ‘Mini Japan’. These are Dholera in Ahmedabad district, Savli in Vadodra district and Aliabet, a huge island in Narmada river estuary near Bharuch where prawn culture, so dear to the Japanese, is feasible. The Japanese plan to select one of these three sites.

Harnessing the Resources

From the developmental point of view, one of the greatest natural advantages that Gujarat boasts of is in the form of 41 ports dotting its 1600 km coastline. The Gujarat ports are closest to key northern states and Delhi as compared to other ports in the country. Says Chief Executive Officer of Gujarat Maritime Board, Atanu Chakraborty “Port development is on the fast track. No stone is being left unturned in taking optimum advantage of this natural strength that Gujarat possesses.”

True, the cargo handling capacity of the medium-level ports under the GMB has increased by over four times from 70 million tones in seven years and is expected to increase substantially with over a dozen new ports coming up. These figures are only of the ports under the GMB. The figures are separate from the ones achieved by two private ports, Mundra and Papaya, besides Kandla port and the jetties of corporate houses.

Now in a new development thrust, the Government is planning to invite private investors to set up their own jetties in the space available at existing ports. This has the potential to woo medium level players in the port sector at a time when the global scenario is not very conducive for investment and large investments are difficult. Observes BK Goenka, vice chairman of the Wellspon Group which has wide interests in Gujarat: “The choice of ports and availability of gas, no less than its fast track implementation makes Gujarat the strongest investment destination.”

What particularly underlines Gujarat’s massive success in wooing investors is the fact that the Government has, unlike many other state governments in the country, done it by selling the obvious strengths of Gujarat and not by offering sops. Modi has sold Gujarat to investors on the promise of good governance and the natural advantages of the State like the ports dotting its coastline and Gujarat’s image of a land of business that is free from labour unrest. That Modi’s promises on good governance are coming true in a country where bad governance is still not a thing of the past has only bolstered Gujarat’s image as a great investment destination. So it doesn’t come as much of a surprise that MOUs worth nearly Rs 150 billion dollars are expected to be signed in the coming summit, according to Gujarat Government sources.

For those amongst the participants this time who want to invest as well as have a feel of a new and truly “Vibrant” Gujarat, there is an added attraction. It is in the form of newly laid Kankaria Lake front in Ahmedabad that has been done up at the behest of Modi in keeping with his vision of making Ahmedabad a city befitting the status of a top class mega city. The 500-year-old Kankaria Lake now showcases a new toy train around its shores, besides many new attractions which leave an onlooker literally dazzled. The lake front, which many see as an urban green space of world class, has emerged as an entertainment paradise, particularly for children. It easily passes off as the best lake front in the country today.

Work is underway on another great attraction, the Sabarmati river front. This is expected to be India’s first ever modern river front. Work on this rare project is underway at a break-neck speed. When ready, it is expected to be a star attraction at the national level.

Clearly, despite the clouds of despair hovering over the world’s economic scenario, Gujarat appears set to pull it off again in its fourth “Vibrant Gujarat” Global Investor’s Summit.

Today Gujarat boasts of the best power distribution system in the country ensuring the least transmission and distribution losses in India amongst all states.

Ideal SEZ opportunity in Gujarat

Gujarat creates a model SEZ development policy that pitches it as a leader in SEZ development, says Pratap Rao.

The policy of setting up of special economic zones across the country by the Central Government is perceived by economic experts as one of the main vehicles of India's growth in the coming years. However, of late SEZ has become a bad name. Upcoming SEZs have seen massive protest, from farmers whose lands have been taken over by the respective state Governments to be sold to private SEZ promoters.

It was not just West Bengal, but a host of states, who have faced such protest from angry farmers. This was primarily because the Governments have bought these lands at low prices from the farmers, but are selling these to SEZ at high rates. Thus, Governments have ended up facing charges of acting like land brokers.

Gujarat Pioneering Solutions in SEZ Development

In this bleak scenario if there is one state that has set an excellent example on how to develop SEZs, it is Gujarat. It has just not handled the land issue properly, but right from the beginning, it has allowed industrialists wanting to set up SEZs buy land directly from the farmers instead of acting as a land broker. A precise framework has been set up, which makes the task of setting up an SEZ much easier. So much so that the Union Commerce Ministry recently dispatched a communication to state Governments asking them to

follow the "Gujarat model" while setting up SEZs.

So, while the total number of SEZs coming up in Gujarat might be less, than other states, that is approximately 60 spread over 30,000 hectares of land and nine districts. This is less than states like Maharashtra, Andhra Pradesh and Tamil Nadu, but the however the most significant and potentially the most promising ones are coming up in the State. As much as 45,000 crores have already been invested in Gujarat SEZs and articles worth Rs. 17,000 crores produced here have already been exported.

Ensuring Diverse SEZ Opportunities

As many as 12 of the total SEZs coming in Gujarat are multi-product, making it the highest number in any state. While the rest, set up here are specific to 14 different sectors as diverse as engineering, pharmaceutical, chemical, textile, information technology, biotech, power generation, ceramic and even ware housing.

Significantly, Gujarat has been the fastest in setting up the SEZs. There are several reasons, as mentioned before, it did not face any problem from farmers, thanks to its 'hands off' strategy when it came to land for SEZs.

Also soon as the Centre's SEZ policy came, it quickly worked out a strategy for its speedy implementation. It





was the first state to enact the Gujarat SEZ Act. This was immediately after the Union Government enacted the Central SEZ Act. Significantly, the provisions of the Act were carefully chosen.

Steps to Make Business Easier

The Gujarat SEZ Act provides for single window clearance for a new unit coming up in an SEZ. This is through the SEZ's own approval committee, which has the promoter as well as a Government representative on it. Then the Act has created the provision of a development panel in every SEZ, which oversees infrastructural development including allocation of plot, construction of building as per rules and providing services like water and panel.

There are many important firsts in the Gujarat SEZ Act, which are unlike any other state.

It has ensured that the Act gives the SEZ promoter the requisite freedom in the development of infrastructure as well as internal services, Says Chief Minister Narendra Modi "It is not without reason that Gujarat SEZ policy is regarded as a model policy in the country today".

The Government has given maximum freedom to the promoter in the setting and management of the SEZs in keeping the spirit of an open economy. The SEZ's development panel in Gujarat has the power of labour commissioner to ensure that labour disorders do not become a thorn on the side of development. Importantly fiscal incentive to units coming up in SEZs is part of the Act. This means, if an organizer decides to give fiscal incentives to woo units to his SEZ, he does not have to go to the Government for seeking prior permission.

The Gujarat Policy Ensuring SEZ Success

Due to this clearly defined framework, the implementation of the cleared SEZs in Gujarat is perhaps the fastest. In the case of as many as 25 SEZs, promoters have already taken possession of the land. These

developments are going on in earnest now, following notification issued by the Centre. In the case of another 24 SEZs, formal approvals have already been granted, thus the SEZ organizers already have possession of land.

There are certain golden rules Gujarat has followed to ensure speedy implementation:

- o The Gujarat Government does not accept application from an SEZ organizer unless he has identified land of his choice for the project.

- o The promoter's record of accomplishment is also taken into account before giving the green signal. "In fact, many have been refused permission on grounds of quality and record of accomplishment," says RJ Shah, advisor, Industry, to the Gujarat Government "The State's SEZ policy has been framed after taking the minutest details into account to give the best possible results. It is bound to lead to success."

Marching from Strength to Strength

The giant-sized, multiproduct SEZ being raised by the Adani Group at its Mundra Port in Kutch, gives an idea of the scale of SEZ development in Gujarat. To be developed over 3200 acres of land, it has already seen investment worth Rs. 4400 crores by the Group on infrastructure. Subject to market conditions, the Group plans to invest nearly an extra Rs. 6,000 crores. It would have two textile parks, besides a host of units in diverse sectors like engineering, chemicals, gems and jewellery. One of the textile parks is scheduled to be inaugurated in July next. When in full steam, the Mundra SEZ can see investment up to Rs 50,000 crores on the long run, this of course subject to market conditions at that point.

Thanks to a series of ports available to them along Gujarat's 1600-km coastline for exporting their products, the sky is the limit for the SEZs coming up in Gujarat.





