

GREAT PLACE TO WORK COVID BEST PRACTICES

BW BUSINESSWORLD

www.businessworld.in

RNI NO. 39847/81 112-26 APRIL 2020

BATTLING

THE VIRUS

A LOOK INTO HOW DIFFERENT STATES ARE FIGHTING THE COVID-19 SCOURGE



INTERVIEWS



VIJAYRUPANI,
Chief Minister,
Gujarat

PINARAYI VIJAYAN,
Chief Minister,
Kerala

ISSN 09708119-7



Rs 100



PRIMUS
PARTNERS

Study In Association
With Primus Partners

BEST CFO

4th Edition

SUMMIT & AWARDS 2020

June 2020 | Mumbai

Celebrating & Recognising The Best CFOs of India



JURY CHAIR

Sanjiv Mehta

Chairman and MD, Hindustan Unilever Limited;
President, Unilever South Asia;
Member, Unilever Leadership Executive

NOMINATE NOWbit.ly/CFOAwards2020

Nomination Deadline:
May 15, 2020

JURY MEMBERS

**Anjani Kumar**

Founder & Director
Asialink Advisors India

**Nikhil Vora**

Founder & CEO
Sixth Sense Ventures LLP

**Ravindra Singh Ahuja**

Founder Partner
RS Ahuja & Co
(Chartered Accountants)

**Siddharth Bafna**

Partner & Head
Corporate Finance
Lodha & Co.

**S Ravi**

Founder & Managing Partner
Ravi Rajan & Co. LLP, Chairman & Director
UTI Trustee Company & Former Chairman, BSE

Award Categories

- 1 Sustained Wealth Creation
- 2 Remarkable Leverage Management
- 3 Consistent Liquidity Management
- 4 Best Transformation Agent
- 5 Best CFO of a PSU
- 6 Best CFO of a MNC
- 7 Best Woman CFO
- 8 Enhancing Competitiveness through M&As
- 9 Commitment towards Triple Bottom Line
- 10 Hall of Fame (Overall Champion CFO)
- 11 Healthy Balance Sheet Management
- 12 Best CFO Start Up (Under 5 years)

* In Alphabetical Order

For Queries:

Mr Tarun Ahuja | tarun@businessworld.in | +91 98103 37733

#DigiOne



**BEST OF INTERNET
AWARDS 2020**

WEBSITES | VIDEOS | MOBILE SITES & APPS

MAY 2020 | DELHI NCR

MAY THE BEST WEBSITES WIN



**ENTRIES CLOSE ON:
MAY 10, 2020**

To enter: www.e4mevents.com/digione-publishing-awards-2020

FOR ANY QUERIES, PLEASE CONTACT:

Sonakshi Verma: +91-9650845184 | sonakshi.verma@exchange4media.com

Alisha Bulsare: +91-9920181867 | alisha.bulsare@exchange4media.com

FOR PARTNERSHIPS, PLEASE CONTACT:

Ashish Kudalkar (GM West-Sales & BD): +91 9820541742 | ashish.kudalkar@exchange4media.com

Sneha Walke (VP Special Projects & South Head): +91 9845541143 | sneha@exchange4media.com

Ashima Mehra (Regional Manager - Sales): +91 9899571579 | ashima.mehra@exchange4media.com

Trade Media Partners

exchange4media.com
www.exchange4media.com

[IMPACT]
www.impactonnet.com

Pitch
www.pitchonnet.com

समाचार
samachar4media.com

**FUTURE
PLAY**
www.futureplay.in

Realty+
www.realtyplusmag.com

Music Community
Partner
loudcast
www.loudcast.com

Business Media Partner
BW BUSINESSWORLD
www.businessworld.in

TRYING TIMES



"I have three precious things which I hold fast and prize. The first is gentleness; the second is frugality; the third is humility, which keeps me from putting myself before others. Be gentle and you can be bold; be frugal and you can be liberal; avoid putting yourself before others and you can become a leader among men." — Lao Tzu

The Covid-19 pandemic has proved to be a true test of endurance for humanity. The last few weeks have found humans across the globe struggle through testing times. Such trying times, usually bring out the best – and sometimes the worst – in us. History is witness to the fact that compassion and resilience are the traits that enable people to overcome the darkest phases of their lives. It is always the kind heart that wins the day.

The novel coronavirus induced situation is dynamic and fast evolving. Some parts of the world have seen a jump in cases while others have seen a partial lifting of restrictions. According to a recent briefing by the UN Department of Economic and Social Affairs, the global economy is likely to shrink by one per cent in 2020 and could contract further if the restrictions imposed

on economic activities extend into the third quarter and if fiscal responses are unable to support consumer spending and income.

Here in India, the Union government has done a signal service in mitigating the crisis. As a matter of fact, India has done far better than other countries. State governments and other authorities have done their job well too. Reports suggest that restrictions will be eased gradually after May 17 and some economic activities will resume. In this backdrop, *BW Businessworld* and Primus Partners presents a study that maps initiatives taken by the states to contain the spread of the virus and keep their people safe. Read all about the efforts of each state in our cover story – 'Battling the virus'.

Chief Minister of Gujarat, Vipin Rupani and Chief Minister of Kerala, Pinarayi Vijayan, speak of the specific measures their states have taken to head off this crisis in exclusive conversations with *BW Businessworld* and its knowledge partner. In addition, leading economists and industry heads share their opinions on the current scenario and their suggestions for the post Covid-19 era. Things will be tough for the next few months and somethings may never be the same again, but we must adapt and keep going.

This particular issue also features Covid-19 best practices from across India Inc. These organisations are invested in the well-being of their stakeholders and have created innovative ways to keep their employees engaged and healthy.

Of course, as usual we have our regular columns that you look forward to. I do hope you enjoy reading this issue, as much as we did compiling it.

Happy Reading!

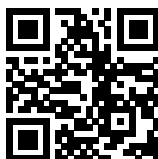
ANNURAG BATRA

✉ anurag.batra@businessworld.in

CELEBRATING TOP 40 UNDER 40 IN LEGAL

NOMINATE NOW

bit.ly/BWLegal40u40



Nomination Deadline: **May 15, 2020**



MEET THE JURY MEMBERS

JUNE 2020 | NEW DELHI



P S Narasimha

Former Additional Solicitor General of India



Parag Tripathi

Senior Advocate Supreme Court of India



Pinky Anand

Additional Solicitor General of India



Shardul Shroff

Exe. Chairman & National Practice Head-Insolvency & Bankruptcy, Shardul Amarchand Mangaldas & Co



Raian Karanjawala

Managing Partner Karanjawala & Company



Rajiv K. Luthra

Founder & Managing Partner Luthra & Luthra Law Offices



Siddharth Luthra

Senior Advocate Supreme Court of India



Krishan Singhania

Managing Partner Singhania & Co.



Pankaj Vasani

Business Leader & Finance Expert



Bobby Majumder

Co-Office Managing Partner Reed Smith LLP



Amar Sundaram

India Head- Legal, Corporate Governance & Regulatory Affairs Royal Bank of Scotland (RBS); Member, India ExCo.



Kamal Shah

Head- Africa & India Groups Stephenson Harwood



Navodit Mehra

Senior VP - Legal Sterlite Power



Rackhee Bisswas

VP & Head of Legal ITC Infotech



Rabindra Jhunjunwala

Partner Khaitan & Co



Sanjay Gulati

Group Head Corporate Tax- GST & Litigation GMR Group India



For Speaking Opportunity:

Mr Chetan Mehra | chetan.mehra@businessworld.in | +91 9811702464

Mr Sumit Patela | sumit@businessworld.in | +91 9871156006

For Nomination Inquiries:

Ms Afifa Sheikh | afifa@businessworld.in | +91 8860977503

Ms Anisha Aditya | anisha@businessworld.in | +91 8800434263

Real Estate Partner



Coworking Partner



Knowledge Partner



CHAIRMAN & EDITOR-IN-CHIEF:

WRITERS

Sr. Associate Editor: Ashish Sinha
Associate Editor: Manish Kumar Jha; Senior Editor: Jyotsna Sharma;
Principal Correspondent: Avishek Banerjee; Sr. Correspondent: Prabodh Dubey
EDITOR: MARKETING & ADVERTISING: Noor Fathima Warsia

DESK

Asst. Deputy Editor: Mukul Rai
Associate Editor: Madhumita Chakraborty; Asst. Editor: Preeti Verma
Sub Editor: Sheena Sachdeva, Junior Copy Editor: Navneel Maji

ART

Art Director: Dinesh Banduni
Visualiser & Infographist: Rajinder Kumar
Executive Pre-Press Scanning: Sanjay Jakhmola

PHOTO

Photo Editor: Ritesh Sharma
Sr. Photo Researcher: Kamal Kumar; Photographer: Himanshu Kumar

BW ONLINE EDITORIAL

Assistant Editor: Poonam Kumar,
Junior Copy Editor: Upasana, Trainee Journalist: Pooja Malik

VIDEO EDITORIAL

Managing Editor BW TV & Digital: Abhinav Trivedi
Creative Director BW TV & Digital: Rachit Gupta
Executive Editor Video: Hitesh Singh
Video Editor: Pappu Kumar Singh, Sr. Cameraperson: Ratneshwar Kumar Singh

BW SMARTCITIES: Assistant Editor: Poulami Chakraborty

BW WELLBEING: Correspondent: Kavi Bhandari

BW PEOPLE: Editorial: Resham Suhail

BW HEALTHCARE: Junior Correspondent: Shweta

BW HOTELIER: Junior Correspondent: Samridhi Jaiswal

BW APPLAUSE & EVERYTHING EXPERIENTIAL: Executive Editor: Ruhail Amin

Executive Events & Reporter: Namah Chawla

BW AUTO WORLD: Assistant Editor: Siddharth Shankar

Trainee Reporter: Abhay Shukla

BW EDUCATION: Priya Saraf; Correspondent: Prerna Lamba

Dr. ANNURAG BATRA

CEO, BW COMMUNITIES

Bhuvanesh Khanna

CEO & CHIEF INNOVATION OFFICER

Hoshie Ghaswalla, (CEO-BW Engage)

DIRECTOR, ADVERTISING & REVENUE: Aparna Sengupta

CONSULTANT (DIGITAL): Sudipta Sengupta

GOVERNMENT HEAD (NATIONAL): Anjeet Trivedi

ADVERTISING

REGIONAL MANAGERS:

NEW DELHI: Ravi Khatri, Rajeev Chauhan, Manoj Sharma

MUMBAI: Nilesh Argekar

KOLKATA: Manash Bhattacharyya

BANGALORE: Kangkan Mahanta

SR. GM & MARKETING STRATEGY: Tanvie Ahuja, (tanvie@businessworld.in)

Ekta Jain, Raghav Malhotra, Keerthi N. Thilakan, Mradul Dwivedi

Asst Manager - Design: Nitin Gupta, Kuldeep Kumar;

UI Developer: Ankit Kumar Chhipa

EVENTS: Tarun Ahuja, Khabirul Islam, Prashant Kumar, Afifa Sheikh,
Raman Kumar Mishra, Prerna Chopra, Ajith Kumar LR,
Preeti Tandon, Nitish Rampal, Baidyanath Mishra, Ashish Kumar

ADVERTISING OPERATIONS / MIS: NEW DELHI: Ravindra Saxena

ONLINE PRODUCTS, TECHNOLOGY & MARKETING

Sumit Kumar, Mrigank Shekhar, Shubhendra Singh

CIRCULATION:

NORTH: Shakti Kumar, Shiv Singh EAST: Debraj Sur

WEST: Arvind Patil, Gorakshanath Sanap, Kamini Vishnu Dalvi

SOUTH: Sarvatham Nayak K, Anup Kumar

EA TO MD: DELHI: Himani Saxena (himani.saxena@businessworld.in);

IT SUPPORT: Brijender Wahal, Deepak Gosaiee

HUMAN RESOURCES: Namrata Tripathi (namrata@businessworld.in), Tanya Sharma (tanya@businessworld.in)

LEGAL ADVISOR: Sudhir Mishra (Trust Legal)

BW Businessworld Media Private Limited

VICE CHAIRPERSON & DIRECTOR: RADHA K. KHANNA

EDITORIAL OFFICES

BW Businessworld Media Pvt. Ltd.

(Springhouse), Pioneer House,
Lower Ground Floor, Sector-16, Block-A, Noida-201301
■ Phone: +120 4089700

ADVERTISEMENT/CIRCULATION / SUBSCRIPTION ENQUIRIES

BW Businessworld Media Pvt. Ltd.

(Springhouse), Pioneer House,
Lower Ground Floor, Sector-16, Block-A, Noida-201301
■ Phone: +120 4089700

P2, Level A3, Raghuwanshi Estate, 11/12, Senapati Bapat Marg,
Lower Parel West, Mumbai – 400 013 ■ Phone: 022-66076901/09

REGIONAL OFFICES

BENGALURU: # 18, 3rd B Cross, Domlur II Stage Bengaluru - 560 071

MUMBAI: P2, Level A3, Raghuwanshi Estate, 11/12, Senapati Bapat Marg,
Lower Parel West, Mumbai – 400 013 ■ Phone: 022-66076901/09

SUBSCRIPTION SERVICE

To subscribe or renew, please contact at

Tanvie Ahuja +91 9953722351, tanvie@businessworld.in, subscription@businessworld.in

Subscription rates: **ONE YEAR** - Rs 1,999 **TWO YEARS** - Rs 3,750 **THREE YEARS** - Rs 5,500

SUPER SPACE

CONCLAVE & AWARDS

June 2020

NOMINATE NOW

 Nomination Deadline: **May 15, 2020**

CELEBRATING INDIA'S BEST COWORKING AND COLIVING SPACES

* In Alphabetical Order

J U R Y M E M B E R S


Aman Kapoor

 CEO - Airport Land Development
GMR Airports Holding

Dr Annurag Batra

 Chairman & Editor-in-Chief
BW Businessworld &
exchange4media Group

Ashish Bhutani

 Managing Director
Bhutani Infra

Dr. Binti Singh

 Author, Speaker
Urban Sociologist

JURY CHAIR
Anuj Puri

 Founder & Chairman
ANAROCK Property Consultants

Hafeez Contractor

Architect


Nikhil Vora

 Founder and CEO
Sixth Sense Ventures

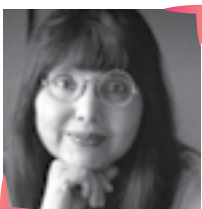
Ninad Karpe

 Partner
100X.VC

Pankaj Renjhen

 Chief Operating Officer
Virtuous Retail

Pawan Swamy

 Chairman & Jt. Managing Partner
Credberg

Preeti Vyas

 Chairwoman &
Chief Creative Officer
Vyas Giannetti Creative

Ar. Prem Nath

 Principal Architect
Prem Nath And Associates

Ravi Deshpande

 Founder & Chairman
Whyness Worldwide

Ritesh Vohra

 Partner & Head, Real Estate
Investcorp India

Rohit Gera

 Managing Director
Gera Developments

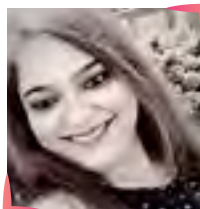
Sanjay Dutt

 MD & CEO
Tata Realty & Infrastructure
TATA Housing Company

Sanjay Verma

 Regional CEO - Asia Pacific
G4S Plc

Sujay Kalele

 Founder
TRU Realty

Tripti Kedia

 Publisher & Business Head
Realty+

Vivek Soin

 Founding Director
Westcourt

Yash Gupta

 Managing Partner
YGR

For Speaking Opportunity:

Chetan Mehra
chetan.mehra@businessworld.in | +91 98117 02464

For Sponsorship & Nominations:

Nitish Rampal
nitish@businessworld.in | +91 98189 89815

Media Partners

Realty+
BWDISRUPT
www.bwdisrupt.com

Real Estate Partner

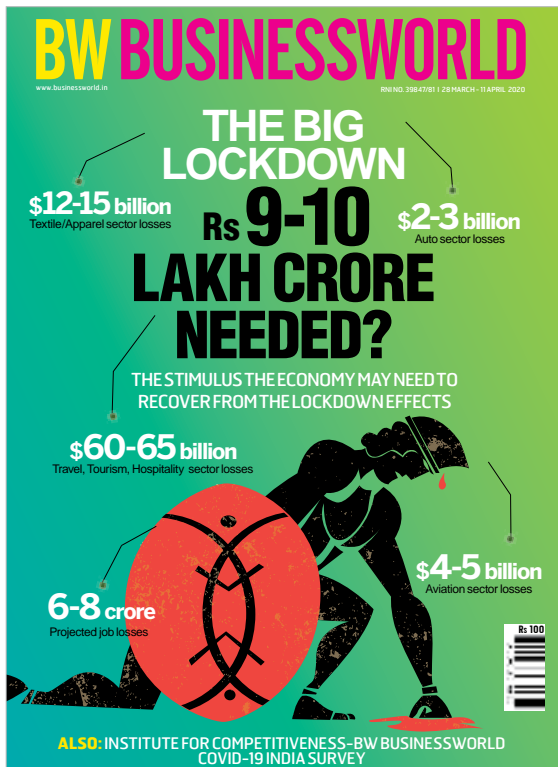


Coworking Partner



Knowledge Partner





MAILBOX

YOUR COMMENTS

SEARCH FOR THE ANTIDOTE

This refers to the editorial (*"Time For A Booster Dose"*, BW, April 14). Humans are social beings. For how long can seven billion people keep themselves locked up in their homes? They need to work and economies have to run. Finding a vaccine for the coronavirus is the only way to restore normalcy in a world traumatised by the pandemic. The need of the hour is urgent clinical trials of various formulations and universal sharing of data amongst medical personnel across the world. Over 440,000 patients have recovered across the world. We live in an age of digitisation and data analysis. The data from recovered patients should be analysed across age groups and against previous medical records, in conjunction with the medicines used to cure them. This will give us some clues on how to go forward in this unprecedented crisis.

- MANAN SINGH, EMAIL

WORST HIT

Almost all industries have come to a grinding halt due to the Covid-19 pandemic. Among the worst hit is the travel, tourism and hospitality industry (*"Comatose Since The Lockdown"*, BW, April 14). April and May are peak months for the tourism industry in many parts of the world, as well as in India as these mark the beginning of the vacation season. Thanks to the countrywide lockdown, the Indian hospitality industry is not just staring at losses running into thousands of crores of rupees, equally worrisome is the loss of jobs in this industry, which employs lakhs of people directly and indirectly.

AMANPREET KAUR, E-MAIL

TALKBACK

Submissions to BW Businessworld should include the writer's name and address and be sent by email to editor@businessworld.in or by mail to (Springhouse), Pioneer House, Lower Ground Floor, Sector-16, Block-A, Noida-201301

**BLIPP
THIS PAGE
TO GIVE US
YOUR FEEDBACK
INSTANTLY**

DOWNLOAD BLIPPAR APP → **FILL SCREEN WITH PAGE** → **SEE IT COME TO LIFE!**

SEE THIS PAGE COME TO LIFE!