S. K. Modi writes about the Delhi-Mumbai Industrial Corridor (DMIC) Project

DMIC

Mega Opportunities From A Mega Infrastructure Project

A \$90 bn 1483 kms Dedicated Freight Corridor (DFC) between Delhi and Mumbai, with rail tracks capable of handling high speed high axle-load wagons, can result in many things. During implementation, it can perk up economies in a very large geographical area. After becoming operational, it can reduce transit time for goods to travel from Delhi to Mumbai by 24 hours or more, besides cutting costs significantly. It can ease the pressure on roads, make exports and imports competitive and even reduce pollution! And of course, it can spur industrial investment and activity in a perceptible manner.

The basic MOU, for what is now known as the Delhi-

Mumbai Industrial Corridor (DMIC) Project, was signed during Prime Minister Dr Singh's visit to Japan in December 2006. The Union Cabinet cleared the project, in-principle, in August 2007. Since then, the project has made surprisingly good progress and actual work on the project may start anytime now. DMIC is perhaps the most talked about infrastructure project in India at present.

Connecting the Heart of India

The DMIC route would cover Delhi, Haryana, Rajasthan, Madhya Pradesh, Gujarat and Maharashtra, facilitating faster rail transportation of goods to and from the ports in Mumbai, as well as Hazira (Surat). En route, a number of

investment regions (minimum area of 200 sq km) and industrial areas (minimum area of 100 sq km) will be developed, in partnership and co-operation with the concerned states.

In the first phase, scheduled to be completed by 2013, six investment nodes - Dadri-Noida-Ghaziabad (U.P.; General Manufacturing), Manesar-Bawal (Haryana; Automobile, Auto Components), Khushkhera-Bhiwadi-Neemrana (Rajasthan; General Manufacturing, Automobile, Auto Components), Pithampur-Dhar-Mhow (M.P.; General Manufacturing), Bharuch-Dahej (Gujarat; Petroleum, Chemicals and Petrochemicals) and Igatpuri-Nashik-Sinnar (Maharashtra; General Manufacturing) are proposed to be developed. While the overall project would be managed by a corporate entity, individual investment nodes shall be managed by the concerned states.

All the investment regions and areas would offer industrial townships with world-class infrastructure, multi-modal freight movement and logistic hubs, domestic and international air connectivity, reliable power, and quality social infrastructure.

Integrating Expertise For Success

A corporate entity, Delhi Mumbai Industrial Corridor Development Corporation (DMICDC), has been formed to plan and implement the project. The seriousness with which the DMIC project is being implemented is best illustrated by the fact that British consulting firm Scott Wilson, which has already worked on several large industrial infrastructure projects in India, has already been appointed to prepare the draft master plan. Consultants for Gujarat and M.P. components of the project have also been appointed. KPMG and E&Y are preparing detailed perspective plans for developing DMIC region as a global manufacturing and trading hub.

The current plan envisages a total of 9 Industrial Regions and 15 Industrial Areas, spread over two or more phases. The project is expected to impact a 300 km wide corridor (150 km on either side of the track).

The Far Reaching Implications

The rail track will run almost parallel to the Delhi-Mumbai part of the Golden Quadrilateral road network. The dedicated freight corridor would have the capacity for double stacked high axle load wagons (up to 25 tonnes) hauled by high speed, high powered locomotives.

At present, it takes approximately three days for transporting goods from northern manufacturing hubs to ports in and near Mumbai. After the DMIC project is completed, transportation time required is likely to go down by at least 24 hours. For units close to the corridor, it may be possible to transport goods to JNPT (Jawaharlal Nehru Port Trust) within 24 hours.

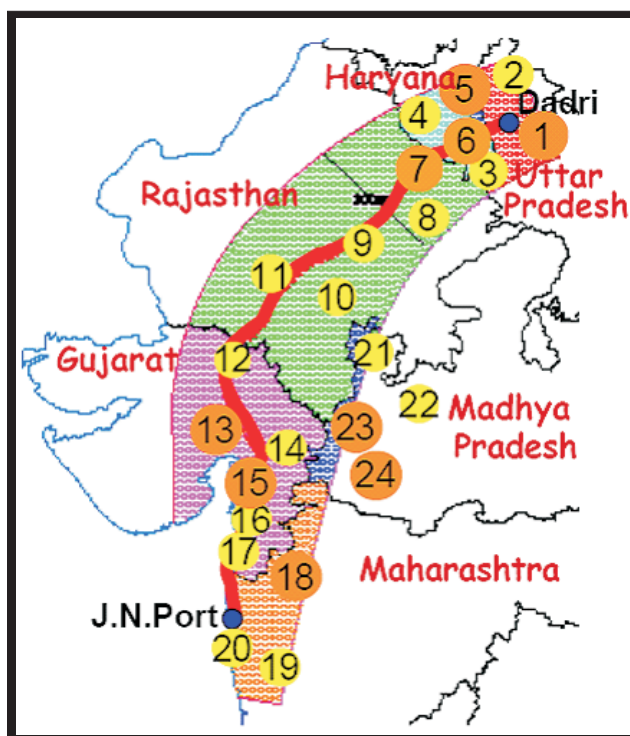
Implications of the project are varied, and of far reaching consequences. During implementation itself, enormous opportunities would be available to small and mid-sized firms as principal contractors would be procuring huge quantities of materials and shall be farming out a great deal of construction work.

Landscape of areas around the route of the corridor would change dramatically and real estate prices in almost all the states are likely to face significant volatility. Barren pieces of land may become priceless while investors and inhabitants may abandon prime locations. Prospective investors would have to be very careful while taking decisions because the route of the corridor would be only one of the factors determining

The current plan envisages a total of 9 Industrial Regions and 15 Industrial Areas, spread over two or more phases.

real estate prices. Much would depend on how industrial activity develops in the individual investment regions.

Though the project is conceived primarily to facilitate exports growth, it would have significant effects on domestic industry too. Besides investments in designated areas, the project is likely to also affect existing industries significantly. Movement of perishable goods in particular is likely to become significantly smoother and cheaper. For example, perhaps it would become easier and less expensive for the dairy industry in Gujarat to supply milk to Delhi and U.P.



With the exception of the Automobile (and the Auto Components) industry, it is not clear as which industry sectors would be able to grow on the back of the DMIC. Official plans, no matter how well thought out and designed, do not always succeed in developing industrial clusters. At present, except for Maruti and Honda, most cars are being made in areas are not covered by the DMIC. Whether India's automobile industry would grow adequately, and spread in desired geographic areas, are very open questions.

Nevertheless, the project is quite likely to change the basic appearance of the entire Delhi-Mumbai stretch. The freight corridor may, eventually, be also used for some

The DMIC route would cover Delhi, Haryana, Rajasthan, Madhya Pradesh, Gujarat and Maharashtra.

high speed passenger trains, opening up new opportunities for the travel industry. Quicker and cheaper transportation can spur capacity consolidation in certain industry sectors. Some

existing plants along the route may suddenly find their profits taking a quantum leap and some may lose market shares in their home states because producers from other states would become more competitive.

DMIC is likely to change too many things for too many companies in too many locations. Irrespective of whether one is looking for investment avenues or not, no large (or even medium) industry in states covered by the project can ignore its impact. While investors need to watch out for opportunities that DMIC is likely to present, many have to

study its implications in terms of potential threats also.

Overriding Logistics and Factors

Of course, a mega project of this size cannot really be implemented within the desired time schedule. Acquisition of land by itself is going to be a herculean task. Global financial markets are not exactly flush with funds. The revenues of the central government, as well as the state governments, are generally expected to shrink over the next two years or so. One can expect the project to make progress only slowly. Nevertheless, India now knows the value of this kind of projects and the DMIC is quite likely to be implemented, sooner or later.

Perhaps, uncertainties and delays will be related more to development of the proposed industrial regions and areas than in laying down the rail track and related facilities. That India cannot do without an additional rail track between Delhi and Mumbai has been a foregone conclusion for several decades now. So the project is on.

An interesting angle that those responsible for developing the core concept appear to have forgotten is that manufacturing hubs in northern India should perhaps look more towards ports in Saurashtra region of Gujarat than JNPT or Mumbai because there is room for traffic growth, turnaround times of ships are shorter and even labour is less expensive. Perhaps the central government needs to consider a similar project between Delhi and Kandla too.



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Kolkata West International City: an infrastructural marvel

In the wake of the real estate boom, which began a few years ago, Kolkata has been home to a large number of residential projects with enormity of capital and high magnitude ventures which have changed the landscape and sky-view of the city. **Priyam Chakraborty** reports further.