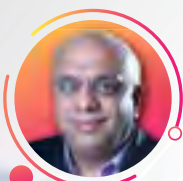
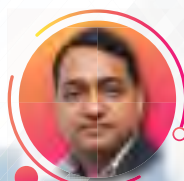
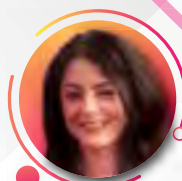
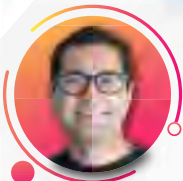
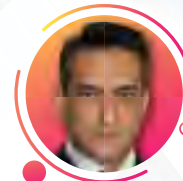
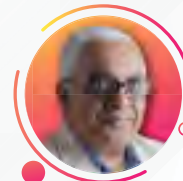
MORE INTERACTIVE PAGES INSIDE!
KEEP AN EYE OUT FOR THE BLIPPAR ICON

Interactive page

RedCarpet

EXPERIENTIAL MARKETING
SUMMIT & AWARDS **AUGUST 2020**

JURY MEMBERS

**ADARSH GUPTA**Entrepreneur, Mentor &
Managing Partner
Liberty Footwear Company.**ANNURAG BATRA**Editor in Chief
BW Business World
& Exchange4media**DEEPAI NAIR**CMO
IBM India & South Asia**AMIT TIWARI**VP Marketing
Havells India Ltd**MEERA IYER**CMO
MedLife**RAJAT UPPAL**National Marketing Head
93.5 Red FM**SAPANGEET RAJWANT**Senior Vice President
Viacom 18 Media Pvt Ltd**ANKIT PAUL**Head Monetization and Advertising
Alibaba**MEHRAJ DUBE**Head of Marketing
ABP News**SAURABH SHARMA**Head Marketing
Hindustan**AVI KUMAR**CMO
ZEE5**IMRAN QADRI**Head - Marketing &
Corporate Communications
Harley-Davidson India**TARUN JHA**Head of Marketing & Product
SKODA AUTO India**NIKHIL CHAND**Director
Foods and Confectionery
Nestlé India**DILEN GANDHI**Sr. Director and Category Head
Foods, PepsiCo India**RAJESH LALWANI**CEO
Scenario Consulting**BHARAT ARORA**National Media Director
Taboola India Pvt. Ltd**SIDDHANT NARAYAN**Head Of Marketing
OnePlus**JANARDAN PANDEY**Founder & Managing Director
Nett Value Media Pvt Ltd**SUNIL KUMAR**President
exchange4media**NOOR FATHIMA WARSIA**Group Editor
BW Businessworld &
Digital Market Asia**NAZIYA ALVI RAHMAN**Editor
exchange4media.com**SRABANA LAHIRI**Editor
IMPACT Magazine**FOR REGISTER :** www.e4mevents.com/red-carpet-awards-2020/register**FOR ANY QUERIES, PLEASE CONTACT:**Tushar Dewan: +91 9599999221 | tushar.dewan@exchange4media.comRuhail Amin: +91 8422952113 | ruhail.amin@exchange4media.com**FOR PARTNERSHIPS, PLEASE CONTACT:**Ashish Kudalkar (GM West-Sales & BD): +91 9820541742 | ashish.kudalkar@exchange4media.comSneha Walke (VP Special Projects & South Head): +91 9845541143 | sneha@exchange4media.comAshima Mehra (Regional Manager - Sales): +91 9899571579 | ashima.mehra@exchange4media.com

Trade Media Partners

BW TV



Gaurav Gupta, Chief Plant Officer,
MG Motor India, talks about the
Covid-19 impact on the industry
www.businessworld.in

DIGITAL BW

www.businessworld.in

CLOUD COMPUTING IN CORONA ERA

Nowadays, the remote working culture is gaining currency. This switch has also acted as a wake-up call for offices failing to invest in digital biz and long-term resilience

CHINA'S SILENT INVASION OF INDIA

Chinese companies have made huge investments in India in the last few years. So why are we surprised about a Chinese bank buying 1.01 per cent in HDFC?

BW

OPINION

Lives & Livelihoods of Migrant Workers

The mental upshot of a lockdown is a lack of certainty of an income and the risk of becoming a victim of community spread of the virus. But a critical consequence of lockdown is social paralysis caused due to lack of physical interaction, writes **Avanish Kumar**



Need Government Initiatives In The Realty Sector

The lockdown has already stalled many realty sector projects, which were in various stages of completion. In case the pandemic persists, the impact on the real estate sector is going to be huge and we are going to witness a lot of insolvencies & bankruptcy in the near future

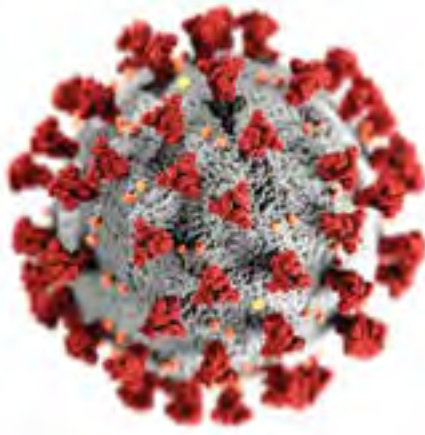
A New Wave in Automobile Marketing

With autonomous driving, connected technologies and smart mobility on the rise, the auto industry is at a pivotal point in what will be a massive digital transformation. One way brands can remain relevant is by leveraging location intelligence

Covid-19 Crisis Needs a Multipronged Policy Response

The Covid-19 crisis will impact the Indian economy via five different types of shocks. A supply shock and economic losses due to the lockdown; a demand shock caused by reduced incomes; external trade and financial shocks for a country like India; if the crisis deepens, it could induce a corporate balance-sheet shock





Combating Financial Woes During Lockdown

The adage 'health is wealth' cannot be ignored. An individual needs to take care of one's physical, psychological, and emotional health and wellbeing. This plays a well-connected role in financial health too. It is important to stay abreast of new financial assistance norms that the Centre is announcing during this period

Emergence of New Businesses In Covid-19 Aftermath

After the Covid-19 crisis, a new world is expected. People in India need to welcome a new normal that will be more self-reliant, more civilised, inclusive and more social while maintaining privacy and adequate social distance



'COVID-19 PUTS FINANCIAL STRAIN ON PVT PLAYERS'

The manufacturing industry involved in producing biomedical equipment needs to double up quickly and all medical infrastructure needs to ramp up, says Nandakumar Jairam, Co-chair, FICCI Health & CEO, Chairman & MD, Columbia Asia Hospitals



Cost Of Covid-19 Treatment in Pivate Hospitals

Insurers like Star Health & Allied Insurance, Bharti AXA Insurance, ICICI Lombard, among others, has introduced Covid-19-specific insurance policies. The cost of treatment in private hospital rooms ranges from Rs 2 lakh in tier 3 cities to Rs 5 lakh in metro cities

Impact On Textile Sector

Apparel exports may fall due to drying up of orders, working capital issues and a lack of clarity on duties and incentives, especially when exporters from B'desh, Sri Lanka and Vietnam are receiving orders

Vitamin D: The Protector

Vitamin D keeps our bones healthy and strong. One of the well explored effects of Vit-D is the regulation of the immune system. Its deficiency can affect respiratory immune response



'THE NEXT ECONOMIC WAR WILL BE FOUGHT VIA CURRENCIES'

Despite the turbulence in the global market — the Swiss Bank crashed, the Yen, the Australian dollar, all the stable currencies have gone down substantially — the Yuan was stable, claims Prabal Basu Roy, Director and Advisor to Chairman of Corporate Boards



let us paint your ad





Premium Transit & Digital Advertising Experts

When it comes to Out-of-Home Advertising, most media professionals trust only TDI. This trust and impression has been formed over 3 decades, gaining the experience and reach to deliver the full impact of your advertising campaigns across the country.

North: Jatinder Singh : + 91 98115 40202

South: Vinod Kumar : +91 98840 38320

West: Aalap Shah: +91 9909001098

MAD (Mobile & Internet Advertising)

Sanjay Sharma : +91 98184 53031

TDI Media Services: 011 - 42534300

Corporate Office

011-42534300 | info@tdiindia.com | www.tdiindia.com

CONTENTS

■ VOLUME 39, ISSUE 15 ■ 12-26 APRIL 2020



STATES WAR AGAINST CORONA

16 Columns

Minhaz Merchant; (p. 18) Prakash Iyer; (p. 20) Amit Kapoor; (p. 22) Charu Sharma; (p. 23) Vikas Singh; (p. 26) Gen. Bikram Singh; (p. 76) Ajit Varghese; (p. 92) Sangeeta Maheshwari

28 In Conversation

Director and Advisor to Chairman of Corporate Boards Prabal Basu Roy discusses about the global market condition, China's strategy and the Indian economic scenario post Covid-19

36 Power of Benefits

Thyrocare Founder & Chairman Arokiaswamy Velumani says India has many natural advantages over other nations in combating Coronavirus

40 Legal Eagle

Karanjawala & Co founder & Supreme Court lawyer Raian N. Karanjawala shares his mind on how courts and the legal system could cope with the lockdown

48 Fighting Tough Battle

Gujarat Chief Minister Vijay Rupani talks about a whole gamut of issues, including labour, exports and how his state is fighting the corona onslaught

58 In Conversation

Kerala Chief Minister Pinarayi Vijayan talks about the state's governance model as well as key challenges in the backdrop of the state's fight against the Covid-19 pandemic

44

States Versus Covid-19

The lockdown to control the coronavirus has forced Indian states to take stringent, innovative measures. The states are working on a war footing to control the spread of the disease and flattening the curve through epic levels of contact tracing and social assistance

Cover design by
DINESH S. BANDUNI



32 A Ray of Hope
Amid the lockdown and economic activity to a near halt, the government is expecting the agriculture sector could be a silver lining for the Indian economy

STATES SURVEY

- 46** Andhra Pradesh
- 47** Gujarat
- 52** Haryana
- 53** Jammu & Kashmir
- 54** Karnataka
- 56** Kerala
- 62** Madhya Pradesh
- 65** Maharashtra
- 66** Punjab
- 67** Tamil Nadu
- 68** Uttar Pradesh
- 69** West Bengal
- 70** Methodology

73 In Conversation

The country's leading economist Omkar Goswami talks about Indian economy, the impact of lockdown and the measures to revive the MSME sector

78 New Opportunities

The Great Place to Work® identifies 25 best workplaces in the Banking, Financial services and Insurance sector on the basis of employees feedback and people practices



40 In Conversation

Raia N. Karanjawala

88 In Conversation

David Rasquinha, MD of Exim Bank, shares that India's public expenditure on health is mere 1.28 per cent, compared to the global average of 6.3 per cent

93 Reloaded

Volvo Car India roll outs the 2020 Volvo XC40 in India in the R-Design variant, with a host of updates and in the same price tag as before

94 Last Word

Rajya Sabha MP from Maharashtra and Shiv Sena leader Priyanka Chaturvedi shares her views on leadership, women empowerment and the Maharashtra government's efforts to combat Covid-19

TOTAL NO. OF PAGES
INCLUDING COVER 96

i

The pages in BW Businessworld that are labelled BWi or Promotions contain sponsored content. They are entirely generated by an advertiser or the marketing department of BW Businessworld. Also, the inserts being distributed along with some copies of the magazine are advertorials / advertisements. These pages should not be confused with BW Businessworld's editorial content.

THE WORLD HASN'T experienced a pandemic like this for over a century. The Spanish Flu sickened and killed over 40 million people in 1918-20.

Ironically, Spain had nothing to do with the pandemic. It originated in Kansas and travelled to Europe with American soldiers during the last stages of the First World War. Spain was a neutral non-combatant in the war. Newspapers from Germany, France, Britain and other combatant states were censored from reporting on the pandemic for fear

that the coronavirus was the result of an accidental leak from one of Wuhan's biological labs.

China denied the CIA's preliminary claims. But it has provided no evidence to show that bats in Wuhan's wet market – which sells exotic live animals for Chinese customers to buy and eat – were the cause of the outbreak.

French virologist Luc Montagnier is a Nobel laureate (2008) in medicine. In an interview with French TV channel C News (part of the prestigious Canal+ media group), Montagnier said: "We came to

them on the larger sequence of the coronavirus. The genetic material of the virus is a long tape of RNA; in a certain place they have planted small sequences of HIV. And these sequences are not small for nothing; they have the possibility to modify what we call, for example, the antigens sites. This means that if you want to make a vaccine, we can modify the protein subject to the vaccine by a small sequence coming from another virus.

"There's a will to suppress the works on the subject. We are not the first. A group of renowned Indian researchers have pub-



of demoralising their troops. Spanish media, however, reported widely on the devastating pandemic resulting in it being inaccurately named the Spanish Flu.

Covid-19 originated in China's Wuhan, a high-tech city of 11 million people with several biological research centres, including the Wuhan Institute of Virology. The story initially put out by the tightly censored Chinese media was that the virus sprang from bats in Wuhan's wet animal market. Western media lapped up this narrative.

Meanwhile America's Central Intelligence Agency (CIA) came to a very different conclusion: the real possibility

the conclusion that there has been a manipulation regarding the virus. Part of the virus, not the whole, is manipulated. The virus follows a classic model that comes from bats; but on top of this model they have added sequences of HIV, the AIDS virus. It's not natural. It's a lab work of professional molecular biologists. It's a very accurate work... we can say a work of a watchmaker.

"For what purpose... this is unclear. My job is to expose the facts. I accuse nobody. I don't know who did it; neither why. The possibility is they wanted to make a vaccine against AIDS. So they took small sequences of the virus and they installed

the same thing. But they forced them to retract it. It has been cancelled. If you check their published work you find a cancellation band. We see more and more works that suggest the same thing. I'm a Nobel laureate so I can work freely; no pressure can be exerted on me."

Professor Montagnier's findings have been disputed by other scientists; the French government has distanced itself from them. However, the Australian government has sought an independent investigation – which would exclude the World Health Organisation (WHO) – into the circumstances of the spread of the coronavirus from its



The death toll in the US accounts for a quarter of all global fatalities due to the coronavirus. While the US struggles to get its economy back on track, China is on its way to rapid recovery. The contest between Washington and Beijing has taken on a new edge

Wuhan epicentre.

The real source of Covid-19 may remain unclear until China opens Wuhan to international medical experts. What is clear though is that life after the pandemic will change forever. The changes will be particularly felt in three specific areas: economy, work and geopolitics.

A global recession is imminent. European economies are estimated to shrink between five and 13 per cent in 2020-21. The United States economy has already lost 22 million jobs due to the lockdown. China's GDP shrank 6.8 per cent in January-March 2020, its first contraction in 50 years.

India's economy is estimated to grow at between 0 per cent and 1.9 per cent in 2020-21. If the lockdown in crucial commercial hubs like Mumbai, Delhi, Bengaluru and Chennai doesn't end soon, exports will suffer a calamitous fall.

Despite tipping the world into recession, the real long-term impact of Covid-19 will be on how we work. Corporate meetings will increasingly be replaced by video-conferencing. Work-from-home, a niche trend, will go mainstream.

However, once a vaccine for Covid-19 is found, many sectors that are in disarray today – aviation, hospitality, entertainment, sports and tourism – will return to good health. Already the most severely affected countries in Europe are beginning to ease their lockdowns. Germany, which has the lowest fatalities of any major Western economy, is likely to recover fastest.

The most far-reaching and possibly permanent impact of the pandemic will, however, be on the geopolitical balance of power between the world's two largest economies – America and China.

The death toll in the US accounts for a quarter of all global fatalities due to the coronavirus. While the US struggles to get its economy back on track, China is on its way to rapid recovery. The contest between Washington and Beijing has taken on a new edge. With the bruising US-China trade war on pause, the CIA's investigation into the source of the coronavirus – wet animal market in Wuhan

or one of the city's bio labs – could rupture the relationship.

America will place greater restrictions on Chinese companies like Huawei and ByteDance, owner of TikTok. The US government believes both firms could be Trojan Horses for spyware.

India's attempt to block Chinese companies from investing in Indian firms without first obtaining government clearance has upset Beijing. India of course mustn't blink. In the evolving geopolitical contest, India could play the third angle in an emerging triangle of power.

Europe, America and much of East Asia does not trust China. Foreign companies operating in China are looking for a supplementary cog in the global supply chain to reduce their dependence on China.

India must, as the lockdown is gradually lifted, quickly establish export-oriented manufacturing capabilities. A once-in-a-century pandemic can create a rare opportunity. It is India's to seize. **BW**

*The writer is an author, editor and publisher
The views expressed by the author are personal and do not reflect those of BW Businessworld*

PI TALKIES

BEWARE THE COBRA EFFECT



IT HAPPENED OVER a hundred years ago. But there's a lesson in it that's still relevant for us.

The story goes that around the turn of the 19th century, there was a problem in Delhi. There were a lot of cobras all around. Fear was setting in, and the British rulers came up with a plan to rid the city of the cobra menace. They announced a handsome cash reward for anyone who would kill a cobra. All that a person had to do was hand over the dead cobra to the authorities and claim the money.

Soon after, the city became safer as people started to kill the cobras and claim their rewards. The number of cobras began to drop. But something interesting happened. Some clever folks saw an opportunity to make money from the reward scheme. So they decided to raise cobras in their backyards. People began to have their own little cobra farms. One by one, they would kill a cobra, hand it in and claim their reward. The authorities were puzzled. On the one hand, the number of cobra sightings had dropped. And on the other, they were continuing to pay out huge sums of money as reward for killing cobras. They decided to stop the reward scheme.

Guess what happened next? All those enterprising folks who were rearing the cobras had no use for them anymore. In the quiet of the night, they let the cobras loose, out in the open. And Delhi now had more cobras than ever before. A scheme intended to bring down the number of cobras ended up having the opposite effect. And thus was born the term 'The Cobra Effect'.

The cobras have all gone from our streets now, but the Cobra Effect continues to make its presence felt in our decision-making. Even today. Faced with a



Looking for the second-order effect helps ensure that your actions don't result in compounding the problem

problem, we are quick to take action that seems like a solution. But we don't always think through what could possibly be second-order effects. Result? The problem gets worse.

Like it happened with a Head of HR I know. She was worried that with only a week left for employees to respond to the engagement survey, only 17 per cent of the employees had filled up the forms. When Global HR put out data on the progress across countries, she felt bad seeing India as a laggard.

Only a handful of people were responding every day. She knew she had to do something to turn the trickle into a flood. She sent out a passionate email, telling employees how the response level was abysmal. And how across teams in the country, very few people had responded to the survey. She was hoping that the message might move people into action.

Guess what happened? Employees who had not responded to the survey saw the mail – and heaved a sigh of relief. They were delighted to discover that they were not the only ones who had not responded. They were in good company! Even the trickle stopped.

In a crisis, you will sometimes come up with a quick decision that will seem like a solution to the problem. Good idea to pause, and ask yourself the question: "And then what?" Looking for the second-order effect helps ensure that your actions don't result in compounding the problem. Rather than solving it.

Watch out for the cobra effect. **BW**

Iyer is an author, speaker and leadership coach and former MD of Kimberly Clark Lever

HEALTHCARE

SUMMIT & AWARDS 2020

JUNE 2020
NEW DELHI

NOMINATE NOW

Nomination Deadline: **May 15, 2020**

Celebrating The Supreme In Healthcare Industry

The conference deliberates on possible answers to the growing challenges faced by the billion-plus population of India in leading a healthy life. The awards recognise and celebrate the excellence by honoring the efforts of those who have worked over the past few years and taken us closer to the vision of a healthy India.

MEET THE JURY MEMBERS



Atul Mohan Kochhar

Chief Executive Officer
National Accreditation Board for
Hospitals & Healthcare Providers
(NABH)



Dr. K.N. Agarwal

Senior Paediatrician, Dharamshila
Narayana Superspeciality Hospital
President, Health Care & Research
Association for Adolescents



Dr. Vijay Agarwal

President
CAHO

In Alphabetical Order*

Real Estate Partner



Coworking Partner



Knowledge Partner



For Program Inquiries:

Afifa Sheikh | afifa@businessworld.in | +91 88609 77503



INEQUALITY IS AN inevitable consequence of economic growth. The challenge is to ascertain the level at which society begins to perceive the distribution of resources as unfair. The issue is particularly concerning for India as the rise in inequality in the country during the last two decades has been one of the worst in the world; second only to Russia. Recent studies show that between 2000 and 2015 while on an average India grew at a rate of 4.7 per cent, the incomes of the bottom 50 per cent and the next 40 per cent of the population grew around two per cent per year, and the top one per cent grew at more than seven per cent

tones. But this was an anomaly in India's political sphere that remains curiously detached from the idea of inequality.

The Indian democracy might be unique on this front. While inequality has been a primary political issue in elections across the developing (Brazil) and developed (United States) countries, it has always remained on the fringes of any serious political debate in India. And while inequality could be said to have been a talking point in the 2019 general elections with political discussions revolving about income transfers to the poor, such ideas never caught the fancy of the electorate.

The US economist Albert O. Hirschman might have one argument

els of society towards inequality during such times are typically higher.

Hirschman's arguments can to an extent explain the tolerance of inequality among Indian voters during the high-growth years, but since 2012 the Indian economy has entered a low-growth phase. It could be the case that the advent of technology has elongated the social acceptance of inequality. The fall in prices of technology like high-speed internet and mobile phones has resulted in a few cascading effects.

Firstly, it has allowed Indian consumers access to an array of e-commerce services and ride-hailing businesses (Ola and Uber), which has created multiple low-skill employment opportunities.

Does Inequality Matter?



per year.

It must be noted that during this period, the poverty levels in the country marked a significant decline, which is inarguably a key outcome of growth. However, there needs to be a limit beyond which the concerns about growth should be coupled with how it's getting distributed across society. This was the basis of the "Sen-Bhagwati debate" that broke out in 2013, which pit the proponents of redistribution before growth (Amartya Sen) against the proponents of growth before redistribution (Jagdish Bhagwati). As it took place during the run-up to the 2014 general elections, the debate had deeper political under-

to explain the seeming tolerance towards inequality among the Indian public. He states that inequality has different social reactions under different phases of growth. When the economy is stagnant, inequality is perceived as a zero-sum game where the economic advancement of one section of society signals towards a possible deterioration in prospects of others. On the other hand, during the periods of accelerated growth, the economic advancement of one section of the society signals the possibility of a rise in prosperity of the rest. The tolerance lev-

Secondly, as these technologies have become cheaper, the purchasing power of the masses has increased despite falling incomes, adding to the sense of improving prosperity.

In case these ideas account for the prevailing sense of calm among Indian citizens, they point to an oncoming burst of discontentment once the gains from technological advancement peak. India needs to explore avenues of high growth and job creation soon. It is time inequality is addressed effectively in Indian policy circles. **BW**

*The author is chair, Institute for Competitiveness, India and visiting scholar, Stanford University
The views expressed are personal and do not reflect those of BW Businessworld*

CELEBRATING
TOP 40 UNDER 40 IN
HUMAN RESOURCES

#HR40Under40



JURY CHAIR

Sumant Sinha

Founder Chairman &
Managing Director
ReNew Power



JUNE 2020 | NEW DELHI

bit.ly/BWHR40Under40

NOMINATE NOW

NOMINATION DEADLINE: **May 15, 2020**



J U R Y M E M B E R S

* in Alphabetical Order



Dr. Indu Shahani

President & Chair
ISDI | ISME | ISDI WPP



Kavita Dasan

Head of people
Practice ABP News Network



Kulmeet Bawa

COO
Resulticks



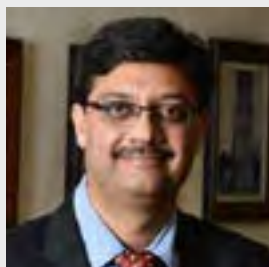
**Murugavel
Janakiraman**

Founder & CEO
Matrimony.com



Rahul Taneja

Group CHRO
Jindal Steel & Power Limited



Rajendra Mehta

Executive Director & CHRO
Synergy Capital, Dubai



Vipul Singh

Divisional Vice President &
Head of HR
ADP Private Limited

Real Estate Partner



Coworking Partner



Knowledge Partner



For Sponsorship and Nomination Inquiries:

Nitish Rampal

nitish@businessworld.in | +91 98189 89815

For Speaking Opportunity:

Chetan Mehra

chetan.mehra@businessworld.in | +91 98117 02464

Comatose with Covid

BUILT WITH great difficulty over many decades, it has taken just two months for the world of popular sports to be shattered. We can console ourselves that we are not the only ones deeply affected. Many industries, enterprises and millions of lives are dangerously on the edge – not just because of what has transpired in the past few weeks, but perhaps more so due to the befuddling lack of clarity on when this ghastly pandemic will end. A growing number of postponements are being rapidly forced into outright cancellations, as we struggle to cope with the tsunamis of information that hit us wave upon wave with each passing day. For now, the world of sports lies grievously wounded. Comatose.

Success in sports is primarily linked to fan participation and consumption in large numbers, where performances are raucously witnessed in jam-packed arenas. The numbers inside have a huge visual attraction to those watching on other platforms. Yes, the main event is the sporting activity itself, but a large section of sports viewership can be categorised as 'casual'. And it is this casual viewership that is greatly influenced by the sights and sounds that surround the playing arena.

In desperation, sports organisers are thinking of scheduling their first events – whenever possible – in empty arenas. The trade-off seems simple: even though there will be no spectators, they can bank on high viewership. Better than nothing. My personal view is that viewership will also suffer. More important are factors like physical distancing, which cannot be forced into the dynamic nature of many popular sports. It will sound terribly harsh, but perhaps the world of sports should take a long sabbatical and return only when it is possible to do so in its full glory. It will be hugely counter-productive to have virus cases that can be traced back to a sports event whether through players,



Perhaps the world of sports should take a long sabbatical and return only when it is possible to do so in its full glory. It will be hugely counter-productive to have virus cases that can be traced back to a sports event

fans or the organisational team.

Can sports survive this pandemic, whatever the duration? Absolutely. Over many centuries, sporting endeavours have come to represent the inherent strengths of mankind. Swifter, Higher, Stronger. The question is, who will suffer the brunt of this unprecedented disaster? Sadly, the suffering will be in inverse proportion to the commercial popularity of sports and that of its stars. The top two or three sports in India, in terms of popularity and commercial support, will bounce back the quickest. But all the hard work other sports have put in to try and lift their meagre fortunes over the past few years, will slip back. After all, commercial circles only build around the successful.

However unfair it may sound, the weak will grow weaker. But it is also an opportunity for sports federations, bodies and organisers to retreat, rethink and replan. The next few months could well be used to set up think tanks, finetune the administration and strategise the journey of each sport. Make and present more long-term plans, chase and secure more long-term commercial partners. Perhaps it may lead to a more organised and sustainable pathway for various sports in India.

In terms of supporting the lower end of the chain, every industry will be engaged in working out ways to take care of their own. And so must the world of sports. Admittedly there are only a handful of sports in India where professional options exist to make a livelihood. Here, at least, the top must come to the rescue of the lower order. For most of the other sports – well, there was virtually nothing to begin with. Sportspersons are by nature resilient and full of optimism, to be able to handle all the dangerous journeys riddled with failure and uncertainty. Most are busy focusing on their fitness and may even emerge stronger, if a little rusty on the skill sets. But the worst part of this situation, the most difficult to deal with, is not having any real visibility of the finish line. Here too, the world of sports is not alone. **BW**

The author is a sports commentator and Co-founder, Mashal Sports and ProKabaddi

Economy Demolished, Fault Lines Exposed

WE ARE AT THE CUSP of an exponential explosion. Covid-19 has brought in seismic disruptions and an insurmountable economic crisis. Our slowing economy is likely to go into a tailspin, even snowball. We will experience increasing unemployment, dwindling assets and diminished savings, scarring many for life. Public confidence is drained and beginning to shatter.

Dark today, uncertain tomorrow:

The poor will pay with their health and livelihood. Social cohesion will be another victim. Financial deprivation initiates instability and causes social unrest. Despondency and hopelessness erode confidence in society. The political cost is even more staggering. Delusion threatens internal peace, conviction in institutions and democracy.

The curse has demolished the economy and exposed several fault lines. As much as 80 per cent of businesses are vulnerable to liquidity shock and are fragile. Our agrarian health is more fragile. These choke supplies. Consumer spending makes up about two thirds of our economy. The lockdown will rob consumers of a third of their income, delaying 70 per cent of discretionary spend and erode 20 per cent of it altogether – and plug demand. The GDP growth will fall to sub three per cent.

Near term focus necessary: The Prime Minister facing Sophie's choice, has led in an exemplary fashion, prioritising lives. Business leaders diligently delivered employee safety and business-continuity plans. Civil society organised itself and delivered. Media played a stellar role too.

There is value in 'deliberate calm' accompanied by 'bounced optimism'. Rebuilding business and returning to 'normal' will be protracted and strung out because of severe, abrupt and prolonged hibernation. It will need reengineering



The Prime Minister must now focus on the immediate future and act to mitigate the knock-on effects that include credit default, shuttering businesses, capricious markets and the endangered financial system

processes, integrating supply chains, developing new templates and reactivating soft assets.

In a liquidity crunch and in times of lower demand, hoping for a shallower downturn will be misplaced and dangerous. Quick recovery is a pipedream. Being realistic is being better prepared. In a crisis of mind-numbing scale, suppressing the virus was critical, even vital. However, that needs to be broadened and addressed holistically. Shortening the recovery cycle is more critical; resilience is paramount.

Re-imagination: Even if the government can put food on the table and transfer cash for other necessities, it will still fall short. The key to revival will be creating productive assets and demand that kicks in a virtuous growth cycle.

The Prime Minister must now focus on the immediate future and act to mitigate the knock-on effects that include credit default, shuttering businesses, capricious markets and the endangered financial system. He must shield vulnerable businesses, safeguard the 'most affected' sectors and ensure liquidity for the unorganised and income for the fragile. Protecting the financial system should be a priority. The mid-term goal must be to prevent recurrence, ahead of vaccines or cure.

The next rung of leaders must draw from their experience, embrace the reality as it unfolds, imbibe the insights as they emerge, and act with resolve and decisiveness to find innovative policy and sustainable solution-centric delivery.

Looking beyond: The government must also think through the second-order effects of its policies. Policy making in India is scattershot i.e. random and indiscriminate. The policymakers need to abandon their silos and 'timebox' this calamity. But Delhi doesn't need to do everything. Because it can't.

It needs to take a backseat and cede to the experts, analytical thinkers, implementation entrepreneurs, instigators of constructive social outcome and several worthy others. **BW**

*The author is an economist & columnist
The views expressed are personal and do not reflect
those of BW Businessworld*

A SERIES ON RECYCLING

RECYCLING CORNER

BACK TO THE FUTURE FOR SUSTAINABLE DEVELOPMENT

Introduction - '**BACK to the Future - for Sustainable Development**' is an interesting series focused on Environment, Waste management, Natural resources depletion, Recycling and Sustainable development. All these have been nicely presented as story series by **Dr Reema, Mr Ashutosh Joshi, Dr Sameer Joshi and Ms Deepti Pant**. Enjoy reading

Circular Stories : **The recycling Time**

We all know that triangle icon, the one that represents a utopian world where reduce, reuse and recycle are all treated equally, free to coexist in a world where waste doesn't exist, and if it does, is recyclable.

This is a utopian scenario which we all would like to believe to be true. But as going through the news we saw many stories which warm the heart, which tell you that there are many recycle Snow-whites that are working hidden in the forest trying to make a ripple of a difference to the carbon footprints we have created since the first factory let out the smoke from its chimney.

So we thought to share some stories from across the globe of green warriors who are fighting the battle in their own way.

1: Recycled bottles are being made into blankets for an upscale airline.

Emirates, the Dubai-based airline, has recently announced they are

using recycled bottles to make their inflight blankets.

Each blanket, according to an article in USA Today, is "made from the equivalent of 28 recycled bottles, using the ecoThread patented technology that first turns the bottles into plastic chips, then into yarn, and then into threads of polar fleece material that can be woven into soft blankets."

This is great and if we find people loving it then this could be a great way to save the whole world from cold and shiver. A great business model is hidden here also.

2: Gothenberg, Sweden: Volvo pledges to use recycled plastic in cars

Swedish car manufacturer Volvo has pledged that by 2025, 25 percent of the plastic in its cars will be from recycled sources.

In a demonstration car that the company made to kick off its efforts, plastic from both

industrial and consumer waste was used in parts like the central console, the floor, air ducts and the wheel arcs.

This makes me wonder why just Volvo is doing it, why not all cars do it so we feel a notch up high while driving that car as we know reduction in our carbon footprints is taken care of.

3: Ikea acquired a minority stake in a Dutch plastic recycling plant.

According to Plastics News, the Swedish-based Ikea, they purchased a 15 percent minority stake in Morssinkhof Rymoplast Group which is a Dutch plastic recycling plant. Ikea was very clear as it states the purchase is done as we have great importance of "circular economy" and we just don't endorse it but would like to contribute to it meaningfully.

"The transition to a circular economy is very important if we want to keep meeting people's needs and demands without exhausting our natural world's

resources,” Ikea head of sustainability, Steve Howard, said.

This is a great move as many trees are cut when furniture is made and if we connect ourselves back to nature in whatever manner possible, giving direction to others about the way forward

4: Styrofoam eating worms may help to “recycle” this non-recyclable material.

In a breakthrough study and a heartening one too, Wei-Min Wu, a researcher at Stanford University, co-authored two studies that seem to show that mealworms can live off a diet of Styrofoam. This solves many problems of the future if it can be implemented on a bigger scale.

According to Stanford, the new research “is significant, however, because Styrofoam was thought to have been non-biodegradable and more problematic for the environment.”

Wu was also involved with earlier research that suggested wax-worms have the ability to biodegrade polyethylene, a plastic used in products like trash bags, via microorganisms in their gut.

If this study can be implemented at a ground level, then a lot of our recycle problems can be solved as we have now found a recycle agent in nature itself.

We wait with baited breath about the future of such studies hoping they can be practical and scale-able too.

5: To become the world's first climate resilient country.

In an attempt to become the world's first climate resilient country, Dominica has not only banned plastic but it has also started construction of a geothermal energy power plant. “The Government has seen

tremendous progress being made in the geothermal development programme. This is one of the pillars on which we intend to achieve the goal of being the first climate resilient country in the world,” Douglas said on the state-owned DBS radio.

He also said that the geothermal programme is proceeding “on track”, and that a local company has already been established to ensure the continued success of the project.

In 2018, the World Bank had announced that it would be providing more than US\$17 million towards the development of a geothermal plant for Dominica.

I am just telling the five most endearing stories about recycling which can have a major impact in the future of the world.

These could be the trends of tomorrow...

What if we use all plastic to make covers and clothes, What if, the worms can be used at a practical and scale-able level, What if every corporate – small or big comes together to build a recycling plant, What if all product designers redesign to use less and less plastic in their design .. what if, Then ...

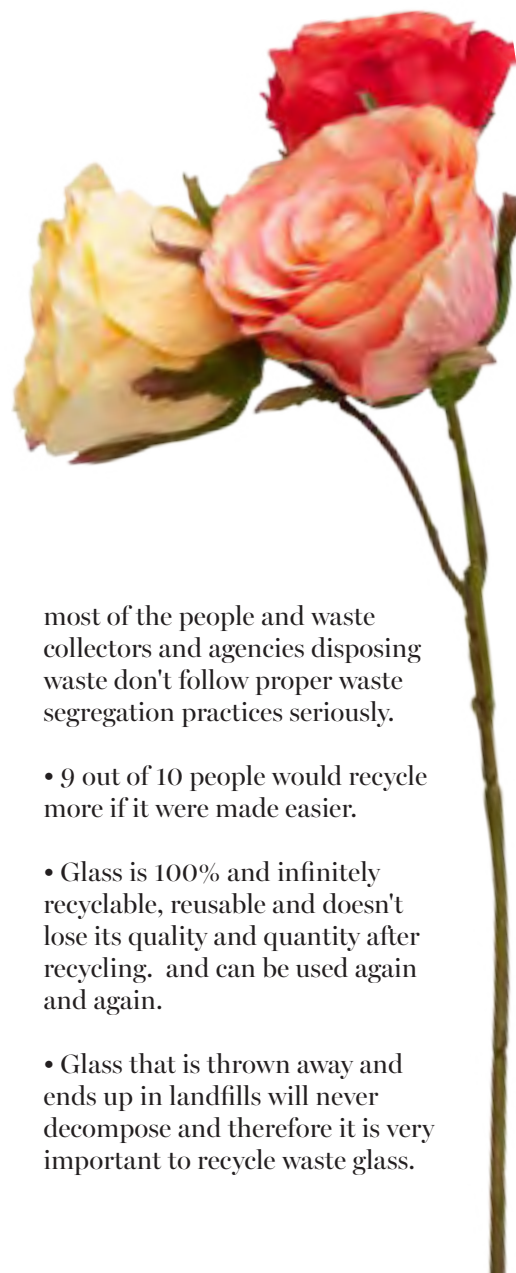
The World and its animals, oceans with all its swimmers will be, indeed, a lot cleaner, breathable and neater space to live in and leave back for our children...

Know Thy Waste and Recycle:

- 1 recycled tin or can would save enough energy to power a television for 3 hours, and we use enough cans to take care of our televisions in at least 10 top cities.
- 1 recycled glass bottle would save enough energy to power a computer for 25 minutes. At the same time one reused bottle,

which is as good as new after cleaning and washing can save nearly 80 % of the natural resources and energy to produce a similar new bottle.

- 1 recycled plastic bottle would save enough energy to power a 60-watt light bulb for 3 hours.
- 70% less energy is required to recycle paper compared with making it from raw materials.
- As much as 50% of waste in the average dustbin could be composted. However lack of awareness and sometimes a reluctant approach from citizens don't allow this to happen. Still



most of the people and waste collectors and agencies disposing waste don't follow proper waste segregation practices seriously.

- 9 out of 10 people would recycle more if it were made easier.
- Glass is 100% and infinitely recyclable, reusable and doesn't lose its quality and quantity after recycling. and can be used again and again.
- Glass that is thrown away and ends up in landfills will never decompose and therefore it is very important to recycle waste glass.



By Bikram Singh

CONTAGION DRIVEN disruptions have impacted almost all organisations. While some have perished, most, given the current resource crunch, are struggling to remain afloat. In such times of crisis, companies with inbuilt resilience to cope with the turbulence coupled with their ability to exploit opportunities will succeed. Organisations which have fostered an adaptable, learning and value-based culture will have a distinct edge.

The army has proven credentials in this regard. It has remarkable resilience to withstand environmental shocks and successfully operate in chaotic environments. Drawing on my military experience, this column endeavours to highlight some facets of leadership that may help organisations in these challenging times.

Confidence and Positivity

Amongst the resources available to any organisation, the import of human capital will always reign supreme. High levels of motivation and morale sustained by agile and emotionally balanced leaders spur teams to do what most people think is impossible. These leaders remain stable, levelheaded and make rational decisions despite high levels of stress and fatigue. Their calm and confident behaviour enthuses people with positivity and generates an optimistic and constructive ripple effect.

Confidence and positivity in a leader come from competence and self-awareness. Competence in challenging conditions entails the ability to comprehend the situation quickly, examine various options in the wake of various constraints and restraints, effectively communicate the preferred option and ensure its implementation. Right now, these constraints and restraints include the terms of reference laid down by the government to prevent the spread of the pandemic along with the revised regulatory framework and various stipulations, given out by the senior leadership of each organisation.

People are at ease with confident and positive leaders because of their supportive and undaunted attitude. They trust their judgment and feel secure and assured that come what may, their leader will show them the way and never leave them in the lurch. Such leaders are selective with their words and a dab hand at punctuating their verbal communications with subtle humour. In a crisis, humour, inter-alia, is an antidote to stress and emotional turmoil. But in spite of their expertise, they resist the lure of overconfidence as it impairs judgment.

Succeeding in a Chaotic Situation



Sustain the Winning Spirit

In tough conditions, effective leaders focus on ensuring the highest levels of motivation to sustain the winning spirit in their organisation. Motivated people pursue goals enthusiastically despite the hard knocks of the environment. Verbal communications to inspire people when supplemented by personal examples have a far-reaching effect. Voluntary cuts in the entitlements announced by a large number of leaders from various sectors is a healthy initiative and a much-needed expression of loyalty and solidarity in the prevalent hard times.

In the army, leaders ignore their ranks and privileges when engaged in combat or disaster relief operations. Driven by mutual loyalty and camaraderie, they share hardships with their men and lead from the front. There are countless examples where leaders have demonstrated selflessness and unflinching commitment towards the needs of their subordinates in challenging times. While every operation deserves a mention, I will quote just one from the eastern theatre, relating to humanitarian assistance and disaster relief.

On September 18, 2011, when an earthquake of magnitude 6.9 struck our Himalayan State of Sikkim around the last light, the army resources under my command, proactively swung into action and did not wait to be requisitioned by the state government. As the roads were badly damaged and vehicles could not ply, senior leaders along with their battalion commanders and troops walked cross-country throughout the night in heavy rain to reach the critical areas. When I reached Gangtok from my headquarters located at Kolkata,

I found the Corps Commander along with his Divisional, Brigade and Battalion commanders rubbing shoulders with their men to save lives and to assuage the sufferings of the distressed people. Their disregard to personal safety and comfort to be in the forefront was instrumental in ensuring high levels of morale. Officers and men went hungry as they handed over their packed meals to the afflicted people and when the cooked meals arrived by helicopters, the leaders ate only after the civilians and their men had eaten. Experience shows that leading by personal example in challenging condi-

In difficult times, organisations would also do well to prune their chairborne leaders. Barring the minimum inescapable requirement at the headquarters and various verticals, the majority should be moved to critical areas. Maximum interaction with the people, while upholding the government announced protocols remains the need of the hour. For optimal levels of motivation, the leaders' concern for the people should dutifully spillover to their families as well. A genuine commitment towards the basic needs of the people and their families, in times of crisis, will most certainly manifest into enduring

realign strategies, plans, processes and new initiatives. Such a process, besides facilitating the leveraging of collective wisdom and intelligence, helps develop ab-initio ownership of the impending changes. In addition to the institutionalised communication networks, leaders should optimally leverage the secure social media platforms for regular interaction with their people and external stakeholders.

Realign Risk Management

Anything that has the potential to impede the smooth implementation of strategy and associated plans should be incorporated into a comprehensive risk management framework of the organisation. In the prevalent setting of uncertainty and volatility, a regular analysis of the strengths, weaknesses, opportunities and threats (SWOT) is the sine qua non for every outfit. Organizations should consistently study in detail the evolving political, economic and social contours of the global and domestic environments and identify risks and opportunities. For this purpose, maximum wisdom should be tapped. The tendency to rely on a chosen few for critical decision-making should be ruthlessly curbed.