Kolkata West International City (KWIC) is one such project, a satellite township which has been developed across 390.2 acres (1.579 km²). It consists of 6,100 bungalows, four high rise residential towers, three information technology parks, a 13 acre club, 200-bed hospital, two schools and shopping and entertainment zones, in Howrah.

Located on Howrah-Amta Road, just off National Highway 6, only 20 minutes from the Netaji Subhas Chandra Bose International Airport, it is in the heart of Kolkata and 12 km from Vidyasagar Setu linking Kolkata with Howrah.

The grand experience starts from the main entrance to the perfectly planned landscaped greenery, blossoming

boulevards and stylishly paved pathways. Of course, the plotted homes, each with its very own beautiful garden, are actually a little part of paradise for those who wish to own a piece of land away from the bustle of the city.

The total project comprises of 11,000 units, approximately. The clusters will have large, open spaces in the centre and at the entrance, smaller open spaces within, serving as the perfect area for various recreational activities. Also, inside each residential sector are precinct parks with facilities such as playgrounds, pavilions and spaces for any community activities. Each living space is innovative and modern, yet functional and accommodating. There are 11 different types of landed homes in Phase I ranging from 1048 sq.ft to 4300 sq.ft, (built-up area).

New Entertainment and Utilities Centre

KWIC, as it is better known, has been designed to have a massive commercial centre. There will be a supermarket, a departmental store, a cineplex, banks and offices. Adding to that, a smaller commercial centre has been proposed near the second roundabout along the main spine. It is just the place for those looking for the best in modern living.

KWIC will also have an International standard school with an experienced faculty and state-of-the-art facilities. Also, there are plans to provide kindergarten schools in the township. A fully equipped medical centre with round-the-clock service and emergency facilities, hi-tech laboratory equipment and various specialists will be provided too. For those athletically bent, there will be fully equipped sports complex. A community centre with a wide range of recreational facilities and a clubhouse, with all major and modern facilities.

The town square and the community plazas will host a wide range of programmes, ranging from outdoor events to religious festivals. Packed with optimum utility services, KWIC will have a complete telecommunication and cable network system. Rain-water drainage systems, sewerage schemes and comprehensive water and power supply systems will be provided. Every square inch of this sprawling metropolis will complement one's lifestyle and



each day at Kolkata West International City will be a spellbinding experience.

While it promises to become the new definition of modern life and global lifestyle, this self-sufficient city promises to set a trend in next generation living.

The project is considered to be one of the largest foreign direct investments in township projects in India.



The foundation plaque was unveiled by Buddhadeb Bhattacharya, Chief Minister of West Bengal, on 15 February 2006. Speaking on the occasion, he felt that the Rs 2,500-crore (25 billion) township would provide the "right impetus" to growth on the western bank of the river Hooghly. The project is expected to be home to nearly 36,000 people.

It is being executed in collaboration with Kolkata Metropolitan Development Authority. Promoters claim that space and nature will blend with structural innovation and modern design. Comprising of 2-4 bedroom Ground +1 storey villas, the project is spread over acres of pristine greenery and has over 5000 units within gated communities which will enjoy facilities like parks, playgrounds, commercial complexes etc. The entire project is expected to be completed and delivered by 2010. The first two phases have been over booked and sold.

The project is expected to be home to nearly 36,000 people...The project is considered to be one of the largest foreign direct investments in township projects in India.

The entrance to the Kolkata West International City is built in the style of Berlin's Brandenburg Gate. This grand entrance showcases the international nature of the project and its patrons. This project will become the first foreign investor in development of an integrated township in West Bengal.



REDISCOVERING Ghaziabad



From crime and conservatism to growth and advancement, the town of Ghaziabad is turning a new leaf. **Neha Saluja** writes more.

it is the city to have more than 1200 small scale industries.

From being a crime city to being listed among the top ten dynamic cities by the *Newsweek*, Ghaziabad, a small town stretched across National Highway 24 has come a long way. Competing with the casino town Las Vegas is an achievement in itself.

However, is this rating justified- is Ghaziabad really developing at a rapid pace? The answer to all these questions will be seen in next few years, with thirteen flyovers and six multiplexes in the offing.

The Industrial Face of Ghaziabad

This has always been an Industrial town, and a good avenue to start business. Big companies like Coca Cola, Dabur, Shriram Pistons and Mohan Meakins not only

contribute to the economic development of the town, but also provide employment to a large number of people. Furthermore, it is the only city to have more than 1200 small scale industries.

Pharmaceutical companies are also being established in this rapidly expanding city. According to S. Tripathi, General Manager, Unichem Pharmaceutical Pvt. Ltd. "Manpower cost is quite reasonable here, also the transport is very convenient. Ghaziabad is connected to Delhi, Noida and the western Uttar Pradesh belt extremely well through road and rail."

Much credit for this growth goes to the real estate sector, which is flourishing at an accelerated pace. Indirapuram and Vaishali are two residential areas of Ghaziabad that have come up in a huge way. Shipra Sun City, Gaur Green, Parsavnath and many more townships have given its citizens new, better and advanced places to live. These

townships have proven to be extremely successful and twelve more are expected over the next two years. These plots are some of the most desirable amongst house seekers. "I work in Delhi and my wife in Noida, therefore, I needed a place that is convenient for both of us. Indirapuram is the best place to be, commuting to Noida and Delhi is possible and Indirapuram is an excellent township," says Sanjay Kapoor, a content resident of the area.

Shopping Malls and multiplexes were a novelty for the people here until a few years ago. Now a 'Mall City', Ghaziabad has emerged as a new shopper's paradise. It is amusing to witness a shopping mall every 4 km in Ghaziabad, today. Some of the best names in India are here, right from Adlabs, IMAX, Spice and FUN Cinemas, while Nirula's, McDonalds, Domino's, Cafe Coffee Day, Yo! China and Pizza Hut cater to India's changing taste buds.

With the advent of multi-speciality hospitals people here can now avail of better medical facilities. Mobile and air ICU facilities are also provided by a few hospitals. The increasing number of medical professionals and stores offer support to patients round the clock.

Infrastructural progress in the town cannot be ignored either. The six-lane road from Kaushambi to Dabur has already been constructed and Delhi Metro will now connect Ghaziabad through Noida and ISBT Anand Vihar. While the Ghaziabad border is already connected through the Delhi's well known Red line busses, starting from Dilshad Garden, the current east most terminus of the

Metro system.

Old Ghaziabad still holds a lot of real estate value. Societies like Raj Nagar and Kavi Nagar are some of the posh colonies in the town, with the land rates skyrocketing. In spite of the development and construction work being carried out, the city has a green belt carefully maintained along with the road side nurseries, keeping the air reasonably fresh and healthy.

The Emerging Educational Centre of India

The literacy rate has increased tremendously; and so have the opportunities for higher education. Many engineering colleges and management schools have flooded the town. Some of the best institutions here are the Hindon Air Force Centre and the Institute of Management Technology (IMT).

Damyanti Goyal, Mayor Ghaziabad feels that the progress of the city is gaining momentum because of the establishment of industries and many townships. Moreover, wide roads, greenery, better schools have given a new lease of life to the city.

Yet like many emerging cities in India, there are many pitfalls. Ghaziabad battles with power cuts while the acute water problem is yet to be solved. However, recent studies show that the dark face of the town, the crime rate, is steadily declining. Thus, in spite of the conservative ideology of its people, the bright face of Ghaziabad has begun to shine.

In spite of the development and construction work being carried out, the city has a carefully maintained green belt.





If the local trains are said to be the circulation system of Mumbai, then Victoria Terminus (or Chhatrapati Shivaji Terminus) can be said to be its very heart, writes Shruti Marathe.

OF STORIES IN STONE!

Modeled on the lines of the St. Pancras Station in London, Victoria Terminus is undoubtedly the finest piece of architecture of the British Raj. Resplendent with carved stone friezes, stained glass windows and flying buttresses; it is Gothic architecture at its best.

Located on the eastern shore line of Mumbai, the area was previously used as a warehouse for the import and export of goods from Mumbai (then Bombay). In the 1850s, the Great Indian Peninsular Railways chose to build their new terminus in this location. This led to the station being known locally as Bori Bunder, which literally means a place where sacks are stored.

The station was christened to commemorate Victoria Jubilee Day in 1887. This coincided with the running of

India's first train from the station to Thane, about 45 kilometers away. Today, the station has been renamed as "Chhatrapati Shivaji Terminus" after the great Maratha warrior.

While the old steam engines have been replaced by modern electric locomotives, for the innumerable commuters who push past its massive portals daily, this is still VT, echoing the pulse of a throbbing city.

Chhatrapati Shivaji Terminus (CST) is a brilliant specimen of the Victorian Gothic style of architecture in India. The station is the terminus to the Central Railway's main line and suburban railway tracks. The building also serves as the headquarters of the Central Railways. The World Heritage Committee of UNESCO nominated Victoria

Terminus as a World Heritage Site on July 2, 2004. It took around ten years to construct the terminus that was one of the classic structures of the late 19th century. Today, as the westernmost terminus of Central Railways, CST is regarded as an architectural monument, incorporating sophisticated structural concepts and innovating technical solutions.

The Creation of an Indian Gothic Portal

Built in 1888, Victoria Terminus boasts of spectacular stone dome, turrets, pointed arches and unusual ground plans, which are unlike the traditional Indian architecture. Its fine interiors, wood paneling, colourful tiles, ornamental wrought iron work, shiny brass railings etc. reflect the efforts of students at the Bombay School of Art.

The building pinnacles are decorated with a range of unusual statues symbolizing engineering, commerce and agriculture of the era. At the top of the central dome, stands the triumphant figurine of a woman representing Progress.

This beautiful station exemplifies an excellent fusion of two cultures. During its construction, British architects worked with the Indian artisans, giving a unique look and style to this grand building.

In fact, VT looks more like a palace than a railway station. The edifice, designed by F.W. Stevens, turned out to be the icon of Mumbai. The design is typical of the era when progress and commerce were equated

Chhatrapati Shivaji Terminus is one of the busiest railway stations in the country. Apart from the main line station, at least a thousand suburban trains use this station daily,

carrying some 2.5 million commuters in and out of the city. The place is abuzz with many who are either hurrying to their workplace or to home in the other direction. Not all the journeys are serious, as some passengers head to the nearby Fashion Street to buy clothes of the latest style.

Adapting to a Changing World

VT was declared a UNESCO World Heritage site in 2004, the honour however has a double-edged. If the building is not maintained as per the norms, the status could be withdrawn. Maintenance and restoration are difficult tasks. Adequate funds are an obvious issue, as are the logistical implications of carrying out repairs on a heritage structure that is in intensive, daily public use.

To manage regular functioning, the restoration plans have been divided into three phases. The Phase I, at Rs. 4 crore, will cover the essentials of waterproofing and upgrading the fire-fighting system. It would also entail cleaning of the yellow Porbunder sandstone and grey Malad trap stone. Phase II would cost Rs. 11.5 crore and concentrate on restoring the damaged portions of the structure and ornamentation. With the station being in the center of the recent terrorist attacks, the restoration plans have been modified to repair the additional damage.

The recent terrorist attack on Mumbai was an attempt to immobilize the city. As usual, Mumbaikars gave an astounding reply by rapidly getting back to normalcy and dealing with the situation in the best way possible. The heart that keeps the city alive and thriving, CST station was also brutally attacked. Yet within just a few hours, it was on track. And that is called bouncing back!



Raring to Go!

They refused plush, tempting campus placements; decided to give up cushy, secure corporate jobs. They're young, daring, passionate and enthusiastic. With banks encouraging young blood to start enterprises by offering loans and the environment buzzing with newer ventures, it's the season of young entrepreneurship. From hospitality to software, retail to tourism, young entrepreneurs have made a mark by infusing fresh air and innovative ideas. **Hamsini Ravi** meets up with four young entrepreneurs from Chennai.

Vijay Prabhat Kamalakara (30), CEO, Storytrails



Vijay Prabhat Kamalakara

Vijay heads 'Storytrails', a cultural tourism venture, based out of Chennai. Currently operating only in this city, it strives to take guests beyond the regular tourist sights, and focuses on giving them a glimpse into the local way of life.

A former employee of a top IT firm in the city, Vijay felt that there was a need in the market that could be addressed. "My love for travel and adventure drove me to start this venture. Further I sensed a viable business model and the challenge of starting from scratch and shaping a start-up venture, was an enticing thought." The IIM Indore graduate doesn't miss the corporate world too much, "I enjoy the absence of

office politics and the fact that I no longer have to push anyone down to climb up."

However, he does not place being self-employed on a higher pedestal than being employed under someone. "It is a matter of personal preference, and you can make a name for yourself either way." Nevertheless, the thrill of being able to do something you thoroughly enjoy gives the young CEO a high; "My work involves a mix of both left brained and right brained activities. Our services are as dependant on the creative thought and research that goes into them, as they do on the robustness of our logistical arrangements. There isn't a dull moment ever." Also exciting is the process of mentoring and grooming a group of people, Vijay says it is his team in Storytrails that keeps him motivated about his work: "I enjoy brainstorming with my team who are as passionate about this line of work as I am."

Some of the most successful entrepreneurs do not possess fancy management degrees, Vijay disagrees that a b-

school education is necessary to run a successful enterprise. "An MBA has added a set of very useful tools into my kitty, and has widened my understanding of a whole lot of areas. But like any other qualification, it is just education, and as useful as you make it to be."

One wonders if educated middle class urban Indians are conservative with respect to entrepreneurship. "A secure employment, for obvious reasons is still seen as more desirable than a start-up entrepreneur status. As a first generation entrepreneur, I have sensed this in my family too," says Vijay. He feels that there is no dearth of opportunities, if you have a workable idea that you are convinced about.

Sudeep Swaroop(25), Director, RiverHead

For Sudeep Swaroop, entrepreneurship was a calling in life as early as the age of 18. Establishing an event management firm that handled promotional and marketing events, at that tender age, Sudeep says, "I have always wanted to make money, provide jobs, be independent and achieve recognition for the effort." It came as no surprise to his family and friends, when Sudeep began a venture of his own, namely, RiverHead, a comprehensive brand management consultancy that offers PR, Advertising, and marketing strategy and solutions.

Having no regrets about not staying in the glamorous world of corporates, he says, "Entrepreneurship is without doubt an inner calling, exultation of an idea and a need to create something out of nothing. Satiating the entrepreneurship hunger is such a strong drive that you



Sudeep Swaroop

don't even pay a second reckoning to any job opportunity that comes your way." Sudeep feels an inexplicable excitement in his ideas on paper turning into monetary transactions, "I've noted veritably and interestingly that ideas and identification of opportunities find a place in an entrepreneur's mind. I've observed that within myself I have always wanted to see an idea attain its salvation through exercising the same idea."

A degree holder in Company Secretaryship from Chennai's Loyola College, Sudeep does not miss a business degree to his name. Life, he feels, is capable of teaching more than a classroom. He says, "I don't have an MBA, but I've spent so much time with senior entrepreneurs and have absorbed much from books and other media that today I find myself as savvy with jargons, strategy, and talent management as any other MBA."

Born to an ordinary middle class family, Sudeep, encouraged by his father, was always adventurous in spirit. "I have always dreamt of being a multi billionaire businessman and have always wanted to be regarded for my achievements." He also finds time to pursue his other life, i.e., music; he plays the guitar, writes lyrics and even composes music. His wife, Nikita, works with RiverHead as manager of client services, Sudeep has mixed feelings about sharing a professional relationship with his wife, "It works very well and sometimes it gets personal, which is what makes it difficult."

Sudeep believes that our legal and financial systems do not encourage young entrepreneurs enough, "Young entrepreneurs have it extremely hard in India. Law and the police do not protect or support us. Beyond which, investor scarcity, lack of tax rebates, cost effective infrastructure such as space and electricity are not subsidized or provided by our governments." One does hope that in good time, our institutions will realize the potential of these small giants who will lead the economic turn around in favour of emerging economies, and provide them monetary and moral support.

L.Prashanth and Akarsh Nair, 23 & 24, Founders, Ideas Inc



Akarsh Nair

Unlike the other 1,00,000 engineers that Tamil Nadu annually produces, L.Prashanth and Akarsh Nair, decided not to get into the run of the mill engineering and software jobs. The two friends

have started "The Den" a gaming lounge, under a banner called "Ideas Inc" in Chennai that was launched recently. "The Den will give people a complete gaming experience. We are starting off with PC gaming initially and are in a tie up with AMD and ASUS Corporation for the same," says Akarsh. While Prashant took up a software job after his engineering degree, Akarsh is finishing up with his masters degree in Actuarial Economics from the Madras School of Economics.