Organisations should consider constituting small teams of agile, creative and innovative leaders at various levels to play the devil's advocate in the decision-making processes and even visualise various maverick contingencies that can impact their organization. Who could have ever imagined risk of this mammoth nature? Perhaps it's time to start looking at the global warming in earnest. In times to come, it is bound to challenge humankind. **BW**

General Bikram Singh is the former Chief of the Indian Army. Currently, he sits on the board of an Indian company. The views expressed are personal and do not reflect those of BW Businessworld

“In chaotic conditions, organisations with a robust culture and inbuilt resilience to cope with the turbulence and exploit opportunities will have a distinct edge”

tions helps sustain the inner drive in subordinates, whereby they do not succumb to stress and fatigue and remain enthusiastically wedded to the organisational goals.

Right People at Right Place

Not all leaders are empowered to effectively lead in chaotic conditions. Senior leadership should relieve subordinate leaders, who tend to buckle under stress and demonstrate undesirable behaviours. Negative vibes in the form of anxiety, anger, contempt or grief can seriously harm the organisational cohesion and motivation. There are innumerable examples from the public and private sectors both in India and abroad, where leaders have been replaced by more emotionally stable leaders to tide over crisis situations.

bonds of mutual loyalty and trust.

Listen and Communicate with Candor

Effective communications help leaders to understand the emotional, social and security needs of their people besides enhancing their situational awareness. They also help share details of various organisational initiatives aimed at handling the crisis and protecting the interests of the people. Effective interpersonal skills, besides the ability to communicate with candour, include the art of listening and understanding the non-verbal communications of their people.

Internal communications are critical for implementing changes necessitated by the calamity. Leaders should adopt a distributed and collaborative process to

‘Unless we are able to save the MSME sector, there will be chaos’



Director, advisor to chairmen of corporate boards and former group CFO, **Prabal Basu Roy**, is a chartered accountant and a Sloan fellow of the London Business School. In a conversation with *BW Businessworld* Chairman and Editor-in-Chief **Annurag Batra** and **Abhinav Trivedi**, he predicts realignments in the world economic order led by China and India's urgent need for a fiscal response in the wake of the pandemic. Excerpts:

The world is in the grips of a pandemic of unprecedented dimensions. What in your view will be the impact on the global economy?

It is important to contextualise it before answering the question. The world is in a lockdown and flattening the curve will only slow the disease and give us time to build our health infrastructure and preparedness. It will not help eradicate the disease at all unless there is a therapy or a vaccine. Making future projections is just shooting in the dark because we do not know how effective the lockdown will be, how governments will respond, when we will get a vaccine or the trajectory of the virus post lockdown.

What we do know, however, is that there is no going back to the normal. India needs anything between Rs 10 lakh crore and Rs 15 lakh crore as a stimulus boost. This will just be 30 per cent of the potential output lost in phase I of the 45 days' lockdown and rollover effects. Once we start testing more in India, we will actually know the real numbers and the extent of the spread. The forecasts thus have to be realistic and not optimistic. I am in the camp of Raghuram Rajan and Arvind Subramanian which does not share the optimism of the In-

ternational Monetary Fund (IMF) and others who predict a V shaped recovery. relatively simple because they were localised and affected certain countries, sectors or industries. But this time it is truly global. There is absolutely nothing we can go by. Three crisis points have come together – from the supply-side, the demand-side and the financial side. The crisis has affected the real economy and every person across the globe. While in 2008, mostly white-collar jobs and investments in the market were affected, today it is the entire global population whose confidence has been hit. This is a vicious cycle, which creates financial market shocks, destroys wealth, leading to financial distress, job losses, etc.

Coming to the RBI, two responses are possible. One is the fiscal side response from the government and the other is the monetary side response from the RBI. Given the constraint of a silent government on the economic front, I think the RBI has done a commendable job in ensuring high levels of liquidity and making sure that there is no financial stress in the system. However, the TLTRO (targeted long term repo operations) money is not being utilised by banks. So the impact is not seen on bond yields primarily because the fiscal response and the consequent government's borrowing

programme is yet unknown to price in a suitable level of risk. Hence, we await the fiscal response.

Unless we are able to save the MSME sector, which has 85 per cent of the workforce, there will be chaos. The government also needs to look at it from the rural and urban perspective. For the rural side, they have provided direct transfers,

but many people still do not have Jan Dhan accounts. Food and shelter is the minimum, along with MNREGA related employment and protection of crop commerce during the Rabi harvesting season.

On the urban front, priority is protection of MSMEs from mass extinction. On the demand side, the government will have to underwrite the wages and provide income support directly to start with, apart from interest subvention – essentially a four-pronged targeted programme comprising direct grants, cheap credit, tax waivers and work programmes.

Now let's look at the positives. The balance sheet support given by all governments has been speedy and upfront, about \$8 trillion globally. But it is not uniform and

“The forecasts have to be realistic and not optimistic based on all this. I am in the camp of Raghuram Rajan and Arvind Subramanian, which does not share the optimism of the IMF and others who predict a V shaped recovery”

ternational Monetary Fund (IMF) and others who predict a V shaped recovery.

Asia which has been the growth engine of the world will be at 0 per cent this year as per the IMF, from previous crisis levels of 4.7 per cent in 2008 and 1.7 per cent in 1997. Elevated debt levels make social distancing and lockdowns more damaging and the US, Canada, France, UK, Japan and China already have between 150 per cent and 210 per cent of their GDP as debt vs India at 66 per cent. So, it is grim.

The RBI interventions are welcome, but perhaps they may not help the economy in the way they should?

In the past, the financial crises in 2008, 2001 and 1997 were

is concentrated in certain countries. The second thing is that no one sector is frozen. As in 2008, the credit sector froze and that is what led to the crisis. The RBI remains India's only AAA rated institution. Its forex reserves and its aggregate reserves are high. I would compliment the Bimal Jalan Committee for not succumbing to the massive government pressure last year to release reserves accumulated over decades. Other positives include a massive foodgrain stock of 80 million tonne which must be released immediately, and a lower oil price.

The IMF has predicted a V-shaped recovery for India in 2021-2022. But not being a localised problem and affecting the real economy, it can flow through the banking sector pretty fast once delinquencies start. Globally one bank is close to it. Many countries, including India, entered the crisis on weak macros and a weak banking and financial sector; hence the exit strategy from this fiscal expansion, of say aggregate 10 per cent of GDP, will be critical to understand before we form an opinion. In case the RBI directly monetises the government borrowing, it will be problematic for us as in any emerging economy without a strong currency like the USD, euro or yen. Thus, we cannot shut our eyes from the prospects of a downgrade of the Indian paper from BBB- to junk.

You interact with pioneers, leaders,

“Some part of strategic reserves will be created by different countries and companies... To that extent, localisation and supply chain re-construction will happen as a derisking measure, but I do not believe it will lead to anti-globalisation.”

influencers both from the government and industry. Do you sense a possibility of a substantial part of manufacturing shifting to India from China as countries like the US look for a new manufacturing base?

Much will depend on the choices we make as a people and as leaders. Anti-globalisation and rise of nationalism will be a popular approach, though damaging from my perspective. China cannot be completely cut-off, being too important in the supply chain. But some part of strategic reserves will be created by different countries and by dif-

ferent companies as well.

To that extent, localisation and supply chain re-construction will happen as a derisking measure, but I do not believe it will lead to anti-globalisation. India would do well to take advantage of this. Albeit neither India, nor Vietnam, Bangladesh, Mexico, or others can challenge the domination of China in this regard.

What would you suggest India do to take a place in the



global supply chains?

My suggestions would be to start by making funds like NIIF work! It was supposed to be a Rs 4 lakh crore fund started by former FM Arun Jaitley five years ago and has gone nowhere.

Unless we get the basic funding structure in place and effective, like Temasek for example, it won't push infrastructure investments forward.

Then, build infrastructure, especially airports, ports, logistics parks, genuinely increase ease of doing business, ensure stability of laws and their execution through law enforcement agencies, taxation, etc. In other words, less government more governance. Sounds familiar?

Where do you see the Chinese going in terms of invest-

ments and economic distancing?

There will be some economic distancing and re-construction of some parts of the supply chain, but not an anti-globalisation move. No country can displace China due to the significant entry barriers it has built through scale in its infrastructure and manufacturing plants.

What do you see as their long-term economic strategy?

Coming to China's long-term economic strategy, I believe it is linked to their currency. In the last 40 years China has achieved its first priority, of being an economic superpower. By 2025, it will have overtaken the US to be the largest economy, and by 2040, it will be three times the US. Now their ambition seems to be to become the currency super power. Remember the yuan is only two per cent of world trade against the USD at 80 per cent+, apart from comprising 66 per cent of world reserves. They are systematically taking steps (a five-pronged strategy) in that direction to challenge the supremacy of the USD.

Firstly, the attempt is to do a bilateral trade in the yuan and not the USD for oil, gas, coal, coffee, etc. with an anti-dollar trade front of 25 odd countries (Venezuela, Angola, Brazil,


US. The PBOC is attempting to link the digital currency to the stability of the yuan. And ensure traceability through blockchains. No better combination! The fourth leg of this strategy is gold. China has been quietly operating on the gold market and emerged as the biggest buyer of gold in the last 15 years. They have recently introduced the Petro-Yuan Futures, which is the only futures contract of the oil market in Asia and backed by, guess what, gold reserves! And finally comes China's ambitious and politically contentious Belt and Road project, which in reality is a thinly veiled attempt to monetise its massive USD reserves with hard assets. If we put all these five moves together, their entire strategy to reshape and dominate the new economic order becomes clear: challenging the supremacy of the US dollar and the existing financial system.

As a factual data point to gauge the success of its plan, do remember that despite all the turbulence in the global market, the yuan was stable. Stable currencies like the Swiss franc, the yen and the Australian dollar crashed. US treasuries too fell and the spreads widened, forcing the FED to open a short-term swap window to enable governments to trade in their US treasuries for the US dollar. In all this turmoil, the most stable currency was the Chinese yuan. Also, the Chinese bond market is a \$13-trillion market, the second-largest in the world, which saw inflows of \$10 billion and returned a +1.3 per cent return vs a -5.7 per cent for the US. Make no mistake – the next economic war will be fought through the currency markets!

For China to succeed in this strategy, it is critical that the stability of the yuan is ensured. So, an open monetary policy is necessary, along with a deep bond market which it already has built. Secondly, its acceptance as a good global citizen. China is now also positioning itself as a good creditor; it has already talked of suspending all bilateral loan payments it owes from all the countries. Thirdly is technology in which it is years ahead of other countries.

There is something called One Connect, which is a Chinese cloud-based product on which financial institutions of 16 countries are running today. Fourthly, a credible legal system. And finally, an open capital account. And if China can do all this, along with the crash in the oil prices and the unwinding of the Petro Dollar trade as a consequence, then the days of the dollar as the global reserve currency are limited and the whole world could be on the verge of a new economic order over the next 10-15 years.

President Xi's move to remove term limits for the presidency needs to be viewed in this context! 


President Xi's move to remove term limits for the presidency needs to be viewed in this context! 

“In all this turmoil, the most stable currency was the Chinese yuan. Also, the Chinese bond market is a \$13-trillion market, the second-largest in the world, which saw inflows of \$10 billion and returned a +1.3 per cent return”

Iran), jointly led by Russia. Japan, too, has struck a bilateral deal with China recently for partial trade in their respective currencies. The problem is that China still has capital controls, limited transparency on its government data and an unsound legal system. But this will change over time. Once this happens, what will matter is how confident people are of the yuan as a currency which will not depreciate.

Secondly, open an alternative front through a digital currency. Facebook is in talks to launch Libra – its version of a digital currency prompting The People's Bank of China (PBOC) to move faster on its digital currency. The exit of Jack Ma from Alibaba many believe, was because the Communist Party of China wanted to control Ant Financials whose Ali Pay (along with WeChat of Tencent) is already a leader in digital currency platforms with two billion users. That is 25 per cent of the world population! So, with digital currencies taking shape in such a big way in China and Ant Financial under effective PBOC control – their programme is on the fast track to create a viable digital currency.

Thirdly, technology-wise too China is far ahead of the

*anurag.batra@businessworld.in;  @anuragbatrayo
abhinav@businessworld.in;  @Alteredpandit*



IN DEPTH / AGRICULTURE

YEAR OF FARMERS?

Procurement and storage problems may spoil the thrill of a good winter crop for farmers this year **By Prabodh Krishna**

THE LOCKDOWN ON MOVEMENT and activities in force in most parts of India and albeit, the world, has nearly brought life to a standstill, but mother nature has her own rule book. So, flowers continue to bloom, vegetables still grow and fruits ripen in the orchards. Food being essential for subsistence, both governments and multilateral agencies have gone all out to ensure that production, distribution and exports of food, be it agricultural, horticultural or aquaculture produce, remain undisturbed.

Economists and experts on agriculture like Siraj Husssain (a former Agriculture Secretary in the Government of India) who expect to see agriculture's contribution to India's gross domestic product (GDP) spring up amidst the gloom that pervades manufacturing and services, do not quite have their heads in the cloud, therefore. For, the relative edge over other sectors of the economy comes amidst a bumper harvest of Rabi crops. With a good monsoon and an equally good summer (Kharif)



"For now, direct selling by farmers isn't possible because a certain timeframe is allowed by the police to operate in the consumer market,"

KRISHNA KUMAR, *Founder, Cropin*



"Grape is a sensitive and risky crop and without labourers and strict lockdown measures, it will be hit hard. Most farmers in Maharashtra are in debt,"

ANIL S. GHANWAT, *President, Shetkari Sangthana (Joshi)*



that returned to the countryside, wonders Pushpendra Singh, President of the Kisan Shakti Sangh.

The first and massive Rs 1.7 lakh crore relief package announced by the Indian government was focussed on farmers, the rural workforce and the urban poor. The Union government ensured cash transfer to vulnerable sections of society during the period of the lockdown and instalments of the Rs 6,000 promised to small farmers annually in the Pradhan Mantri Kisan Samman Nidhi (PM KISAN). State governments have maintained supplies of free pulses, grains and cereals for the hapless, including migrant workers in transit, living in shelters.

The free distribution of grains and pulses has been facilitated by not only the enormous stocks in Food Corporation of India (FCI) godowns, but also a bountiful winter crop. It should have been the year of the farmer, but it is not, because the lockdown also kept rural folk who look for employment in the cities between harvests away from the farm fields.

Reports have poured in from the states of harvests of wheat and vegetables spoiling in the fields in the absence of farm hands to harvest them.

crop, farmers in India should logically have been dancing with joy, but are they?

Higher share in GDP

"Agriculture will be the only sector that will positively contribute to the GDP in FY 2020-21," opines Siraj Hussain. His forecast is buttressed by information emanating from agrarian states like Uttar Pradesh, where agriculture is habitually a greater contributor to the state GDP than manufacturing or services.

Additional Chief Secretary of the Uttar Pradesh government, Awanish Kumar Awasthi, says that the year gone by was the first in many years when cultivation went well in the entire state and farms did not face a shortage of labour. Awasthi empha-

sises that efforts were on in the state to procure the Rabi harvest (winter crops) directly from farmers and to ensure that their price realisation is equivalent to the minimum support price (MSP) assured by the central government. He points out that a substantial part of the state's dairy milk production, exceeding 37 lakh litres a day, was being distributed around it.

A huge buffer stock of 60 million tonne allowed the Union government to take massive measures like providing 15 kilogrammes of grains to around 800 million people across the nation. Yet, the relief does not spread optimism through the farming community. How long will the government feed such a huge segment of the population and the urban workforce

Spoiling harvest

In Maharashtra more than 60 per cent of the cotton produced by millions of farmers do not qualify for state-sponsored procurement. The farmers, who are unable to sell the cotton now, are forced to store huge stockpiles of it in their homes. According to Anil Singh Ghanwat, President of the Shetkari Sangthana (Joshi) these cotton piles are now beginning to attract pests, making it difficult for the farmers to live in their own homes.

Ghanwat also talks of the plight of grape farmers in Maharashtra. "Grapes have given good remunerative prices to farmers during early harvest and farmers invested in the crop, expecting to profit further," he says. "Grape is a sensitive and risky crop and without labourers and strict lockdown measures, it will be hit hard. Now most farmers in Maharashtra have huge debts and many of them have no idea what to do," he says in a sombre tone. Pushpendra Singh has already handed over his 20-point charter of demands to the government, which includes a revision of the PM KISAN sum and engagement of the MGNREGA workforce in agricultural activities to avoid a Maharashtra-like situation.

Krishna Kumar, founder of Cropin, one of the largest IT groups working on the entire farming value chain, also believes that a shortage of labour in the harvesting season posed a challenge to agriculture. He points out in the same breath that practically every sector of the economy was impacted by the lockdown, not to speak of sectors like petroleum, hospitality, aviation and shipping, which were the hardest hit.

All of northwest India has faced huge challenges in harvesting Rabi crops and Singh's suggestion of involving the MGNREGA workforce



"Agriculture will be the only sector that will positively contribute to the GDP in FY 2020-21,"

SIRAJ HUSSAIN, Former Secretary, Agriculture

in agricultural activities may be a possible solution. But the problem does not end with harvesting. Procurement of the crop from the farmers is a challenge too. Dushyant Chautala, Deputy Chief Minister of Haryana, has suggested that the Haryana government would opt for thousands of local level procurement channels in case procurement through the Agriculture Produce and Livestock Market Committees (APMCs) ran into rough weather.

The problem is that most APMCs around the country are not operative and those that are, have to follow strict government guidelines. Agriculture policy experts like Vijay Sardana pitch for abolishing the APMCs altogether. Sardana says, "APMCs are the epicentre of many malicious trading practices and now they can become potential hotspots for Covid-19 infection, I don't know why the government does not have the will to abolish them and allow

food business groups to procure directly from farmers".

Post lockdown woes

Sardana may have a point, for the apprehension now is that once the lockdown is over, the surplus in the market may result in prices of agricultural produce crashing. Says Ghanwat, "For now, direct selling by farmers isn't possible because a certain timeframe is allowed by the police to operate in the consumer market." Krishna Kumar corroborates that farmgate prices of export commodities are crashing. He hastens to add though, that restrictions on agriculture and marketing of agricultural produce are being eased already.

The challenges in agriculture and marketing farm produce vary from state to state. In most states there is a possibility that farmers may be able to engage migrant labourers and get a remunerative price for their produce. States like Gujarat, Odisha, Tamil Nadu, Telangana, Andhra Pradesh and West Bengal may look for better logistics and cold chain mechanisms for trading in aquaculture.

Like most other segments of the economy, agriculture too will perhaps not be the same again. Even after the pandemic has been controlled, the market structure and operating procedures of the agrarian community will have changed forever.

Yes, at the end of the 2020-21 fiscal, agriculture may turn out to have a much larger share of India's GDP than it has had in recent years, but there are too many "ifs" and "buts" that block that path. With Mother nature on his side, the Indian farmer, may still go laughing all the way to the bank, whether or not his brethren in industry and the services do. **BW**

prabodh@businessworld.in;
@pricelessmidas

ANNOUNCING

#WellbeingSummit



SECOND EDITION

WELLBEING

SUMMIT & AWARDS 2020

IN ASSOCIATION WITH



JUNE
NEW DELHI

NOMINATE NOW

LAST DATE TO NOMINATE
MAY 15, 2020

RECOGNISING THE BEST IN **WELLBEING**

JURY MEMBERS



Bhupendra Kumar Rana

Founding CEO
Quality & Accreditation Institute
(QAI)

Dr. J.L. Meena

General Manager
Hospital Networking & Quality Assurance
Ayushman Bharat
Pradhan Mantri Jan Arogya Yojana
National Health Authority (NHA)



Real Estate Partner



Coworking Partner



Knowledge Partner



For Queries

Tarun Ahuja; tarun@businessworld.in; +91 98103 37733

‘India as a country has been blessed with a lot of advantages’

In a conversation with *BW Businessworld* Chairman and Editor-in-Chief **Annurag Batra**, Thyrocare Founder and Chairman, **Arokiaswamy Velumani** says India has many natural advantages over other nations in combating Covid-19, like higher immunity levels and an aging population that is relatively small. Excerpts:

In these challenging times, what is keeping you positive and happy?

It is an attitude and fortunately, I have always been like this. I have seen tough times and one can only progress by being positive. In every challenge, you can see an opportunity. We must look at everything happening around us as an opportunity.

Why do you say it is an opportunity?

Nothing can be created and nothing can be destroyed and that is a universal law. If someone suffers a loss, it is usually to someone else's benefit. If one industry is suffering, then another one will grow. During this crisis what will help us is our grit, our ability to take decisions and our confidence to move forward.

I think that Japan still is the most powerful country even after Hiroshima and Nagasaki, so every crisis gives birth to a new avatar. I am sure that the good, the powerful and the capable will make it big after the novel coronavirus induced crisis.

Since this is a healthcare crisis and also has had an impact on the economy, let me first ask you how you feel about the Prime Minister's and the government's decision on a lockdown and how it has helped us?