The mundane routine stressed out Prashant: "Somewhere along the line I realized that this was not what I wanted do. The 9 to 5 job stifled me. Entrepreneurship gives me this zone to do whatever I want; there is creative freedom and a free spirit which I relate to." He says. The business plan he ideated appealed to Akarsh, who decided to join him in the venture, he says, "I was inspired by the urge to create something new, to break barriers and to make a difference."

Akarsh is of the opinion that being an entrepreneur takes a free spirit and will, and a boldness to experiment, "Not everyone can be an entrepreneur. It takes guts to hold your self responsible for the livelihood of so many people." His opinion is echoed by his friend and business partner who says "With greater freedom comes greater responsibility, but creating jobs and futures for other people, is an exciting prospect."

The duo don't regard formal education very highly, "An MBA does help in the knowledge part of it, other than that, being an entrepreneur is all about the person concerned," says Prashanth. Akarsh who will be opting out of the final year placement season in college says "Starting and running a business is the best way to acquire the knowledge than a business degree is supposed to equip you with."

The two colleagues plan to eventually introduce console gaming to The Den's range of services, says, Akarsh, "We will also be organizing gaming tournaments on a national scale under the name "Pro-Gaming"." "Our first event will be for IIT Chennai's cultural festival "Saarang," Prashanth goes on to add. "In addition to this, the two have plans to set up an Academy for Actuarial Sciences training. With a vision like this, the young entrepreneurs have big dreams for the future. "It's a risk - a definite risk, but an absolutely enjoyable one," says Akarsh. "But as they say, the journey is more enjoyable than the destination," Prashanth sums it up.



L. Prashanth



20-Something Entrepreneurs

They explored, they dreamt, and they discovered. Following is the story of these 20 something women who despite having numerous other career options decided to do something different, something by themselves, reports **Aditi Chauhan**.

"Twenty years from now you will be more disappointed by the things that you didn't do than by the ones you did do. So throw off the bowlines. Sail away from the safe harbour. Catch the trade winds in your sails. Explore. Dream. Discover." - Mark Twain.

Rashmi Vaswani, 27, Rage Chocolatier, Bangalore:



Rashmi (left) with Ritika

A BBM graduate from Christ College, Bangalore and an MBA graduate from IMI, Delhi, Rashmi joined an MNC only to realise that a 9-5 job wasn't her cuppa.

She then decided to quit and start something by herself, but the question was what?

Rashmi made chocolates for her Dad's friends and clients and the response was overwhelming. That's when she decided to take it up as a profession.

Though she started small, the word spread, an initial strategy of marketing through exhibitions helped her business catch on. Today she caters to a variety of corporate and individuals.

When asked about who was her first investor, she says, "Dad was my 'ANGEL' investor".

Two years down the lane, "Rage" is making great profits, but that's not stopping the hard work. The creativity and satisfaction of new ideas in chocolates excites Rashmi much more than the money.

Like all new entrepreneurs, it was the family who used to help her complete all the orders. "We used to stay up till 2:00 am in the morning to complete the orders, she reminisces. Now, she employs two full time Chefs and eight other people.

Her younger sister, Ritika also lends her a helping hand, and together they are doing a tremendous job.

Rashmi's advice to all those young girls who wish to be entrepreneurs some day is, "Just go for it. Be passionate about what you want and things will fall in place".



Tamanna Suchdev and Jheel Prabhakar: Creating Scented Candles



Tamanna Suchdev



Jheel Prabhakar

Paulo Coelho said, "When you want something, the entire universe conspires in helping you to achieve it". Tamanna Suchdev, 25, graduate from Bangalore University with a BBM degree and certified for Business English from the British council (Cambridge University). She worked as the Project Manager with a UK based Insurance Company in UK as well as in Bangalore. She then joined another organisation, but quit soon to realise that's not where her heart and mind was. She realised well within time and says, "I wanted to start something by myself and be independent".

She then met her friend and ex-colleague Jheel; together they decide to make scented candles and other decorative objects of art.

Tamanna remembers when it all started, "We began before Diwali, sometime in September, making candles as gifts for friends and family. But, before we realised, people began talking about our stuff and placing orders". She continues, "We started exhibiting our candles to reach out to people. We took part in a couple of corporate and society exhibitions held at Embassy Golf Links, Tesco, ITPL, SJR Park and Sanskriti at the Grand Ashok to name a few."

Jheel Prabhakar, 28 years and a BCom graduate from Chennai University had worked with renowned organisations. However, her health forced her to leave her job, as she could not sustain the long hours of work. However, nothing stopped Jheel from giving up on her passion of making candles; scented candles with natural dry flowers being her speciality.

With an overwhelming response, Tamanna and Jheel are now in the process of registering their undertaking as a company. A part of their earning goes towards an old age home.

Their candles and objects of art like photo frames sure bring a smile on many faces. ■





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Gujarat Infrastructure Development Board (GIDB) implements infrastructure development in the state. Overall planning, co-ordination between various sector specific departments and monitoring projects are the focus areas of GIDB. On the anvil are Special Investment Regions being developed for accelerating the growth of your business.

Delhi Mumbai Industrial Corridor (DMIC): Delhi Mumbai Industrial Corridor (DMIC) is a high impact industrial area of 150 km distance on each side of the Dedicated Freight Corridor (DFC) being laid down between Delhi & Mumbai.

Six industrial nodes have been identified along the DMIC. All these nodes will be specially developed as global hubs of economic activity supported by world class infrastructure, premium civic amenities, centers of excellence and pro-active policy framework.

Dholera Special Investment Region (SIR): Ideal for Knowledge Zone, Manufacturing & Processing, Textiles & Garments, Trading & Logistics, Engineering Goods, Auto / Auto Ancillaries, Plastic Products, Recreation & Entertainment.

Gujarat Industrial Development Corporation (GIDC) is the nodal agency building the industrial backbone of the state. With a huge land bank, it provides sustainable infrastructure with a long-term perspective. It works cohesively with all state departments to minimize turnaround time of setting up projects. GIDC is all set to accelerate growth by developing the following Investment Regions.

Aliya Bet: Ideal for Entertainment Industry, Marine Industry & Eco tourism.

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Santalpur Industrial Region: Ideal for Integrated Agro Food Park with world-class allied infrastructure facilities.

Halol - Savli Industrial Region: Ideal for Engineering & Automobile sector.

Hazira - Pinjarat Industrial Area: Ideal location for Ship Building / Ship Repair Yard and allied industries based on coastal activities.

Kalgam - Maroli - Khatalwada Industrial Area: Ideal for Knowledge Services, R&D, Bio-technology, Agro Processing, Fisheries & Aquatic Resources, Energy.

Investment Regions of Gujarat
▶▶ Accelerating Growth

Hope Rides High amid Slowdown

Kanchan Banerjee and A. Dutta caught up with Prof. Tarun Khanna. . . .

Tarun Khanna is the Jorge Paulo Lemann Professor at the Harvard Business School, where he has studied and worked with multinational and indigenous companies and investors in emerging markets worldwide. He joined the faculty in 1993, after obtaining an engineering degree from Princeton University (1988) and a Ph.D. from Harvard (1993), and an interim stint on Wall Street. During this time, he has served as the head of several courses on strategy and international business targeted to MBA students and senior executives at Harvard. His recent book 'Billions of Entrepreneurs: How China and India Are Reshaping Their Futures and Yours' has created a stir around the world.

NGI: You have focused on Entrepreneurship in India and China as the next big economical thing. In what ways do you think India is taking forward the entrepreneurship culture?

TK: There has always been entrepreneurship in India. In fact, during the pre-license Raj, one could say that entrepreneurs had to allocate a lot of their energy to dodging dysfunctional, if well-intentioned, intervention from the government. Fortunately, that is in the past now, in no small measure. Government has loosened the reins during the past couple of decades, and entrepreneurs in several sectors have risen to the challenges. More importantly, mindsets of India's youth have begun to change. People are much more willing to play a role in shaping their own futures rather than accepting what fate throws in their paths.



NGI: There have been sweeping economic reforms in India and now we are encountering a global economic crisis, which has undoubtedly affected India. How do you see the future of India amidst global crisis and the chances of its economy surging again?