I think we have handled Covid-19 very well. With limitations in hand, I feel the Indian government has done a great job. India as a country has been blessed with a lot of advantages which I think no one expected. Firstly, India is a young country; the average age is 28 and people above 60 are fewer than in other developed nations that have an older population.

Secondly, according to me, Indians have the advantage of having exposure to various illnesses leading to better immunity. The next point is that Indians had the burden of tuberculosis (TB). Therefore, Indians have the BCG programme, which has vaccinations done at the level of primary and elementary schools and even before.

The western part of the world said they did not have TB and hence, they never had a BCG programme. When you map BCG country programmes and non-BCG country programmes, you will see that there is a stark difference as

BCG countries have better control, less infections and less mortality. The last point which is also equally important, is that malaria and chloroquine has once again come to the fore. These two together were ignored by the western world and they face the brunt of it.

We have four advantages in handling Covid -19:

- We have immunity, which is not tampered with, whereas the western world because of having money, managed to live with the least pathogen environment. India has been a poor country; therefore, we have seen a

lot with regard to pathogens.

- The age difference shows that India can handle much more. In India, only three to four per cent of the population is over 60, whilst in the West, the proportion is 18 to 20 per cent.

- The TB burden brought the BCG programme to India

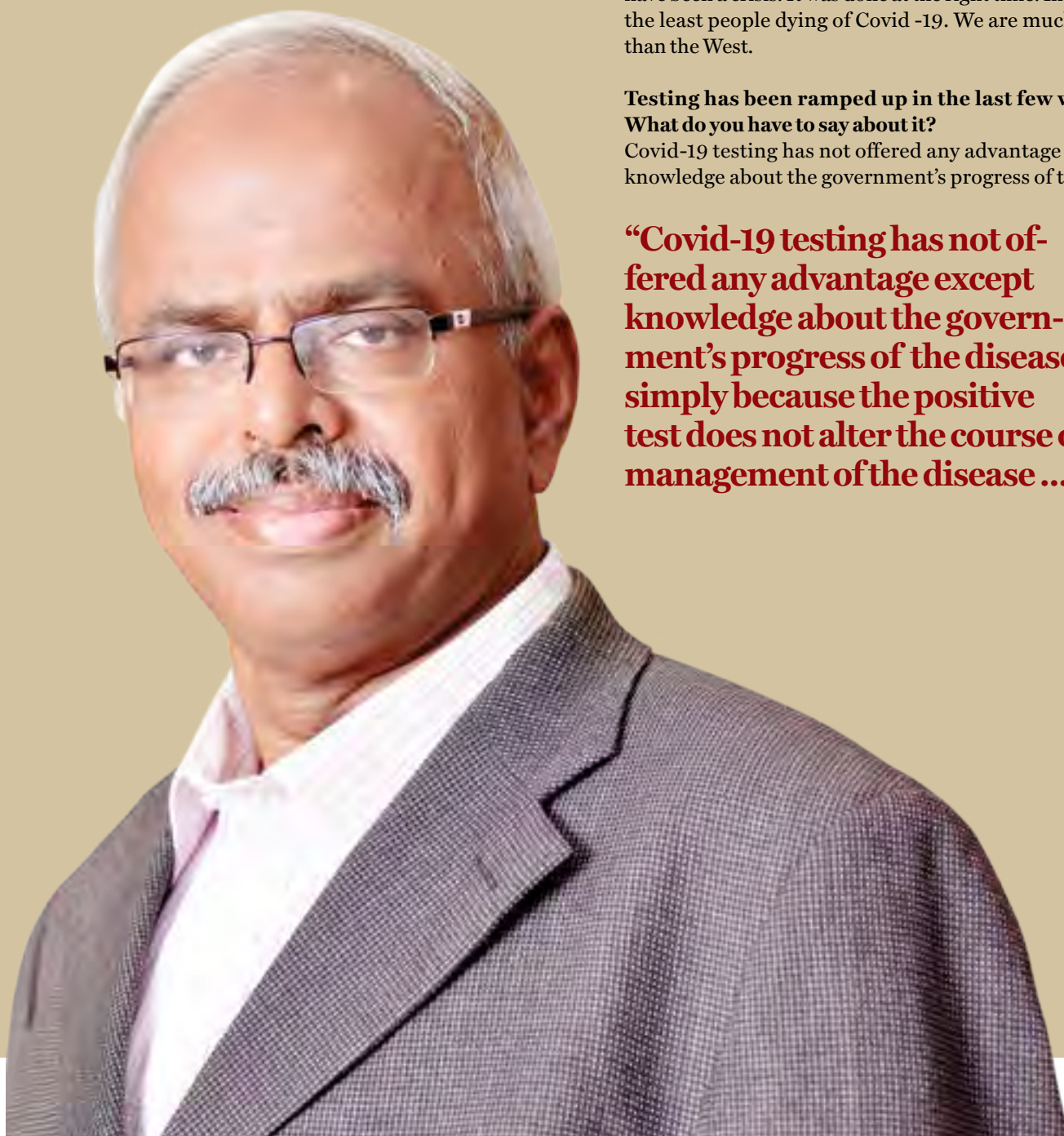
- Countries that have struggled with malaria are safer today.

The lockdown was a good move. Without it there would have been a crisis. It was done at the right time. India has the least people dying of Covid -19. We are much safer than the West.

Testing has been ramped up in the last few weeks. What do you have to say about it?

Covid-19 testing has not offered any advantage except knowledge about the government's progress of the dis-

“Covid-19 testing has not offered any advantage except knowledge about the government's progress of the disease, simply because the positive test does not alter the course of management of the disease ...”



“It is good to hear that the rich will pay for themselves and the government will pay for the poor. The Supreme Court has modified it (the decision) timely and correctly. Otherwise there would have been a huge burden on the Government of India”

ease, simply because the positive test does not alter the course of management of the disease. The western world has spent a lot on testing – \$ 25 billion – at least ten times more than India. If testing helps, then they would have lost less lives than in India. India very frugally tested very little and it was great of the Indian administration to realise that testing would not help. The quarantine will help, social distancing will help. The only drawback is that use of masks came very late.

Are we ready to deal with such pandemics in future? Has the Indian healthcare system learnt something from the pandemic?

A disaster is a disaster. One cannot be prepared for such a pandemic.

Is the Supreme Court decision to making private testing free, the right decision?

With all said and done, public interest litigations can truly be troubling to any administration. I think there was a request and there was pressure, hence the Supreme Court felt why should the common man pay?

The government was aware that testing was not the true diagnostic solution. They were already providing free testing through Ayushman. The rich they said, will go to private laboratories. That way the burden would be shared. The government saved a lot of money.

It is good to hear that the rich will pay for themselves and the government will pay for the poor. The Supreme Court has modified it (the decision) timely and correctly. Otherwise there would have been a

huge burden on the Government of India.

How does one prepare for the future and how do you make the best of what you have?

Preparedness. Lucky are those who were prepared when the opportunity came. I was a mathematician six years back and was not into micro-biology testing. Today, 40 per cent of my turnover is from Covid-19 testing. I am fortunate to be in healthcare as the need of the hour is healthcare.

Dr. Velumani, you had some rules of entrepreneurship and you benefited through your journey. Are there any new rules of entrepreneurship?

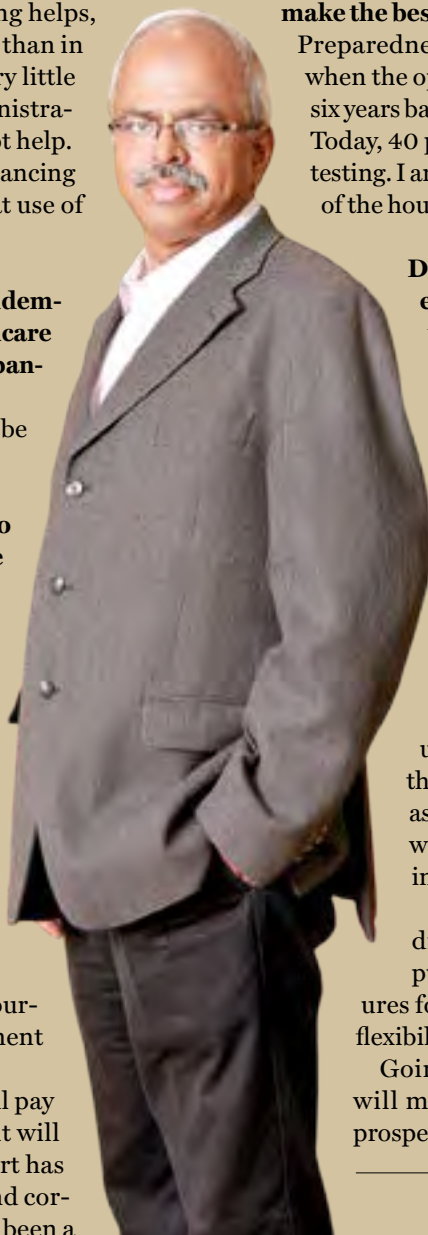
The rules don't change. I think the new lessons are – be frugal and don't over-borrow. I think man's needs will come down, he will purchase less and that means the turnovers will be low.

Do you think our Prime Minister has done a good job managing the Covid-19 crisis?

India has a cool and composed Prime Minister and is lucky to have a young population. We are safe and must congratulate the Prime Minister on a job well done. If you ask me, everyone can relax as we are safe, and will not suffer as many calamities while dealing with this pandemic as the West would.

Industries will be unlocked and financial distress will get better. The PM has been pushing for traditional practices and measures for better immunity, better health, better flexibility and overall well-being.

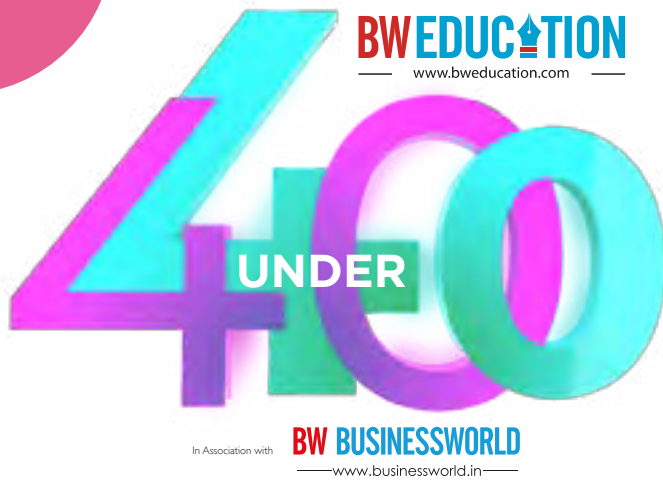
Going forward yoga will be very helpful. It will make India more powerful, strong and prosperous. **BW**



anurag.batra@businessworld.in;

[@anuragbatrayo](https://twitter.com/anuragbatrayo)

#BWEducation40Under40



**CELEBRATING
TOP 40 UNDER 40 IN
EDUCATION & ED-TECH**

**JUNE
NEW DELHI**



bit.ly/Edu40Under40

NOMINATE NOW

LAST DATE TO NOMINATE
MAY 15, 2020

Jury Members



Jury Chair
Dr Prof Anil Sahasrabudhe
Chairman, AICTE



Dr Annurag Batra
Chairman & Editor-in-Chief
BW Businessworld &
Exchange4media



Dr Pritam Singh
Former Director
IIM Lucknow & MDI Gurgaon



Dr Punam Sahgal
Former Dean & Professor
IIM Lucknow



Dr SS Mantha
Former Chairman
AICTE



Lata Vaidyanathan
Director
TERI Prakriti School

Real Estate Partner



Coworking Partner



Knowledge Partner



For Nomination:
Perna Chopra
perna.chopra@businessworld.in
+91 99539 49601

For Speaking Opportunity:
Priya Saraf
priya.saraf@businessworld.in
+91 97322 47222

'A Ship Must Have Only One Captain'

KARANJAWALA & CO. is among the top rung law firms in the country and its founder and Supreme Court lawyer **Raian N. Karanjawala** is known to be an advisor to many of the country's rich and powerful. *BW Businessworld* picks his mind on how courts and the legal system could cope with the lockdown and learns of his amazing journey as a lawyer. Excerpts:

Before studying law, you were a student at Shri Ram College of Commerce, New Delhi in 1972...

In my view that's when I became the Raian Karanjawala that people know today. I was a byproduct of St. Columba's School. In those days us Columbians were a little nerdy, little self-conscious, unlike the Modern School students who were always full of confidence.

When I joined SRCC, I met my close friend Arun Jaitley. He was contesting for the College Union Presidentship. Arun pulled me into college debating and student politics. After he left SRCC, I captained the college debating team and years later, also the debating team of GLC, Mumbai. Arun brought me into student politics, after which I became the Supreme Counselor in my second year and College Union President in my third year at SRCC.

Had Indira Gandhi not declared an Emergency, I would probably have been ABVP's candidate for DUSU president. It is this introduction to student politics that marked a change in my personality. I began to interact with people from all walks of life. It is this that has stood me in good stead in later years.

At SRCC I also became close friends with Vijay Goel, Rajat

Sharma, Justice Rohinton Nariman and Justice Arjan Sikri, all of whom stay in touch even today.

And then you changed tack to pursue a career in law and joined the Government Law College, Mumbai? How did that happen?

On graduating from SRCC, my foremost choices were to do an MBA or chartered accountancy. Most people pursued either of the two after studying commerce. Law was not a sought-after thing in those days. Arun (Jaitley) went for it because his dad was a lawyer. I got one mark less than 50 per cent and could not take up an MBA or do CA. That was the real turning point in my life. I wouldn't have been so successful in any other profession as I am in law. No other profession would have given me so much.

Also, coincidentally in that very year Delhi Law Faculty required you to have a minimum of 50 per cent for admission to it. So, I had to join GLC, Mumbai. I went to Fali Nariman, who was my friend Rohinton's father. He put in a word with the principal of GLC. His wife Babsy in addition spoke to Rafiq Dada who was a professor at GLC at that time. This along with



my extra-curricular activities of SRCC, got me admission at GLC, Mumbai.

In 1976, Bombay was both the financial and legal capital of India. Since the Emergency was in place, there was one great difference between Delhi and Bombay. Delhi was a place full of fear, while Bombay gave a complete sense of freedom. I still remember Soli Sorabjee as a young lawyer speaking at St. Xavier's College, Mumbai against the Emergency openly without any fear.

Also in GLC, I met two of my closest friends – Mukul Rohatgi (Former Attorney General of India) and Anip Sachthey, Senior Advocate. We used to hang out together all the time. In fact, we were known as the three musketeers.

Can you tell us a little about the Supreme Court of India in the early 1980s?

I once again went to Fali Nariman for guidance and he ini-

tially suggested I join JB Dadachanji & Co. but later decided that I might be better off at P. H. Parekh. On 8 August 1979, I walked into Pravin Parekh's office. He just looked up at me and said, 'You work when I work, I work seven days a week'. I said, 'Sure sir'. He told me to start from the next day.

Pravin Bhai's (litigation firm) was one of the most dominant Advocates-On-Record. It was busy as hell. Those were probably the hardest working years of my life. The court worked five days a week, Monday to Friday. At least, four out of those five days at 8: 30 a.m. we were waiting for a conference either at Fali Nariman's house, or Sorabji's house or Mr Mridul's house or Dr Chitale's house or Justice Tarkunde's house (later my father-in-law). I think those three-and-a-half years with Pravin Bhai were the equivalent of ten years of work in another firm.

I remember the summer before the vacation of 1980, the Supreme Court had declared the week to be miscellaneous. The firm had 25 matters onboard every day and each of us had three to four new matters every day. I don't remember working so hard and being so exhausted as I was at that time.

How did you decide to start Karanjawala & Co.?

Another great thing that happened when I was working with Pravin Bhai's was that I met my wife and got married to Manik in February 1982. After coming back from our hon-

eymoon, she cleared the AOR exam which entitled us to file cases in the Supreme Court. In February 1983, we started Karanjawala & Co. That's how it goes.

Tell us about the initial days of Karanjawala & Co. How were the formative years?

My first office was at B17 Maharani Bagh, it was the '*barsati*' of my father-in-law's residence. The office consisted of one inner chamber for me and Manik, and an outer chamber where the clerks sat.

One of the interesting things happening on the sidelines in those days was that Kapil Sibal used to live at C1 Maharani Bagh. So nearly, three to four times a week, we would go to his house for dinner after work. In our early years, we worked extensively together. In fact, when we first met them, Akhil Sibal was two or three years old and Amit Sibal was four or five years old. I'm very proud to see that both of them today are

independently successful senior advocates in their own right.

Kapil's rise in the profession was meteoric. Kapil had what I called a 'can do' attitude to the cases. The point is, when you're dealing with a case, don't constantly find faults with the client. You have to take the case as it is, do the best that you can with it. This is something I learnt from Kapil and I think it is very important.

Can you talk a little bit about the initial landmark cases of Karanjawala & Co.? What did the roadmap look like in the initial years?

It was Swadeshi Polytext. It was for the takeover of a particular company. We were on the side of Sitaram Jaipuria. It's an important landmark case in my life, because while the journey is the journey, there are always certain milestones. When you come across a particular milestone, you feel it. I certainly felt that Swadeshi Polytext was one such milestone in my life.

Appearing for us in the case as Senior Counsel was K. K. Venugopal (Senior Advocate and Present Attorney General),

Bombay and I had requested my friend Nusli Wadia to host a dinner for him which he did. It was on that occasion that Rupert also first met up with Mr Ratan Tata, Mr Sharad Pawar and Mr Vivek Goenka of *The Indian Express*. On the way home from Nusli's house, Rupert and I traveled to the hotel together. I distinctly remember him sharing one of his life's philosophies when I asked him about his family, 'They can all work,' he said, 'but the ship must have only one captain'.

Your firm is the number one litigation firm in the country. You are known to be the advisor to the rich, powerful and famous and talk to industrialists and politicians. How do you see them dealing with Covid-19 and the future?


First, because it was so quick and so sudden everyone is coping with a sense of uncertainty. No one has definite answers. Everyone is living in times when bad news is accentuated and put out there; the economy is crashing. Everyone is hunkering down, going into a bunker. The Indian economy is slowing down. At the moment, there is pessimism combined with sadness. Fear combined with panic. That's the sense I get. People also have had a lot of time to ponder on what changes they should make and I see many people making lifetime shifts.

You even suggested a method for courts to open so that the backlog doesn't add up. How could courts

"There are two aspects which have to be borne in mind to reopen courts. First, how to insulate the judges from the infection that can spread from the bar to the bench ... The second aspect is how to reduce congestion in the courtroom"

keep functioning. Is there a solution?

The solution is unclear at the moment but is constantly developing. The judges at the moment have a temporary makeshift solution of conducting a video conference. But in my view, this is not a long-term solution. Many people who have participated in such conferences don't feel that this gives either the lawyer or the litigant sufficient satisfaction or faith that the case was put across in the way he wanted it to be. A video conference is very truncated and different form of advocacy from what we are used to.

There are two aspects which have to be borne in mind to reopen courts. First, how to insulate the judges from the infection that can spread from the bar to the bench. One solution is to hang a Perspex transparent sheet from the wall, from the ceiling to the floor that completely locks out the chance of the infection travelling from the bar to the bench. Those sheets are like glass sheets except that they are easier to handle and more flexible. The second aspect is how to reduce congestion in the courtroom. Lawyers should step into the courtroom only when their matter is going on or when it is one matter away. 

Anil Dewan, Senior Advocate and Ashok Desai, Senior Advocate. The juniors were Arun Jaitley and Pinaki Misra, who is now a senior advocate and Member of Parliament, Bina Gupta and myself.

We had involved Gurumurthy, the well-known chartered accountant (and present member of the RBI board) who had worked with us as part of *The Indian Express* team when I was in Pravin Parekh's office. The case went on for almost 50 to 60 days and it was watched by everyone in the Supreme Court. This was the first landmark case for Karanjawala & Co.

How did you start representing Rupert Murdoch?

Rupert Murdoch came to India in 1993. I met him through my friend Iqbal Malhotra. When Rupert Murdoch wanted to enter India, Iqbal Malhotra was his point man. Iqbal needed a good team around him. That is how I came onboard along with Rajiv Nayar, now a Senior Advocate of the High Court. He fixed up a meeting between me and Murdoch at Oberoi in the morning. Rupert was staying at the Oberoi. We chatted. We got along well.

On that occasion, we travelled with Rupert Murdoch to



INDIAN

11th Edition

DIGITAL

MARKETING
AWARDS 2020

27th & 28th AUGUST 2020

TAJ LANDS END, MUMBAI

#e4mIDMA

GRAND JURY

**RIDHAM
DESAI**

MANAGING DIRECTOR
MORGAN STANLEY



He has been with Morgan Stanley for last 23 years.

He heads Morgan Stanley's India Equity Research team, one of the top ranking teams in the country.