TK: In India, fundamentals have been unchanged by the crisis. Demographically speaking, India is a very attractive place with large pools of educated people. Here there is a large consumer market that will

continue to be responsive to the right products and services

Of course, there are segments of the economy that are globally exposed and so these have begun to feel the effects of the global slowdown. Think of steel and commodities for example. But India, much more so than China, is a domestic consumption driven economy, rather

than primarily export led or even foreign-direct-investment driven, and so has been sheltered a bit. A stable macro-economy has helped.

Nonetheless, it is especially prudent to run a tight ship for the next year to two years.

NGI: Who are the winners in this troubled times?

One should distinguish between overall effects and relative effects. Let me explain. In some sense, the overall level of activity has gone down and so that affects everybody. However, as in the aftermath of all crises, there are some who will be relatively better positioned and will emerge stronger at the end of the day. For example, better capitalized players, who had not taken very aggressive positions in financial markets, can buy assets that are valued much more cheaply than they were a few months ago, and so some consolidation might occur.

NGI: You have spoken and written exhaustively on Foreign Policy. So now for the big question: Can India overtake China? And How?

TK: It's much more interesting to ask how China and India can capitalize on their recent successes to catapult their poverty alleviation efforts even further! My view is that, with some imagination, these countries can move away from a pure zero-sum rhetoric on border disputes and build economic linkages that can really redefine reality in Asia and the world. Of course bilateral trade has already shot up, though there is room for bilateral investment to do so also.

NGI: China favors FDI for fastest economic development, while India does not accept this. Which is the most singular path to entrepreneurial development?

TK: There is no single best path. One should be wary of prescriptions that mandate a particular path. One of the things I've come to appreciate increasingly is that a reform and development path that does not adequately reflect historical and cultural circumstances is just very hard to pull off. And of course histories differ across China and India. China embarked on a different path from India in at least two important senses, first, by emphasizing rural



reform early on, and second, by assigning a large role to FDI. India's failure to pay attention to rural reform is a tragedy, historically and today. However, India's provision of infrastructure to support private sector enterprises has been a huge boon, and resulted in the building of world-class indigenous private enterprises of the sort that mainland China has not been able to create. There are pluses and minuses to these models' choices.

NGI: You are a part of the Parliamentary Research Services in New Delhi. What roles do you play? What exactly is the nature of the democratic discourse that is practiced here?

TK: I am only an adviser to PRS. It is started by C V Madhukar, a person I met at Harvard's Kennedy School, and supported ably by his colleague Madhavan now in Delhi. PRS provides non-partisan, carefully researched input on select items of pending legislation to India's Members of Parliament, so as to enhance the quality of democratic discourse. Intelligent debate is the lifeblood of any democracy so this is pretty foundational. They also do a lot of outreach to civil society, the media etcetera to raise, again, the quality of such discourse. Ultimately this too is an example of entrepreneurship at its very best.

NGI: The Indian Diaspora is an estimated 30 million spread over 130 countries. How big can be the scale of entrepreneurial development if the Diaspora and the Domestic Indian markets (read entrepreneurs) interact, keeping in mind the imperfect institution standards in the country.

TK: The members of Indian Diaspora need to take bold

steps, initiatives to make things happen. You cannot wait for a Government invitation. If you come, there will be new relationship turning into opportunities. Red-tapeism is slowly disappearing. New regulations are introduced in various sectors securing interests of investors. One very constructive service Governments can do by having a clearing house for the information. Say if it can showcase five hundred examples of successful new ventures in India. Examples and role models inspire people, but there is a gap in information sharing about these efforts and success stories.

NGI: What is the success rate of corporate governance in India and how does it stand in the face of a sagging economy?

TK: In order to have good corporate governance to attract talent and capital you have to be fair and transparent. This is something that corporate India is learning to do rapidly; it is much ahead of China in this regard. However, there is still a long way to go. India's public sector also needs a good deal of governance reform, incidentally. Accountability norms have to be enforced and good practices highlighted as role models.

NGI: War and Terrorism has always been a deterrent in the rise of economy of a country. How do you see India in the light of recent terrorist attacks? Would Global Indians like to test their entrepreneurial skills in troubled waters?

TK: I don't think it will have any long term effect and hope

Better capitalized players, who had not taken very aggressive positions in financial markets, can buy assets that are valued much more cheaply.

that the authorities will do a good job in managing crisis like this much more effectively and prevent such incidents proactively. They have to do a good job of educating the world that this is not the end of the world. India has far more opportunities than these most unfortunate events. I went to Mexico City last weekend with my family. They were apprehensive and very worried about crime in Mexico City. We went and we had no problem. Sometimes perceptions work on our minds more than the facts. While you have to take every precaution you also have to think that things like these do not happen regularly.

Red-tape-ism is slowly disappearing. New regulations are introduced in various sectors securing interests of investors.

In immediate aftermath there may be some effect on portfolio flows.

On average, members of the Diaspora are better informed than those with less of a connection to India. They should invest in forming their own views about whether this crisis signals a change in fundamentals. To my mind, it raises appropriate questions about why the state was not able to enforce security, and highlights the need for accountability of law enforcement bodies as well. Personally, I don't see this affecting the investment case for India.

NGI: How should one think about the short term and long term impact of the Mumbai attacks? How should sectors like tourism and outsourcing think about minimizing the downside?

TK: Government has to act to minimize any future such event. If people are convinced that the authorities are in charge, then the fear will minimize. Outsourcing is affected of course, but less all of the downturn be attributed to security concerns, do remember that the US economic meltdown is probably most important.

NGI: What can the Indian business community learn from past experiences of countries like Israel and UK (in dealing with the IRA) in minimizing the negative impact on business?

TK: I'm not an expert in this area. But knowing the history of these countries one can easily say that there are a lot to learn from them about managing security. Incidentally, I also think there is a lot to be learned from India's own past experiences with difficult situations as well.

NGI: What is your next research project and what are the main issues that you will be zooming in on?

TK: I'm continuing my now fifteen-year ongoing research on emerging markets in particular, trying to understand how business can help connect the rural areas with urban centers. I believe that even marginal improvement in rural India will give a huge push on the economy. And I'm continuing my research on the role of Diaspora communities in helping their countries of origin.

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Priority issues for the new Administration and Congress relevant to trade between the US and India

Excerpts of interview with **Sanjay Puri**, Chairman US India Political Action Committee (USINPAC), President & CEO, US India Business Alliance (USIBA) analyzing some of the pressing issues that could take up the attention of the new Administration and Congress pertinent to trade between the US and India.

There continues to be widespread support for advancing US-India trade and investment both with the incoming Obama Administration and senior Members of Congress in Washington.

The new Administration, and the Democratic Congress, will likely take a look at some key trade issues whose relevance, although not directed at India, will resonate with US-India trade. Keys among those are: labor, energy, pharmaceuticals and the global trade in services. For instance, the Obama Administration could increase the H-

1B cap and yet make sure the system is insulated against fraud.

Although some have opined that there could be moves toward protectionism as a result of the political change, it

is more likely that the Administration will keep moving forward with policies that encourage US industry to be globally competitive.

This argues for a continuation in the current upward statistics of US-India trade and predicts continued US interest in India's market for US high technology exports.

One: Corporate taxation and outsourcing

With respect to US-India trade, one very important

proposed change would be the pledge to *"end the incentive for companies to ship jobs overseas and closing the offshore pension loophole."*

Such a tax would curtail American corporations' willingness to expand offshore operations and to engage in outsourcing. At its most extreme, this could include requiring some multinational companies to pay a differential reflecting the difference between a lower foreign corporate tax rate and the higher U.S. corporate tax rate, as some in Congress have proposed.

The Obama Administration could raise the capital gains tax. This would impact the net tax payments of Indian companies investing in the US, if enacted.

Two: Labor issues

President-elect Obama has said that he supports expansion of the H-1B visa cap but would like to see the program reformed to prevent fraud and misuse.

During the campaign, President-elect Obama proposed to raise the minimum wage to \$9.50 an hour by 2011.

President-elect Obama had also proposed that if an employer does not offer a pension plan, it would be required to place money in an Individual Retirement Account-type account for each worker. (Of the various proposals, this seems to us to be the least likely to be adopted quickly.)

The Obama Administration could raise the capital gains tax. This would impact the net tax payments of Indian companies investing in the US, if enacted.

Three: Trade

It seems unlikely that an Obama Administration would push actively for a quick reopening of the Doha Round.

On one level, this would avoid a natural area of serious friction with India over agricultural subsidies. On another, bilateral trade relations will require careful nurturing in the years ahead.