He has been consistently ranked among the Best Equity Market Strategist and Analyst with a career spanning nearly three decades.

Nominate now : www.e4mevents.com/idma-2020/register

FOR MORE INFORMATION, PLEASE CONTACT:

Priyanka Bhadouria (General Manager- Events & Marketing) : +91 9312634276 | priyanka.bhadouria@exchange4media.com

FOR PARTNERSHIP, PLEASE CONTACT:

Ashish Kudalkar (GM-Sales & Business Development (West)): +91 9820541742 | ashish.kudalkar@exchange4media.com



The national lockdown to control the coronavirus has forced states to take stringent and at times, innovative, measures. BW Businessworld & Primus Partners together conducted a survey to analyse steps states are taking to control the pandemic

T

he world faces a situation unprecedented in recent history, when a virus that has acquired the ac-

ronymn 'Covid-19' has brought economies across the globe to their knees. The health crisis-led global lockdowns have brought economic activity and the movement of people to a standstill. According to the United Nations Department of Economic and Social Affairs, the global economy is likely to shrink by one per cent in 2020 and could further contract should restrictions imposed on economic activities

THE WAR WAG

extend into the third quarter and if fiscal responses are unable to support consumer spending and income.

Battling the Virus

The briefing highlighted the fact that strained healthcare systems, disrupted supply chains, closed borders and movement restrictions are some key reasons for pressure on economic activities. Governments around the world have instituted stimulus packages to provide economic stability during this troublesome period.

India is working on a war footing to contain the spread of the disease, which threatens the health of its 1.3 billion citizens. At the same time, the country is balancing the economic



impact of the essential lockdown, which has a bearing on the livelihood of its people, the viability of its businesses and its national economic future.

Implementation

The Indian government is fighting the battle head-on, introducing various measures to sustain the most vulnerable sections of society and also support Indian industry in its hour of need. The early implementation of precautionary measures has helped contain the contagion from spreading extensively.

While the Union government has been playing a pivotal role to fight the deadly virus, the responsibility of execution lies primarily with the states, who implement the policies and measures on the ground. The state ecosystem across India is working tirelessly to ensure that citizens and industry face minimal disruption amid this unprecedented crisis. There are instances where the government machinery has been under-prepared, but have subsequently stepped up their efforts to address key issues, support industry and look after the needs of the vulnerable and disadvantaged sections of the society.

As restrictions start to ease, economic activity will also resume in the near future. It is with this in mind that a review of the level of preparedness of Indian states in the ongoing battle against Covid-19 is being looked at. *BW Businessworld*

and Primus Partners have designed a 3-R framework, which analyses select Indian states based on their – Restraint (measures to slow down the spread of infection); Response (measures to protect infected people, their contacts and front-line workers) and Recover (measures to get industry and society prepared for the post-lockdown and post-Covid-19 era).



ES ON

Success Mantras

In some states, the number of coronavirus cases have gone up whereas, there are others that have successfully managed to curb the spread of the virus. It is understood that states that have a better graph, have a robust healthcare system and proactive state officials.

Interestingly, states that have managed to control the spread have done so with a methodical approach towards tackling the crisis, clear communication and of course, help from citizens who strictly followed the guidelines laid down. This study identifies the gaps in the level of preparedness and the need for focused intervention. States can learn from one another of how best to tackle challenges in executing policies.

As Indian states start opening zones for economic activity, the need for vigilance increases many folds. Strict adherence and monitoring, underlined by compassion for citizens, will go a long way in allowing economic activity to get back on track while avoiding an explosion in the number of cases. States will have to ensure that all recommended precautions are followed by commercial establishments open for business, and if required, the state health machinery is ready to deal with a second wave of outbreak.

The world is expected to change – in some aspects may be for ever – by this black swan event. Industries will grapple with low demand, partially open global supply chains and changing business models.

The Transformation

To ease this transformation, state governments will have to play a facilitative role by providing an ecosystem that can embrace the change. From maintaining social distancing to providing a robust digital infrastructure, from ensuring a reliable healthcare system to implementing business continuity planning in critical sectors, the requirements will be significant.

States will also play a crucial role in helping citizens make a seamless transition to the new normal. As Primus Managing Director, Charu Malhotra, points out, “While the fight is in the states, success lies in concerted efforts, and the state governments are all doing phenomenal work in dealing with the unprecedented crisis.”

“Communities, government and corporates must join hands to seek solutions. The combination of modern science, new sociological concepts such as distancing and the aggregate efforts of business and research will help wade through the pandemic,” she says.

The study highlights the achievements of some states in this battle against the virus. The methodology is explained in detail in the pages that follow. **BW**

The world is expected to change – in some aspects may be for ever – by this black swan event. Industries will grapple with low demand and partially open global supply chains

TESTING WITH A VENGEANCE

The state has done an excellent job in creating awareness, taking precautions, maintaining transparency

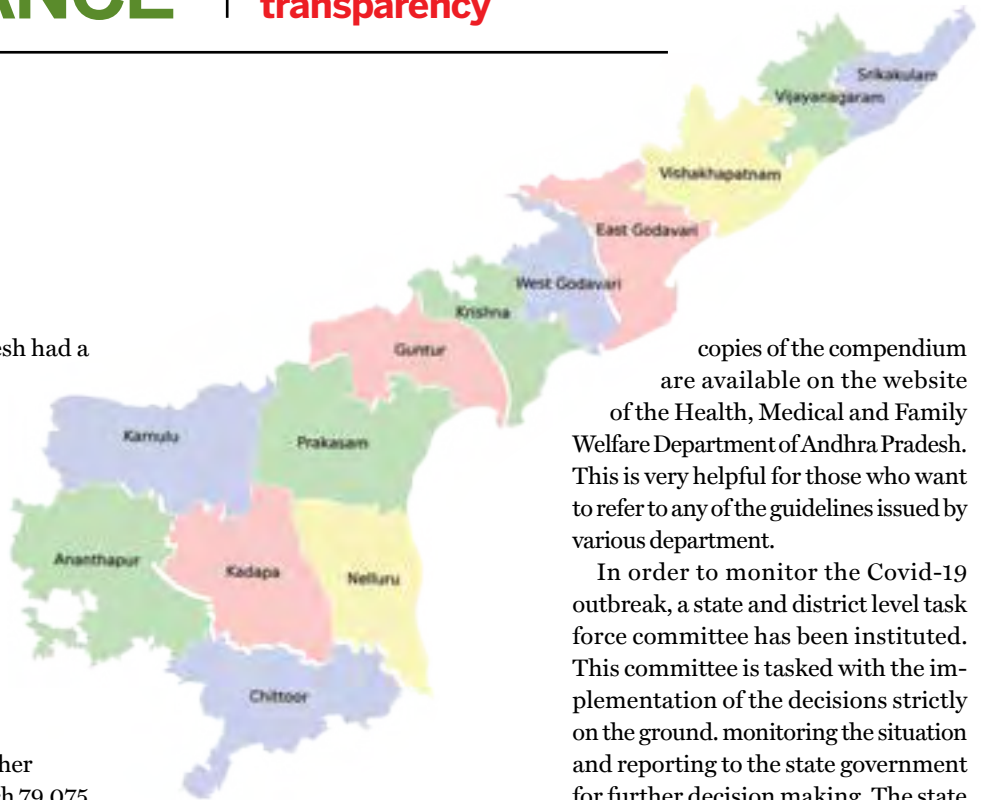
A

As on April 28, Andhra Pradesh had a total confirmed Covid-19 cases of 1,259, of which 258 had been cured while 31 had died. The state reported a fatality rate of 2.47 per cent as against the national average of 4.25 per cent (data as on 28 April 2020). The state also makes a daily report on the cases tested and the corresponding number of negative cases. As on 28 April, Andhra Pradesh had all together tested 80,334 samples of which 79,075 were negative.

In fact, the state government has a dedicated dashboard that updates on a daily basis the number of confirmed Covid-19 cases, those that have been cured / discharged, fatalities, total samples tested etc.

In terms of response, all the protocols, SOPs and guidelines with respect to Covid-19 for medical staff, general citizens, other frontline staff, emergency ambulance number, helpline numbers etc. are available on a single page on the website of the Health, Medical and Family Welfare Department of Andhra Pradesh.

The website also publishes a daily news bulletin issued by the Andhra Pradesh government giving all the updated information pertaining to the last 24 hours. This really shows how transparent the government is with its citi-



THE STATE HAS DONE AN EXCELLENT JOB IN TERMS OF CREATING AWARENESS ABOUT COVID-19 AND THE NECESSARY PRECAUTIONS THAT NEED TO BE TAKEN

zens.

The state has done an excellent job in terms of creating awareness about Covid-19 and the necessary precautions that need to be taken. Pamphlets and posters detailing Covid-19 symptoms and the safety measures have been prepared and displayed on the website. Besides, the state government has also prepared audio and video clips for spreading awareness about the pandemic among the general citizens.

All the notifications / orders / circulars that are issued by various government departments have been collated into the Compendium of Instruction. Scanned

copies of the compendium are available on the website of the Health, Medical and Family Welfare Department of Andhra Pradesh. This is very helpful for those who want to refer to any of the guidelines issued by various department.

In order to monitor the Covid-19 outbreak, a state and district level task force committee has been instituted. This committee is tasked with the implementation of the decisions strictly on the ground, monitoring the situation and reporting to the state government for further decision making. The state

task force headed by CM Jaganmohan Reddy and Additional Chief Secretary to CM PV Ramesh is driving the state's fight against Covid-19.

Andhra Pradesh tops in Covid-19 testing per mil-

lion. According to the health department authorities, the state had so far (as on 22nd April) tested 41,512 samples (830 samples per million) against the country's average of 334 samples.

Hotspot monitoring is done quite strictly in the state, a number of quick steps adopted by the local administrations have been key to keeping the districts safe. The districts have come up with the unique system of appointing a 'Covid-officer' for every 10 suspected cases to help monitor the health of these people in real time. **BW**

— Team BW & Primus Partners

DETERMINED TO CONTAIN SPREAD

The state has instituted a robust mechanism to monitor the new containment areas closely

G

ujarat has waged a very successful containment campaign to curb the spread of the coronavirus. A BW-Primus Partners survey too gave the state maximum marks on the restraint parameter, followed by response and reconstruct. As on April 28, the total confirmed Covid-19 cases in Gujarat stood at 3,548 out of which 394 people had been cured and 162 people had succumbed. The state reported a Covid-19 fatality rate of 4.56 per cent as against the national average of 4.25 per cent.

The state has put in a robust governance mechanism under the leadership of CM Vijay Rupani and Personal Secretary to the CM MK Das to monitor the new containment areas/ hotspots closely. It has chalked out detailed guidelines for identifying new hotspots. In fact, the survey shows that the Gujarat government has performed phenomenally well in terms of community engagement and creating public awareness.

The state's department of health has uploaded pre-recorded messages of the doctors on its website to create awareness among the public about social distancing and practicing a healthy lifestyle.

The state is also making efforts to help the vulnerable groups by providing welfare support. Some of the key steps taken



THE SURVEY SHOWS THAT THE GUJARAT GOVERNMENT HAS PERFORMED PHENOMENALLY WELL IN TERMS OF COMMUNITY ENGAGEMENT AND CREATING PUBLIC AWARENESS

by the states' chief minister include relaxing norms for fishermen by allowing them to fish during the lockdown, distributing free food grains to 60 lakh non-NFSA APL-1 card holders, free ration distribution started through Fair Price Shops to PHH and Antyoday families across the state, ensuring shelter homes for migrant workers card holders, etc.

To ensure safety of the workforce, the state has laid out clear guidelines for employers to prevent the spread of Covid-19 at the workplace. The detailed guidelines have been published on the government portal for the citizens to

follow.

To provide impetus to the industry, the government has permitted selected industries in the state to operate. The government has even increased the daily work duration in manufacturing units to 12 hours from 8 hours.

The chief minister, while interacting with Prime Minister Narendra Modi on April 27, said Amreli, Junagadh and Devbhoomi Dwarka had not registered a single case of Covid-19. He said 18 districts in the state had reported active Covid-19 cases in single digits. He said the government machinery ensured effective implementation of the lockdown since 23 March. In doing so, more than 95,000 cases have been booked under the

Disaster Management Act and the IPC for violating the lockdown in Gujarat.

The CM assured the PM that Gujarat has sufficient provision of essential items for the citizens. He also informed that farmers had been given special permis-

sions to harvest and transport their crops amidst the lockdown.

The state has also permitted industries and business to operate from 20 April, based on the guidelines of the home ministry. Around 25,000 industries have resumed their operations and 5 lakh labourers have resumed their duties. It is also learnt that the export units outside containment zones have been allowed to start their operations. However, the state administration has ensured the provision of only essential items in Ahmedabad, Surat, Rajkot and Vadodara. **BW**

— Team BW & Primus Partners

Gujarat is the worst-hit state after Maharashtra as far as Covid-19 cases and deaths go. What is the way forward for the state? What has been discussed in your meeting with the PM?

The coronavirus is limited to certain hotspots of the state. Though the number of cases have risen in the past few weeks, but these are due to the large number of tests being done by the health officials. We have done more than 53,000 tests so far in the state, and the count of tests per million is rising each day. With the addition of more approved labs in Gujarat, we are able to do more than 3,000 tests per day on an average for the last ten days. And this aggressive testing is the way forward.

Our strategy is multi-pronged. First, we identified the hotspots and sealed them under the cluster containment strategy. Secondly, we went for aggressive testing in the highly infected areas so as to be able to identify the infected people and isolate them, and contain the spread of the virus. For instance, in an intensive door-to-door testing drive in Ahmedabad, we put more than 750 teams of health officials for seven consecutive days in the hotspot areas of Ahmedabad, while in Surat, we used 666 teams to conduct a similar door-to-door drive in hotspots for three days. We are hopeful that soon you will see a flattening of the Covid-19 cases curve, and we will be able to contain the spread.

The third step is proper treatment of the infected people. For this, we have started dedicated Covid-19 hospitals across the state. In fact, we were the first state to open Covid-19 hospitals with a cumulative capacity of 2,200-beds in our four major cities in March itself.

Today, we have more than 61 Covid-19 hospitals, including 31 private hospitals where the treatment expenses are borne by the government, with a capacity of 10,500 beds, 1,500 ICU beds and 1,500 ventilators. Very soon, we will expand the capacity to 22,500 beds, including 10,000 beds in Covid care centres.

At the same time, we are ensuring that the lockdown is followed stringently. Our police is ensuring that people step out only in case of essentials. We have, however, not let this lockdown affect our supplies of essential items. Food grains, food items, fruits, vegetables, milk, medicines and other medical supplies are available in sufficient quantity across the state. Through a strong supply-chain mecha-

'Determined to redefine growth model amidst the Covid crisis'

INDIAN states are waging the battle of their lifetime as they take on the coronavirus and look for ways to mitigate the debilitating effects of the Covid-19 pandemic on the economy and society. BW Businessworld's Manish Kumar Jha speaks with Gujarat Chief Minister Vijay Rupani on a whole gamut of issues including labour, exports and how his state is fighting the corona onslaught. Excerpts from the telephonic conversation:

nism, we have ensured that the shelves of shop owners have enough supplies and people are able to access them. The issues were discussed in detail with the Prime Minister.

As you have been dealing with the issues and leading from the front since the outbreak of Covid-19, could you talk about your experience and suggestions that may broaden the collective response for other states in this fight?

This pandemic is a humbling experience. While we have ensured strict norms to follow the lockdown and restricted the movement of people, the spread of the virus did increase. Due to strong infrastructure and effective planning, we are able to face this unprecedented challenge. But, at the same time, it is also the support of the people of Gujarat, who are religiously following the rules of the lockdown. Our weapon in this challenging time is to unite by staying indoors and maintaining social distancing. Entire government machinery is dedicated to support the citizens.

These are also the times where the human spirit is being tested. We should be optimistic about our future, and face this challenge by preparing well. Proactive measures



like readying Covid-19 dedicated hospitals, timely step-up in the production of medicines like hydroxychloroquine, local manufacturing of ventilators and screening people with travel history and quarantining them has helped us fight this pandemic.

Our meticulous planning, effective administration and cooperation from the people also contributed immensely in ensuring uninterrupted supply of essentials for the citizens. We realized much earlier that any shortage of essentials could create a panic situation and we have been successful in avoiding that. Without doubt, I can say that the commitment of my officers and the support of the people have been instrumental in our fight against Covid-19.

How do you plan to boost the health infrastructure? Can you give immediate and long-term perspective?

The healthcare and medical services infrastructure in

Gujarat is world-class, the foundation of which was laid by our prime minister. In the past 15 years, we have increased our capacity from eight medical colleges with 1,125 seats, to 29 medical colleges and 5,500 medical seats. However, this is not the only criteria. During the same period, we have built world-class OPD centres at the Ahmedabad Civil Hospital and various speciality hospitals dedicated to heart, kidney and cancer in Gujarat.

The inception of Mukhyamantri Amrutam (MA) and MA Vatsalya Yojana exemplified the noble commitment of the state government towards the health and welfare of our citizens. With these schemes, Gujarat government

“In all, we have designed an effective response system to deal with widespread diseases through an efficient healthcare staff who have established a mass outreach mechanism”

has been able to provide healthcare coverage for cashless medical and surgical treatments to more than 76 lakh families. In all, we have designed an effective response system to deal with widespread diseases through an efficient healthcare staff who have established a mass outreach mechanism. Nonetheless, Covid-19 is a pandemic situation and requires a special set of preparation for the country, and Gujarat is no exception.

However, our response of readying dedicated 2,200-bed Covid-19 hospitals in four major cities within a week demonstrates our agility in challenging times. And as the long-term perspective, we want to improve it further to be able to spring back soon in the face of adversity.

Your government has announced that export-oriented industrial units in the state can resume operations if they have received export orders. What are the guidelines under the circumstances?

Gujarat contributes around 20 per cent to India's total exports. We are aware that the demand in the recent times may go down and the trade may take a hit. It was imperative that the existing export orders be met amidst the increasing risk of cancellation altogether. Hence our government decided to support and operationalize the export units to fulfil their impending export orders.

The government issued a notification on 23rd April allowing the exporting industries in SEZs, industrial estate/ industrial townships and EoUs having export orders in municipal corporation and municipal areas but outside



of containment zones. Other units were allowed to function on 20 April itself. This step will benefit nearly 5,000 export-oriented units in the state. These are being supported by the district level committees. In addition, a dedicated state-level control room at Industries Commissionerate has been set up to facilitate and monitor the commencement of industrial activities in rural areas and permitted sectors as defined in the MHA guidelines.

We are following a focused approach in restoring normalcy and in bringing back thousands of labourers/ employees to their jobs


What is your suggestion with regard to an economic package? How can we address the woes of MSMEs and more than 11 crore workers affected?

The strength of the Gujarat government lies in continuing dialogue with various sectors, both formal and informal. We are closely monitoring the situation of MSMEs and will ensure that the appropriate packages are rolled out supporting them in their business in short and medium term. In our state, MSMEs specialize in different products in different districts/regions. For example, in Morbi we have ceramics, in Rajkot, it is engineering while MSMEs in Jamnagar produce brass parts. Hence, region-specific flexible strategies are being devised for the businesses. We have supported MSMEs through deferment of power bill till 15 May and have also waived fix charges and minimum charges for the month of April 2020. A key area would be increasing the liquidity in the market and support in bringing down their operational expenses. The state government will create helpdesks to support MSMEs in import substitution since the global supply chain has been disrupted. Gujarat has been proactive in disbursing the incentives under various policies such as the Industrial

Policy, Textile Policy, etc. to the MSMEs. We are working on further expediting this disbursement.

There are opportunities for wooing global investors fleeing China. How do you look at such possibilities?

Gujarat is a manufacturing hub with established capabilities across the value chain in several sectors like textile, engineering, electronics, etc. Gujarat's growth model has been much talked about. Our conducive environment, policies, regulatory reforms and world class infrastructure have helped attract and grow businesses.

We are one of the most preferred states in the country in terms of "Ease of Doing Business". A multi-department core group has been finalized by the Government under my supervision to support and attract investments in the state. We are working rigorously to further reduce the approval timeline. We are determined to redefine the growth model amidst this economic crisis by giving a major push to the manufacturing and trading units. We are reaching out to the companies which are likely to exit from China and are working closely with various embassies to bring them to Gujarat. We have already started discussions with trade organizations of concerned countries to understand the support that they need to set up operations in the state. In addition to this, we are coordinating with various state-based trade organizations to help the international players find a JV partner where needed. This eases the entry process for companies and thereby results in faster realization of investment intention. The state will monitor each investment intention closely to ensure that Gujarat becomes their home. 

manish.jha@businessworld.in;
 *@Manish_k_jha1*



Outstanding Security Performance Awards

NOMINATE NOW

bit.ly/OSPAS2020



RECOGNISE AND REWARD OUTSTANDING PERFORMANCE IN THE SECURITY SECTOR

Nomination Deadline: **May 15, 2020**

MEET THE JURY 2020

June 2020

New Delhi

Jury Members in Alphabetical Order *



Col Ashok Prabhakar
Chapter Leader North & Head Ethics



Harsh Wardhan
CEO



Jasbir S. Wasu
Vice Chairman
(Legal & Licensing)



Kirti W. Sharma
Chapter Leader North &
Joint Secretary Legal



Maj. Mandeep Singh
Garewal
Chairman of Programmes
Certifications & Awards Committee



Col (Dr.) MP Sen
Director-Courses



R Nandkumar
Founder President



Capt SB Tyagi
Chief Councillor



Shiv Charan Yadav
President



Dr Tapan Chakraborty
Dy. Director, BPR&D
(RETD) & Advisor



Veena Gupta
Founder-President



Organised by

BW BUSINESSWORLD
www.businessworld.in

Media Partners

BW SECURITY WORLD

BW DEFENCE

BW POLICE
WORLD

SecurityunkIndia
www.securityunkindia.com

To contact an OSPAs coordinator regarding entry administration and attendance at the India OSPAs event | **please email:** enquiries@theospas.com

For Speaking Opportunity:

Chetan Mehra

chetan.mehra@businessworld.in | +91 98117 02464

For Nominations & Sponsors :

Ms. Preeti Tandon

preeti@businessworld.in | +91 95608 79875

Mr. Khabirul Islam

khabirul@businessworld.in | +91-9818605549

PROACTIVE HANDLING OF THE CRISIS

With all hotspots identified and sealed, the state has been able to deal with the pandemic in an effective manner

A

On April 28, the total confirmed Covid-19 case in Haryana was reported to be 296, out of which 183 people had recovered and three had died. In fact, the government of Haryana has managed this situation reasonably well to limit the spread of the disease and prevent the infestations from reaching the community stage in the state.

Overall, the impact of the state government's measures is visible in the low case fatality rate of 1.13 per cent in the state compared to the national average of 4.11 per cent (as per 22 April 2020 data) as well as lower number of overall cases compared to other states. With major hot-spots and clusters identified and sealed, the state has been able to deal with the pandemic in a better ways than its counterparts.

Faced with a crisis of this magnitude, it becomes imperative for any government to create a governance structure to review and execute the various actions. In Haryana, the government did this by constituting several committees to overview and execute operations depending on their nature and the size of participants. Guidelines were issued for phased approval of stakeholders in various sectors to slowly restart or maintain their operations while following Covid-19 norms and further spread the disease.

Guidelines for the workplace and gen-



THE OVERALL IMPACT OF THE STATE GOVERNMENT'S MEASURES IS VISIBLE IN THE LOW CASE FATALITY RATE OF 1.13 PER CENT IN THE STATE

eral public were promptly issued to ensure social distancing and safety of the people. Besides, several committees have been monitoring the current scenario and checking progress. All developments are promptly reported to the control room and concerned central authorities.

For affected groups like foreigners, migrant workers and people below the poverty line, specific provisions have been made. The government announced a weekly financial support of Rs 1,000 to support families below the poverty line. Several relief camps have been set up for individuals stranded in the state due to the lockdown. The state

administration tracked the source of every Covid case in their state along with their place of origin and nationality. Information is updated four times a day and made available on their website. Contact tracing is done as per clinic management guidelines issued by the state.

As stated by Chief Minister Manohar Lal Khattar, the government has categorized parts of the state as 'red', 'orange' and 'green' zones with a view to staggered return to normalcy. The Covid Task force is led by the CM and senior officials including Chief Secretary Keshni Anand Arora, Prin-

icipal Secretary to Haryana CM Rajesh Khullar, among others. "Last eight weeks have seen much human suffering and pain. Our solace is that we succeeded in making sure no one slept hungry and the loss of human life remained limited to four," said Khullar.

The state administration has made effective use of technology and related platforms to deal with the pandemic. Besides communication on its websites and social media, the state has even roped in Manushi Chhillar as its ambassador to spread awareness on the pandemic. **BW**

— Team BW & Primus Partners

TACKLING IN A METHODICAL MANNER

Faring well on the parameter of restraint followed by response and reconstruct, the state has the second-highest Covid-19 testing rate in the country

T

HE COVID-19 testing rate in Jammu & Kashmir has been increased to 703 per million, which is the second-highest in the country, against 77.5 per million during the initial Covid-19 days. With a total of 565 confirmed cases and 8 deaths so far, the state is fighting the Coronavirus battle well.

The number of samples tested are more than 700 per day in the last few days and soon it will be moved up to 1,000 tests per day in the four the Indian Council of Medical Research (ICMR) accredited labs in the Jammu & Kashmir.

As of this week, the Covid-19 patients cure/discharge rates in Jammu & Kashmir is around 30 per cent, which is more than the Indian average cure/discharge rate that is 23 per cent. The death rate of the Covid-19 patients in Jammu & Kashmir, out of the total confirmed cases, is 1.28 per cent, which is much lower than India's average Covid-19 mortality rate of 3.17 per cent.

The government of Jammu and Kashmir is working tirelessly to curb the spread of the virus in the state. It has launched the Swasthya Nidhi Covid-19 Health Audit App for 100 per cent surveillance of the coronavirus cases. Under this programme, designated teams would be dispatched to visit citizens of the state to enquire about their well-



OVER RS 100 CRORE HAVE BEEN RELEASED BY THE GOVERNMENT TO THE DISTRICT COLLECTOR TO SUPPORT THE 2.20-LAKH DESTITUTE AND LABOURERS IN 1,245 CAMPS ACROSS JAMMU AND KASHMIR

being and health. This exercise hopes to screen over 15 lakh population for the coronavirus.

As per latest reports, the government has brought back students and labourers stranded in various parts of the country during the national lockdown that has been imposed to control the spread of the virus. The destitute and labourers have well taken care of by the Jammu & Kashmir government. Approximately Rs 100 crore have been released by the government to the District Collector to support the 2.20 lakh destitute and labourers in

1,245 camps across Jammu and Kashmir. In addition, the state has given free Midday Meal ration to eight lakh children and Rs 15 crore has been transferred towards cooking charges. Further, Rs 183 crore pending Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) payments have been released by the Rural Development Department of Jammu & Kashmir.

At the time when majority of the big states were finding their way around the pandemic pandemonium, the Jammu and Kashmir Government took one step ahead and constituted a Task Force to restore economic activity and employment in the Union Territory during the Covid-19 period. In order to bring clarity and reduce confusion in terms of supply chain management during the lockdown period, a detailed SOP has

been issued.

This details the conditions under which the passes will be issued, issuing authority details and category of sector for which the passes are going to be issued. The state has approached this crisis in a methodical manner, which has given them an upper hand in fighting the pandemic. In addition to the co-operation of the citizens, clear communication and dedication of the state officials has helped Jammu & Kashmir slow the coronavirus growth graph. **BW**

— Team BW & Primus Partners

SPREADING AWARENESS TO PREVENT VIRUS

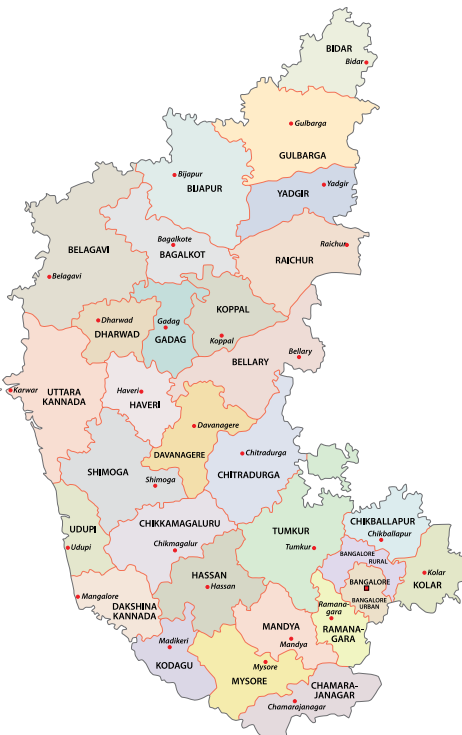
The state has developed Corona Watch Mobile App and the Quarantine Watch App to track the movement history of patients tested positive

A

S PER THE workforce management, the Karnataka Government has issued an order to mitigate the hardships of the public, which allows additional activities to be operationalised by the Bruhat Bengaluru Mahanagara Palike (BBMP) — the district administration — in non-containment and red zones areas. This specifies the district administration has to ensure that all preparatory arrangements with regard to social distancing in offices, workplaces establishments, and also other sectoral requirements are in place. Standard Operating Procedures by the Ministry of Health and Family Welfare for workforce management will be followed.

The state has done well in containing the spear of the deadly virus, and has made better arrangements to deal with the crisis as compared to other states. Certain economic/industrial pockets have been identified and reopened for revival based on the zones they are in. The supply of essential items has been taken care of by the government by making a separate committee that looks after this aspect further, other sectors such as industries also have a separate department looking at these needs.

Separate committees looking after different areas will help in strengthening supply chain resilience. Further, to ensure enforcement of lockdown and proper management of various administrative



THE STATE HAS DONE WELL IN CONTAINING THE SPEAR OF THE DEADLY VIRUS, AND HAS MADE BETTER ARRANGEMENTS TO DEAL WITH THE CRISIS AS COMPARED TO OTHER STATES

and complementary aspects, certain district level coronavirus control teams have been constituted.

The government has used technology and technological platforms efficiently. The state has developed apps such as Corona Watch Mobile App and the Quarantine Watch App to track the movement history (prior to detection) of patients, who tested positive, so that they can take precautions. The app mentions the date and time of visit to various areas by pa-

tients. Other than this an online system has been created to issue travel passes and there is a state government portal mapping the position of coronavirus affected areas. In addition, for surveillance purposes drones are being used by Bengaluru City Police to monitor the lockdown.

The government has taken steps to avoid community engagement to contain the spread of the virus. For instance, during Ramadan, Iftar parties and public gatherings have been discouraged. Public awareness campaigns have been undertaken across platforms such as digital media, posters, advertisements and radio.

In order to support frontline workers and ensure that guidelines are being followed, the state government has passed an epidemic ordinance, where defaulters will be subject to stringent punishment. The punishment includes a three-year jail sentence and a penalty of up to Rs 50,000.

As per recent reports, the number of tests conducted by the state were among the lowest in all the southern states. In fact, a sizeable number of samples of people suspected to have the coronavirus were pending for testing in laboratories across the state. However, Karnataka is actively working towards

increasing the screening process. For this, the state government has formed a portal for live monitoring of containment zones. A door-to-door survey for early detection of the Covid-19 has been started, apart from using apps like Corona watch mobile app and the Quarantine watch mobile app. The state is well on its way to emerge a winner against the deadly virus. **BW**

— Team BW & Primus Partners

#YoungEntrepreneur

BW BUSINESSWORLD

www.businessworld.in

SIXTH EDITION

YOUNG ENTREPRENEUR SUMMIT & AWARDS 2020

JUNE | NEW DELHI



bit.ly/BWYEA20

NOMINATE NOW

LAST DATE TO NOMINATE
MAY 15, 2020

CELEBRATING INDIA'S MOST
**ENTERPRISING
YOUNG MINDS**



JURY CHAIR

RAJAN ANANDAN

MANAGING DIRECTOR
SURGE & SEQUOIA CAPITAL INDIA



CO-CHAIR

HEMANT KANORIA

TRUSTEE, KANORIA FOUNDATION &
CHAIRMAN SREI INFRASTRUCTURE FINANCE

JURY MEMBERS

*In Alphabetical order



ADITYA P GUPTA
Partner
Gems



**AGNELORAJESH
ATHAIDE**
Chairman
St. Angelos VNCT Ventures



ANJALI BANSAL
Founder
Avaana Capital



KESHAV BHAJANKA
Executive Director
Century Plyboards



MAHENDRA SWARUP
Founder
Venture Gurukul



NOOR FATHIMA WARSIA
Group Editor
BW Businessworld



MONISHA ADVANI
Partner
Emmay Entertainment and
Motion Pictures



PANKAJ MAKKAR
Managing Director
Bertelsmann India Investments



RADHESH KANUMURY
Managing Partner
Arka Venture Labs



SANJAY NATH
Co-Founder &
Managing Partner
Blume Ventures



TEJ KAPOOR
Managing Director & Head
Fosun RZ Capital India



VIKRAM GUPTA
Founder & Managing Partner
IvyCap Ventures Advisors



VIPUL ROONGTA
Managing Director & CEO
HDFC Capital Advisors
(HCAL)



VIVEK TIWARI
Founder & CEO
Medikabazaar

For Sponsorship & Nominations:

Nitish Rampal

nitish@businessworld.in; +91 98189 89815

For Speaking Opportunity:

Chetan Mehra

chetan.mehra@businessworld.in; +91 98117 02464

For Nominations:

Afifa Sheikh

afifa@businessworld.in; +91 88609 77503

Real Estate Partner



Coworking Partner



Knowledge Partner



USING TECH TO COMBAT COVID-19

Kerala has done extremely well in mitigating the Covid-19 impact. Its efforts were backed by a robust healthcare system and its efficient officials

K

KERALA'S EFFORTS in addressing the pandemic started early in January 2020 by capitalising on its experience of tackling Nipah Virus. The state's efforts were backed by a robust healthcare system and efficient officials, who have worked tirelessly to flatten the curve of the pandemic. In addition to officials and healthcare workers, the citizens of the state followed the guidelines laid down and worked hand-in-hand with the state to mitigate the crisis.

There have been 485 positive cases reported with four deaths so far. The state was proactive in its approach, and imposed lockdowns in various areas much before the national lockdown was announced. The state's lockdown, after having India's Patient Zero case, was far more rigid than the national lockdown, but the necessities of the citizens was never compromised.

Requirements such as home delivery of groceries were met, migrant labour was looked after and provided shelter. The state established 1,255 community kitchens, provided ration kits and food packets and has endeavoured to keep its citizens fed and looked after.

The state identified four priority programmes (checking community spread of the infection, insulating frontline



THE STATE ESTABLISHED 1,255 COMMUNITY KITCHENS, PROVIDED RATION KITS AND FOOD PACKETS AND HAS ENDEAVOURED TO KEEP ITS CITIZENS FED AND LOOKED AFTER

workers, home quarantining high-risk category patient and high surveillance) that informed the state guidelines and accordingly measures were taken to combat the virus outbreak.

A major success was the fact that even before the outbreak was full-blown in nature, the state government was ready with 12 testing facilities for early detection; which ensured swift recovery rate of patients. In fact, Kerala was the first state to use rapid test kits from the Pune-based Mylab to increase its testing capability.

Further, the state government re-

leased route maps of the patients infected with the virus for contact tracing, which helped them identify the contacts in time to curb the spread of the virus.

The 'Break the Chain' campaign launched by the state government saw a lot of appreciation and success. The aim of the campaign was to educate people on the benefits of washing their hands, in order to break the chain of the spread. As a part of this campaign, the government installed taps and provided hand wash sanitisers across public areas.

The state has embraced technology in its battle against the deadly virus. For example, the Corona Safe Network - an open source public utility designed by a multi-disciplinary team of innovators and volunteers, who are working on a model to support the Governments' efforts with full understanding.

The strategy is centred around two components

— Corona Literacy Mission (spread awareness on the way the virus spreads, precautions to be taken) and the Corona Care Centers (temporary facility created to augment the existing healthcare infrastructure)

A few other examples are the use of robots for delivery of sanitisers etc., mobilephone-based geofencing solutions for effective quarantine. There is a multilingual Covid-19 app for information dissemination and to fight fake news. All this of course, in addition to launch of apps for delivery of essentials. **BW**

— Team BW & Primus Partners



Upcoming Issue May

- **Covid-19 Vaccine** –Vaccines to treat Covid-19 are being worked on, a highlight of all the work that has been done in this sphere.
- **Privacy & Digital Security in post Covid world**– with businesses moving online in a big way where is privacy and digital security headed?
- **Manufacturing in Crisis**- Taking stock of the manufacturing sector (Auto, MSME, FMCG, Durables etc.). An in-depth into what the State Government is doing to boost manufacturing?
- **Economic Impact of the extended lockdown**
- **Regular Features/Webinar Transcripts etc.**



Ensure Your Brand's Presence in this Special Issue!

To Subscribe, Please Visit
subscribe.businessworld.in
or scan



Ensure Your Brand's Presence in this Upcoming Issue!

Delhi	Ms Aparna Sengupta Mr Ravi Khatri Mr Anjeet Trivedi Mr Manoj Sharma	aparna@businessworld.in ravi.khatri@businessworld.in anjeet@businessworld.in manoj@businessworld.in	9958000128 9891315715 9818122217 9899205594
Bengaluru	Mr Kangkan Mahanta	kangkan@businessworld.in	8971232344
Mumbai	Mr Abhinav Trivedi	abhinav@businessworld.in	9545261726
Kolkata	Mr Manash Bhattacharyya	manash.businessworld@gmail.com	9831072660



'To tackle Covid-19, healthcare interventions alone will not suffice'

KERALA'S public healthcare system, which has been ranked the best among Indian states, prepared it to respond proactively to the Covid-19 outbreak. Critical steps like early health advisory and welfare measures won praise for the state's leadership. BW Businessworld's **Manish Kumar Jha** spoke with Kerala Chief Minister **Pinarayi Vijayan** about the governance model as well as key challenges in the backdrop of the state's fight against the Covid-19 pandemic. Excerpts from the telephonic interview:

Kerala's deft handling of Covid-19 has put the spotlight on its public health infrastructure. Of the 485 positive cases recorded so far in the state, 123 are active patients. What is your outlook?

While it is true that we have been able to reduce the number of positive cases and increase the rate of recovery, it is too early to say that we are out of the danger zone. Until those undergoing treatment are fully cured and those under observation complete their quarantine period, we cannot throw caution to the wind. Therefore, we are remaining as vigilant as ever. The state administration and the civil society are jointly engaged in keeping this vigil.

As you have been leading from the front in this battle against Covid-19, could you share your experience and suggestions so as to broaden the collective response of other states in this fight?

We need to realise that Covid-19 cannot be overcome comprehensively without the peoples' wholehearted support. To ensure that, we assured them well in advance that their needs would be taken care of and that they would be provided for, even while they would have to stay at home without work or income. The state government has implemented programmes like providing individuals with 15 kg of foodgrains for a month, distribution of welfare and social security pensions, supply of kit of essential commodities, etc. The government has also deferred payments for utilities so that penal charges are not levied. We also opened a direct line of communication with the people so

that they are updated on a daily basis on the challenges we are facing and the interventions that are being made to overcome these.

To tackle the infective disease, healthcare interventions alone will not suffice. Apart from providing specialised treatment through the public healthcare system, initiatives like provision for safe quarantine, preparing a route map for tracing contacts to prevent the spread of Covid-19, are being taken. The entire state machinery and the society are working in unison. Inter-departmental coordination and cooperation required to provide relief to the people under lockdown are being ensured by holding discussions with senior-level officers on a real-time basis. Along with the countries of the world and rest of the states in India, Kerala is also facing an unprecedented challenge and we too are gathering experience from our efforts.

Last but not the least, we need to conduct testing of samples on a large scale among the population so that the extent of the spread of the virus can be ascertained with more precision. India has so far reported more than 30,000 positive cases. At this point, we need to focus on testing and tracing. For this, the availability of the necessary ingredients has to be ensured. In our opinion the focus should be on ensuring the availability of adequate quantity of testing ingredients so that we can gauge the danger more accurately and take appropriate remedial measures.

Kerala is expecting another wave because of the migrants – estimated at half a million – returning home from the

Gulf. Does it pose a big challenge? What measures are on your mind?

Some of our non-resident sisters and brothers from around the world are keen to return to Kerala, and we are gearing up to receive them. A help desk is already functioning in NORKA Department and we have set up an online registration process for pravasis wishing to return home, through its website. More than 3,32,000 pravasis from 180 countries have registered till now.

The Public Works Department has identified around 2,50,000 beds for quarantining and isolation. Over 49,000 beds in government hospitals have been prepared for Covid-19 patients and over 81,000 beds are available in private hospitals. Around 7,400 ICU beds and 2,400 ventilators are also ready in hospitals across the state. We are making preparations to meet the emergency situation.

Extensive preparations are being made at all the four airports in the state to facilitate screening of pravasis on their return. Adequate quarantining facilities are being prepared near the airports. Symptomatic returnees will be moved to Covid-19 hospitals as required. Home quarantine of 14 days will be mandated for all those who come into the state. The administration has already announced monetary assistance to the pravasis in this regard. The state has taken up the issues of returning people with the Central government stating that certain categories of people should be accorded priority for return journey. As some of them do not have the means to pay for the travel, we have requested to the central government to facilitate the same. We have requested the Centre to utilise the Indian Community Welfare Fund to provide assistance to the returning migrants.