Four: Energy, Climate change and 'Cap and Trade'

While the issue of energy and the environment has taken a backseat relative to economic issues over the past several months, several factors will drive action in 2009, including volatility in commodity costs, OPEC's intention to cut production, exploding demand for electricity, and continuing concerns regarding global climate change. Throughout the campaign, President-elect Obama reiterated his interest in enacting both comprehensive energy package and climate change legislation. In one of the presidential debates, he called energy his number one priority.

The Obama-Biden energy plan calls for an aggressive Renewable Portfolio Standard (RPS) that would require 10 percent of electricity to be generated from "sustainable" sources by 2010 and 25 percent by 2025. There is a good possibility that a dramatically expanded RPS will become law given the new Administration's support.

As President, Obama would likely support a "cap and trade" plan to reduce greenhouse gas emissions. The position of India could be raised negatively, as in the 2000 debates over the Kyoto Protocol.

But a cap and trade scheme could open the door for carbon credits to be used in cross-border project finance in the energy sector.

Five: IP protection

U.S. companies will want to take a firm stand in favor of intellectual property rights (IPR).

Leaving aside the pharmaceutical issue, where the equities in an Obama Administration would likely argue against strong enforcement of international IPR, such an effort would include industries such as motion pictures, software, electronics, and (to a lesser degree) services industries.

It is also possible that the patent reform effort would again be taken up, though placement on the calendar will be difficult, unless the various interests (broadly, pharma and telecom/IT) can reach agreement on a compromise bill.

Six: Committee on Foreign Investment in the United States (CFIUS) Review

In 2007, Congress passed a bill that strengthened the

CFIUS review process by broadening the number of factors that must be reviewed when considering whether to approve a foreign acquisition of US assets. Given a perceived increase in protectionist sentiments among the general public and the fact that the proposed Dubai Ports World and CNOOC transactions remain fresh in the memories of the policy community, we expect that public and political attention will remain focused on ensuring strict reviews of major transactions that involve proposed foreign acquisitions of US assets.

Seven: Pharmaceutical issues

Issues affecting the health care and pharmaceutical industries will likely be at the top of the agenda for the new Administration and Congress. In particular, there is great interest and political will among lawmakers to examine legislative options to address both the price and availability of health insurance and a variety of pharmaceutical products. The recent financial crisis will reduce the budgetary resources available to undertake comprehensive health care reform, increasing the likelihood that an incremental approach will be taken.

Many familiar issues will be on the table again, including drug re-importation, negotiation of pricing for Medicare patients, and increased use of generics. President-elect Obama has signaled his broad support for these proposals but has recently raised concerns surrounding the safety of re-imported drugs.

Increased price pressures on government and consumers are causing policy makers to look for ways to increase competition and speed the approval of bio-generics in the marketplace as a way to bring down costs. As part of this effort, in 2007, Congressman Henry Waxman (D-CA) introduced H.R. 1038, the Access to Life-Saving Medicine Act.

In effect, the legislation would establish a pathway for the approval of bio-generics in order to inject competition into the marketplace. Of particular note, the legislation does not prescribe a specific set of protocols for the approval of such products but rather directs the FDA to decide what is scientifically appropriate to ensure the safety of a given product.

In fact, the Congressional Budget Office, in a June 2007 report, estimated that the establishment of an accelerated process for the approval of follow-on-biologics could save \$25 billion over 10 years.

In one of the presidential debates, President Obama called energy his number one priority.

INDIAN DIASPORA AND INDIC TRADITIONS

Dr. Bal Ram Singh, the founding director for Indic Studies, University of Massachusetts Dartmouth, writes regularly in Indian American newspapers on issues related to Indian Diaspora, and has published an article on this topic in Harvard's Hinduism Journal - Swadharma

In the past 100 years or so, modern India has been tremendously shaped by NRIs. The most notable amongst them being Mahatma Gandhi (26 years in Britain and British South Africa), Jawaharlal Nehru (10 years in Britain and Europe), Bhimrao Ambedkar (seven years in the United States and Britain), and Jay Prakash Narayan (seven years in the United States).



In my opinion, the NRI is a phenomenon impacting India and the world psychologically, economically, socially, and culturally for more than a century now. There are several groups generally lumped as NRIs these include persons of Indian origin (PIOs), overseas citizens of India (OCIs), and of course, non-resident Indians who have been studying, working, or living, for short periods outside India. Experiences and psychological state of mind for these groups are different, but they generally have many common experiences.

The Stalwarts Bringing in International Vision

Nehru and Ambedkar had comfortable lives during their stay abroad. They imbibed much of the culture and philosophy from outside. Over the years they were anti some of the Indian policies and beliefs. The reasons were of course quite individual.

NRI is a phenomenon impacting India and the world psychologically, economically, socially, and culturally for more than a century

In fact, Nehru said of himself at Cambridge, "In my likes and dislikes I was perhaps more an Englishman than an Indian."

Ambedkar had to deal with untouchability back in India, and used his intellect to confront that evil using inspiration from his experience abroad. His role in drafting Indian constitution is well known. However, we also know that Dr. Ambedkar heavily relied on the British and American constitutions rather than original idea or Indian traditions for his inspiration.

Pandit Nehru, an intellectual, also found it convenient to

copy the West as a model for modernity.

Such phenomena continue even today with our academicians, politicians, intellectuals, scientists, and even entertainment moguls, many of whom use their contacts and connections to the Western world and use ideas obtained from there as advanced and modern.

As such, there is nothing wrong from learning essence of ideas and principles from anybody, but Indian experience has been quite different and damaging for a civilization that has survived many onslaughts for the last couple of thousand years.

The Modern NRI At Crossroads

Only a few intellectual-cum-activists have been able to dodge this trend and this group has included Chanakya and Gandhi. Gandhi's experience in Britain and British South Africa led to the concept of Satyagraha (implementation of truth) and non-violence that continues slowly, but surely to expand throughout the world.

So, what lesson does it carry for the NRIs, whose number is close to 25 million and counting?

NRIs are like genies out of the bottle, they are powerful and they are free. They not only represent the power of hard work, intellect, dedication, diversity, education, and entrepreneurship, but also the continuation of a culture based on human experience in independence, freedom, and truth.

A combination of independence and freedom leads to urges NRIs develop for the culture of truth and fairness, expressed through movies, dresses, languages, projects and practices. These are no different from what was expressed by Mahatma Gandhi in his life, when he began practicing Indian diets and dress, despite being a prosperous attorney.

But this is not how NRIs are viewed by Indian intellectuals. In a recent opinion column in the Hindustan Times [dated January 27, 2007], Gautam Bhatia takes a dig at social and activist gatherings of Indian Americans: "...amongst the staunchest supporters of the Hindu Rashtra are Indian Americans a strange breed of Indian whose allegiance to the motherland seems to get

strengthened by distance. The greater the time spent abroad and the more the money earned, fills the departed with a sense of acute longing."

Then there are Indian American scholars, like Prema Kurien of Syracuse University who explain the overtly visible affection of NRIs for India is due to the latter's marginalization in American society. Rather than looking into deeper connection between independence, freedom, and desire to hold some of the fundamental human values in their heritage, scholars look into some perverted causes to show originality in their insight.

Several years ago when the film, "Kabhi Khushi Kabhi Gham" was first released, and was doing well in India and, more importantly, abroad (it held the number 10 spot in the first week of release in the United States, grossing \$2.9 million at the U.S. box office in its 5-week run, and \$3.9 million in the United Kingdom), I remember reading an editorial in the Hindustan Times chiding directors and producers for catering to fantasies of non-resident Indians, or NRIs.

My own distaste for some of the scenes in "K3G" (as the film was popularly called), notwithstanding, I think it was a runaway success with my children and their friends. We have a K3G DVD in our collection, and our children watch it regularly along with their friends.

Recently, I was blown off my feet when I saw my daughter buying a copy of "K3G" for her American roommate. Apparently, they watch "K3G" regularly and find it tremendously entertaining.

In an article dated Aug. 17, 2002, in a publication called "India Current," writer Jeanne Fredriksen observes that "Films featuring or 'made for' NRIs have been criticized by some in India, but in reality, many of those films have performed extremely well at the Indian box office. Could this speak to the lure of adventure and the romance of the NRI?"

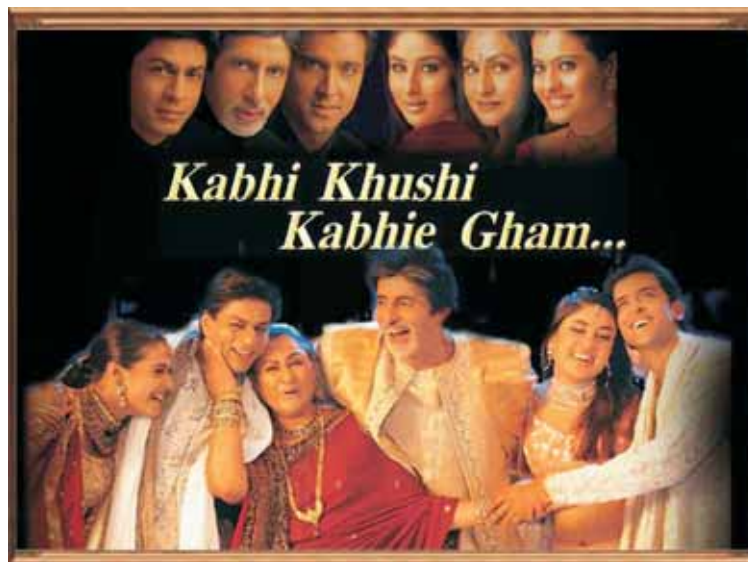
So, I keep thinking of that editorial in the Hindustan Times, and keep pondering: What do the expressions of Indian intellectuals, in fact, reflect a contemplative thought, an intellectual self-obituary, an envious angry blurt, or worse?

Understanding India and Indians

So, what exactly is an NRI? And what and how relevant is its world view? We might get a glimpse of it through Jeanne Fredriksen's lens of reel life, where she writes, "In many cases, commercial Hindi films present an overly-devised sense of the NRI as being either corruptly Westernized or as being more homesick than a child gone away to camp for the first time.

While these concepts may carry a certain truth, the corresponding misconceptions come from the minds of the at-home Indians. They seem to wag a seemingly envious finger at the NRI's ability to exist in two worlds: one allowing space and upward mobility, the other offering traditions and history.

Pompous, materialistic, alcohol-drinking, cigarette-smoking, drug-taking, affair-having, spoiled brats ... - Phew! That is a lot of yin with seemingly no sight of yang. Are NRIs really that lackadaisical and lopsided?



Are Indians living in India really equipped mentally to understand the NRI, the mysterious character that has become the envy of the educated, messiah of the masses, and the punching bag of sour grapes?

In the words of Fredriksen, "Despite encouraging me to see more films, it made me wonder if "NRI" actually meant "Not Really Indian." But wait, in a research article entitled "Bollywood in the Indian American Diaspora: Mediating a Transitive Logic of Cultural Citizenship," Aswin Puntambekar, of the University of Wisconsin-Madison writes that "K3G articulates everyday struggles over being Indian in the United States to a larger project of cultural citizenship that has emerged in relation to India's tentative entry into transnational economy and the centrality of the NRI (non-resident Indian) figure to India's navigation to this space."

Films featuring or 'made for' NRIs have been criticized by some in India, but in reality, many of those films have performed extremely well at the Indian box office.

Wow, now that sounds like a long-term foresighted strategic plan being implemented by itself. Certainly calling for an objective and thorough analysis.

In fact, scholarly works like these get marginalized, and

the community turns to entertainment industry and their products such as “K3G” or “Swades,” for whatever it is worth.

Greatness or pettiness of a culture is really just a perception by the inside and outside world. While inside perceptions build morale and confidence, outside perceptions are no less important for an entity or institution, including a country. How does India fare in its inside and outside perceptions? A mixed bag at best. Let's take a peek at some of the relevant issues and factors.



One obvious factor in favor of India's greatness is the survival of its traditions and culture. The list of India's outside admirers is long and cuts across all section of life Albert Einstein, Martin Luther King, George Harrison and Bill Clinton, to name a few. What is so unique about India that it has remained the zenith of philosophy, science, music, and culture for thousands of years?

The answer lies, among other things, in nature's benevolence toward India. India's geography and geology provide natural settings for human learning. India is the only country blessed with the highest mountain peaks of the Himalayas on one end and the lowest level of earth (the ocean) on the other, with numerous geological formations in between. India is the only country that witnesses six clear and distinct seasons during the year. Such crisp variation in weather supports many diverse species of life.

India's tradition of celebrating diversity remains the key to its success. The spiritual growth of its people, its natural

resources of fertile land and amenable weather to human living lends support for its prosperity and leisure time for developing thoughts in science and philosophy. In other

words, India is truly a special land where ideas and observations intertwine to create an understanding of harmonious living.

There is plenty of evidence of this when one examines numerous philosophical and spiritual thoughts, be it Vedanta, Buddhism, Jainism, Sikhism, Sufism, etc. These ideas have generally been living in peace with each other, which is more than can be said for rest of the world.

NRIs could and should promote the country's values and traditions by becoming living examples, not for egoistic

reasons but simply in service of our adopted lands. But this rarely comes across when you encounter people of the so-called “educated” class of Indians, which has largely maintained its control over the political, administrative, educational, intellectual, financial, and political power directly in independent India, and indirectly in British India.

Even a cursory look at India's diplomatic corps will prove the point. There is plenty of evidence that this group represents anything but India.

On April 25, 2002, Indian Ambassador Lalit Mansingh hosted a dinner discussion with a select group of a dozen community “leaders” to brainstorm strategies for their involvement in the U.S. political system to enhance India's image in the United States.

There was nothing Indian in the discussion. It was parroting of the simple political process of the USA, a Western construct to control the freedom of people in the name of democracy register voters, lobby senators and congressmen, become candidates, etc. While there is nothing wrong with all that, India and Indian-Americans have a lot more and deeper things to offer.

The event was held at Legal Sea Foods of Boston. There was nothing Indian in the venue or menu, and Indian-ness was almost totally lacking both in conversation and costume. Given that 9/11 was quite fresh in the minds of the American public, our diplomatic corps had no idea how to assert India's philosophy of celebrating diversity, and its history of welcoming communities under persecution throughout the world. There was no mention of how to inspire our second-generation children with ideas to present their heritage to classmates as a way to solve the world's turmoil arising from religious hatred.

I saw a similar attitude in the new Indian consul general in

NRIs could and should promote the country's values and traditions by becoming living examples,

New York, when he was asked a question about Kashmir during an Indo-Pak political forum organized by the Association of Americans of Indian Origin in New England Area on Sept. 6, 2002. He prefaced his answer (which was otherwise adequate and well articulated) by saying something like "being Indian consul general, I have to present the Indian government's point of view" not that he believes passionately in that view.

In more recent event of 26/11 in Mumbai, one hardly saw an Indian diplomat or even a politician articulating India's point of view and using the opportunity to gather momentum throughout the world for concept of India which is a major pillar of tolerance and diversity. India's traditional values are never forcefully presented and promoted by neither the Indian government nor its diplomatic corps, and that puzzling to many foreign nationals who have studied, examined, and admire Indic approach towards many problems the world is facing today.

Contrast those instances with a telephone conversation I had with a member of the Pakistani embassy staff, Mr. Asad, a few days after Center for Indic Studies organized a panel discussion on "Media Coverage of Terrorism in India and Pakistan" at the National Press Club in

Washington, D.C. He had attended, uninvited, the entire two and a half hours (the Indian embassy representative, Mr. Navtej Sarna, had showed up for less than two minutes even though he was invited at least a month ahead of time). Mr. Asad proudly highlighted the contribution of the Maurya Empire to the development of modern-day civil service, and wanted to work with the Center to bring such heritage to the forefront of the world.

In short, we have a class of people totally unwedded to Indian heritage and ethos representing India to the outside world. We have another class of people in Indian politicians who are unaware or unwilling to India's timeless heritage. Indian intellectuals basically have parasitic mentality with no analytical and qualitative distinguished skills.

Consequently, the world, at a critical juncture of its existence, is getting cheated from the knowledge of India's true value and its multifaceted heritage, science, and philosophy. Under these circumstances, NRIs have a monumental responsibility to act not as a bridge but an overpass in promoting Indian values and traditions.

(The views expressed here are decidedly those of the writer, a respected scholar and academic in the USA). ■

CYSD [*Centre for Youth & Social Development*], is a 27 year old Non-government, non-profit & non-sectarian organization, established in 1982, that works for the development of the deprived and marginalized poor of Orissa.

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