Kerala is already running a fiscal deficit and Covid-19 is aggravating it further due to the lockdown. What is the expectation from the Union government?

In the post-lockdown scenario, hardly any revenue is being generated. At the same time, states are having to undertake largescale welfare measures to provide for the people as well. We are in a very peculiar situation where there is little income, and the expenditure is rising exponentially. Without additional borrowing, the present needs cannot be met. Ever since the Fiscal Responsibility Acts (FRA) have been implemented, the states have been required to adhere to the norms strictly. The limit on borrowing prescribed under the FRA Acts needs to be enhanced to 5 per cent. The central government has also been requested to enable the states to float Pandemic Relief Bonds at cheaper rates of interest, to take up with the Reserve Bank of India the demands to enhance Ways and Means limit by hundred



“The PWD has identified around 2,50,000 beds for quarantining and isolation. Over 49,000 beds in government hospitals have been prepared for Covid-19 patients and over 81,000 beds are available in private hospitals”

per cent. The donations made by the corporates to the Chief Ministers' Distress Relief Funds should also be reckoned as expenditure under Corporate Social Responsibility (CSR).

What is your view on the economic package to mitigate the impact of Covid-19? What is the way to address the plight of India's MSMEs and more than 11 crore workers?

The total stimulus package announced by the central government till now is just 0.7 per cent of the GDP. However, many countries have announced financial stimulus packages rang-



“Daily wage labourers, small traders and MSMEs have been hit the worst (as a result of the lockdown). A national income assistance scheme should be announced for unorganised and daily wage labourers”

ing between 12 per cent and 20 per cent of their GDP. In some of those packages, there are special schemes for protecting jobs in the private sector through employment subsidies to the job providers. India should also have a comprehensive strategy to tackle the economic hardships that have come up in the light of the pandemic.

Daily wage labourers, small traders and MSMEs have been hit the worst. A national income assistance scheme should be announced for unorganised and daily wage labourers. Small traders could be assisted through a special package, utilising the NDRF. MSMEs should be allowed immediate loans up to Rs 5 lakh. The Centre should bear its interest component. Kerala has already announced such a loan scheme through Kudumbashree, with interest payments borne by the state government as part of its Covid-19 economic package.

Besides, the state government has requested the central government to allow an interest subvention of 50 per cent on all existing loans to MSMEs. We have also taken a stand that measures for providing subsidies to protect existing employment in industries in the present situation should be initiated in our country also. Policy interventions for ensuring wages from Employees State Insurance Corporation (ESI) funds to

workers in enterprises which are unable to function in the current scenario have also been requested.

The crisis offers opportunities for attracting global investors fleeing China to set shop in India. What do you make of such possibilities?

Even as the rest of the country was reeling under a slowdown, Kerala had bucked the trend by registering a 7.5 per cent growth in 2018-19, up from 7.3 per cent in 2017-18. The state's per capita income in FY19 was Rs 1,48,078 compared to the national average of Rs 93,655. The manufacturing sector registered 11.2 per cent growth in the same period, in comparison to the 3.7 per cent recorded in the previous year. A total of 13,826 MSME units started operations with a total investment of Rs 1,321.94 crore. I mention these figures to point to the fact that Kerala has been extremely investment friendly over the last couple of years.

By enacting the Kerala Investment Promotion Act, we have significantly eased several complicated procedures pertaining to setting up businesses. We have launched an online mechanism to grant clearance for proposals within 30 days of application, K-SWIFT. If the deadline for permission expires without response from authorities, the same is assumed as given and the applicant becomes eligible for deemed license. Entrepreneurs can start micro,

small and medium industries having an investment of up to Rs 10 crore without waiting for issue of license from government department. Investment Facilitation Centres are operational at the district and state level to guide investors, and we have formulated a policy to develop startup ecosystems in the state.

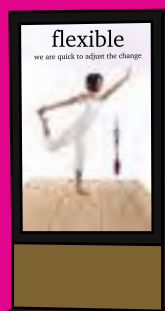
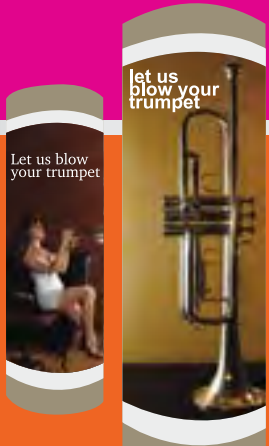
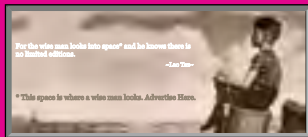
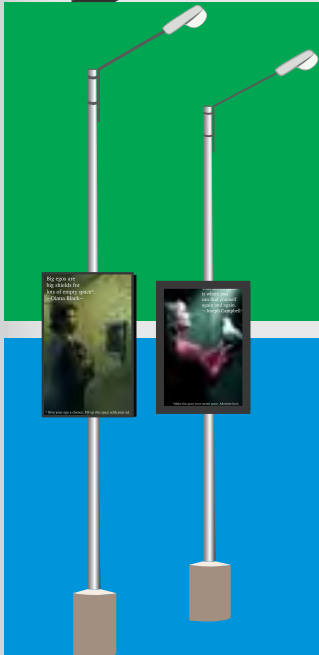
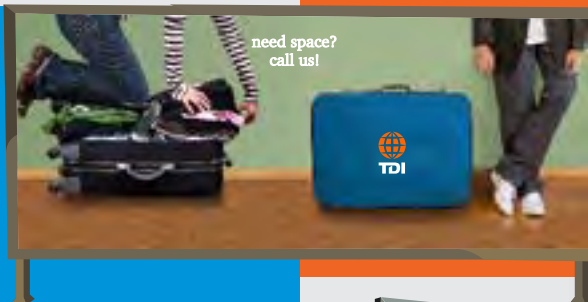
We have been doing exceptionally well in the services sector, particularly in hospitality and IT. They will continue to remain our strength in the future too.

Rent has been waived or a moratorium has been granted on payment of rent for the months of April, May and June, depending on the area under lease, for companies based in the state's IT parks. Surcharge on rent has been waived for six months, from April to September. Annual rent escalation of 5 per cent has been avoided for FY2020-21, in government-owned buildings within IT parks. Subsidies have been announced in electricity tariffs on IT parks as well. An additional six months has been granted for commencement and completion of construction works in land under the IT parks, over and above the deadline as per agreement. **BW**

manish.jha@businessworld.in; @Manish_k_jha1



Premium Transit & Digital Advertising Experts





When it comes to Out-of-Home Advertising, most media professionals trust only TDI. This trust and impression has been formed over 3 decades, gaining the experience and reach to deliver the full impact of your advertising campaigns across the country.

Airports | Metro | OOH | Mobile & Internet

North: Jatinder Singh : + 91 98115 40202

South: Vinod Kumar : +91 98840 38320

West: Aalap Shah: +91 9909001098

MAD (Mobile & Internet Advertising)

Sanjay Sharma : +91 98184 53031

TDI Media Services: 011 - 42534300

Corporate Office

011-42534300 | info@tdiindia.com | www.tdiindia.com

ENABLING TOUGH TASKS TO BATTLE COVID-19 AHEAD

The state issued detailed guidelines to ensure safety of health workers and staffs, along with conducting test and maintaining surveillance

M

ADHYA PRADESH issued orders highlighting the risk of the Covid-19 quite early. On January 28, the state government issued directions to monitor international passengers from specified countries, along with conducting test and maintaining surveillance on those who were symptomatic.

Further, the state issued detailed guidelines to ensure safety of health workers and staffs. The regional directors of the Directorate of Health Services were instructed to ensure availability of Personal Protective Equipment (PPEs). The state government released the Madhya Pradesh Epidemic Diseases, Covid-19 Regulations 2020, specifying special administrative powers and protocol for hospitals (government and private) to follow while treating the Covid-19 patients.

To ensure availability of essential items, the state issued an order on 20 March 2020 (effective till 15 June 2020) requiring suppliers of masks and sanitizers to maintain a fixed price, keep a record of purchase and sales of the essential items and present it fortnightly to the authorities. The order also prevents them from refusing to sell to any customer.



IT IS USING TECHNOLOGY EFFECTIVELY TO COMBAT THE COVID-19 CRISIS. IT HAS LAUNCHED A FOCUSED STATE LEVEL PORTAL MONITORING GUIDELINES, ORDERS, FAQs AND CONTACT DETAILS, ETC

In its battle against the pandemic, the state government has designed a unique strategy of Identification, Isolation, Testing and Treatment (IITT).

The strategy includes:

- (A) Identification of cases, hotspots and clusters.
- (B) Isolation and quarantine of suspected cases and containment area.
- (C) Testing of high-risk contacts and suspected cases in addition to tracing of contact.
- (D) Treatment of suspected cases and providing medical care.

Further, the state is using technology effectively to combat all the aspects of the Covid-19 crisis. It has launched a focused state level portal for Covid-19 monitoring guidelines, orders, FAQs

and contact details, etc. The information is regularly updated on this portal and can be easily accessed by the public.

Also, the state has launched SAARTHAK application, along with a state level dashboard (geoportal) to keep a track of the activities of the citizens in quarantine and of foreign travellers. With 2,387 confirmed coronavirus cases as of date and 120 deaths, the state is working hard to control the crisis.

To mark the hotspots and seal containment zones, the state government has released

a detailed strategy. The state has been divided into three zones with a criterion of inclusion for each zone. Further, boundaries for these zones have been defined for efficient management. The guidelines have been put in public domain.

To ensure smooth HR management, the state has implemented the Essential Services Management Act, 1979. The Act, among other things, prohibits anyone employed in essential services to refuse to work. Also, the state initiated a drive for appointment of final year undergraduate nursing students as nurses. The state is also working tirelessly towards moving the graph in its favour in the coronavirus battle. **BW**

— Team BW & Primus Partners

BANKING ON AGGRESSIVE TESTING

The state ranks fourth in the country in terms of testing per million and tests conducted per day

M

aharashtra has become the biggest casualty of the Covid-19 scourge in the country, accounting for a total of 8,590 confirmed Covid-19 cases, as on 28 April. Of these, 1,282 people were completely cured and another 369 who failed to survive the infection. Another indicator of the severity of the outbreak in the state is the case fatality rate, which stood at 4.29 per cent, or marginally higher than the national average of 4.25 per cent (as of 28 April 2020 data). Despite the higher number of cases, the state has performed well on the restraint factor fol-

lowed by the response and reconstruct parameters. Due to the initiatives of the state government, Maharashtra was able to reduce the hotspots from 14 to 5.

The state has taken adequate measures in ensuring community engagement and creating public awareness. The administration is making effective use of social media (Facebook, twitter, tik tok etc) in its ground-level awareness campaign.

The state is ranked 4th in the country in terms of testing per million and tests conducted per day. It has formed a cluster containment plan to deal with the contagion, and is using data analytics, drones and the traditional patrolling methods for effective containment in crowded places.

Further, the Mumbai police have decided to deploy drones and artificial in-



“THERE WERE ONLY FOUR LABS FOR TESTING OF COVID-19 ACROSS THE STATE WHICH HAS BEEN INCREASED TO 40, THESE WILL BE FURTHER INCREASED TO 60”

telligence to monitor the densely populated neighborhoods of the city in order to strictly enforce social distancing norms. In fact, as early as 1 April, the city police started using a network of 5,000 CCTV cameras along with drones to monitor different parts of the city and implement the lockdown. Drones were also deployed over densely-populated areas such as Mumbai and Bhiwandi.

A week later, Mumbai became the first city in the country to make wearing of facemasks compulsory in public places. By mid-April, Maharashtra chief minister Udhav Thackeray formed a Covid-19 Task Force comprising leading doctors to advise the government on ways to control the outbreak. As the number of cases continued to rise, the state government

withdrew the relaxation it had earlier granted to the MMR and Pune for agriculture, construction and manufacturing.

Speaking at a digital press conference, Amit Deshmukh, the state's Minister for Medical Education and Culture said the administration had started testing and treatment at all medical colleges under DMER (Directorate of Medical Education and Research), Government of Maharashtra. “There were only 4 labs for testing of Covid-19 across the state which has been increased to 40, including private and government

labs. This will be further increased to 60 labs,” Deshmukh said.

According to state Health Minister Rajesh Tope, 83 per cent of corona virus patients in Maharashtra are asymptomatic, and 20 per cent of them have recovered. In Mumbai, therefore, the state government has roped in senior IAS officers including Manisha Mhaikar, Vinita Singal, Ashwini Bhide, N. Ramaswami and others to intensify the fight against the Covid challenge.

In Nagpur, the civic body has surveyed the entire city, going door-to-door to identify, track and contain cases. It has served more than 1 million meals for migrant labors, poor, differently abled to ensure that no one goes hungry. **BW**

— Team BW & Primus Partners

TESTING AN ARMOUR IN COVID FIGHT

The administration has adopted a phased approach in order to tightly monitor the hotspots in the state

A

Although Punjab had had a low incidence of Covid-19 infections — as on April 28, it had a total of 313 confirmed cases of which 71 had been cured — the case fatality rate in the state was slightly higher at 5.7 per cent with 18 deaths, compared to the national average of 4.11 per cent (as on 22 April). However, it has fared better than the national average in terms of 'per million' testing.

To tightly monitor the hotspots in the state, the administration under Chief Minister Amrinder Singh has adopted a phased approach. Under phase I, rapid testing facility is underway in key districts of Mohali and Jalandhar. The districts are directed to submit daily reports of the tests conducted along with the results. Real-time information on testing and patient's profile is available health department's portal www.covid-19punjab.in.

The Punjab police have launched catchy slogans for specific districts — Hello Patiala, Kuch Din Outings te Lagao Taala (Hello Patiala, please put a hold on outings for some days), Stay at Home; Ludhiana Thode Dina Tak Gharo Bahar Nahi Aan (Ludhiana, please do not step out of your house for few days), Bas Ghar Vich Hai Khushali (Happiness is only at home), and so on.

For the benefit of its citizens, the state's all-in-one COVA app provides statistical figures of the infected people and their



FOR ECONOMIC RECOVERY, THE STATE HAS FORMED A TASK FORCE TO SUGGEST STEPS TO ADDRESS THE POLICY CHALLENGES IN DEALING WITH THE COVID-19 EPIDEMIC

coordinates superimposed on the Google map; offers information on mapping of localities/ areas in a districts using colour codes such as orange for zones with suspected cases, red for zones with confirmed cases; traces the movement of the rapid response teams (RRT) which answers the distress call from potential Covid-19 patients; integrates mobile numbers of all the home-quarantined citizens and confirmed cases for police to closely monitor; its Bluetooth based functionality send alerts to citizens in case they come within Bluetooth range of either a positive/confirmed case or a

suspected case. This initiative is led by Vini Mahajan, Additional Chief Secretary (Governance Reforms and Public Grievances).

In case of relapse, the state has made arrangements for around 30,000 healthcare facilities. It has identified 55 isolation/quarantine locations out of which 25 are currently functional and the rest will be used in phase-2. Around 40,000 personal protection equipment (PPE) are available with the state, officials said.

Says Suresh Kumar, Chief Principal Secretary to CM: "Even in times of Covid there has been a record wheat procurement. During the process not even single case of Covid was found. Punjab has been the frontrunner to ensure food security for the nation. Measures were taken to ensure adequate food and shelter for 1.3 million migrant workers."

For economic recovery, the state has formed a task force to suggest measures for restarting socio-economic activities, re-establishing livelihoods and limiting contagion.

Besides, a group of experts has been constituted under Montek Singh Ahluwalia to develop a post-Covid economic strategy for the state. This group shall also recommend fiscal management strategy along with other policy measures to revive the state's economy in the aftermath of the Covid-19 crisis. **BW**

— Team BW & Primus Partners

BEATING ALL THE ODDS

An expert committee headed by the Finance Secretary has been constituted to continuously track the epidemic in the state

W

ith a total of 2,058 confirmed novel coronavirus cases and 25 deaths so far, Tamil Nadu has been working hard to curb the spread of the virus. The government has taken steps to completely curb public movement in containment zones, expedite contact tracing and subject them to tests, and carry out coronavirus testing on those within the city limits with symptoms like breathlessness, fever and throat pain. Catering to front-line workers, two senior IAS officials have been additionally appointed as the zonal officers for this purpose.

In an effort to look after the brave frontline workers, the government hiked the ex-gratia to Rs 50 lakh from the previous Rs 10 lakh to the kin of personnel, who dies performing the Covid-19 duty. Further, the government stated it will provide jobs to a member of the deceased family on compassionate grounds.

Further, the Tamil Nadu Government has also collaborated with the Centre to launch an Aarogya setu IVRS system for citizens, who cannot download the Aarogya setu app, usually downloaded on smartphones. The facility is targeted towards citizens, who cannot afford smartphones. Here is how it works, a tollfree number can be dialled by citi-



THE STATE HAS COLLABORATED WITH THE CENTRE TO LAUNCH AN AAROGYA SETU IVRS SYSTEM FOR CITIZENS, WHO CANNOT DOWNLOAD THE AAROGYA SETU APP, USUALLY DOWNLOADED ON SMARTPHONES

zens; the system then calls them back and asks a few basic questions on the subject usually in the mothertongue. The subject then has to press respective digits depending on the options given. Based on the answer, the citizen is categorised in to 'no risk', 'low risk' and 'high risk' category.

The Tamil Nadu Government is leveraging technology in its fight against the pandemic, under the leadership of the Chief Minister, there has been an introduction of 24/7 special control-rooms and hi-tech command and

control centres (CCC), and also launched Covid-19 dashboards to ensure both surveillance and awareness of relevant information amongst the masses. By partnering with the startup Garuda, based in Chennai, the state is using drones to disinfect hospitals.

In addition to these methods, an expert committee headed by the Finance Secretary has been constituted to continuously track the epidemic in the state and to provide suggestions for preventing and controlling the Covid-19 spread. The committee is also involved in developing treatment protocols for managing cases of people diagnosed with the Covid-19 infection. It is also undertaking constant review of international literature available for prevention and treatment of Covid-19 infection and formulates guidelines for adoption in

the State. The committee further intimates and enables the conduct of clinical trials to develop protocols for treatment of infection.

According to the Health Secretary, in addition to the 17 existing testing facilities, Tamil Nadu has two more laboratories i.e. IRT, Perundurai and a private laboratory. The State also has the maximum number of testing centres and testing kits in the country. The state is working hard to curb the spread of the virus and to bring it under control. **BW**

— *Team BW & Primus Partners*

SITUATION UNDER CONTROL

Starting the economic activity and tackling the spread of the virus has been top priority for the state administration

A

S on April 28, Uttar Pradesh had a total of 2,043 confirmed cases of Covid-19, out of which 400 had been cured and 31 had died, giving the state a case fatality rate of 1.51 per cent, which is much lower than the national average of 4.25 per cent (as per 28 April 2020 data).

The state administration is ensuring that it provides food to all. And it is doing so with the help of two platforms—Annapurna and Supply Mitra. While Annapurna gives location of free cooked items and food packets, Mitra, a supply platform is used to facilitate home delivery of groceries and other essential items of daily need by providing the operating details of the traders and delivery boys involved.

The state is also providing one-month's foodgrains to poor people for free, along with Rs 1,000 to daily wage workers whose livelihoods have been affected due to the outbreak of the deadly virus. More than 37,000 labourers registered with the labour department will be compensated through a DBT (Direct Benefit Transfer) scheme.

The administration has introduced an 'ePass Management System' for a person with symptoms of coronavirus. In addition, it has provided an insurance cover of Rs 50 lakh to the men in



POOLING OF SAMPLES REFERS TO TESTING IN BATCHES AND WHEN A POOLED SAMPLE TESTS POSITIVE, THEN INDIVIDUAL SAMPLES ARE ASSESSED. POOL TESTING ALLOWS FOR USE OF FEWER TEST KITS

khaki who die during the state's efforts to mitigate and control the spread of the virus.

The state has identified 5,000 isolation and 6,000 quarantine beds respectively for corona patients and suspected cases. It has contacted the embassies of various countries for the purpose of attracting investment in the state.

On April 26, the Yogi Adityanath government decided to focus on districts that have had no or fewer than ten coronavirus cases so that industrial activities can start soon in those areas.

News reports suggest that in this

manner, small industrial activities can be started in around 45 districts across the state. These proposals were discussed by Chief Minister Yogi Adityanath on April 26 in his meeting with chairpersons of 11 committees of the state.

Adityanath reportedly reviewed the situation arising out of the coronavirus pandemic and directed officials to ensure geo-tagging of all shelter homes in the state, on the lines of the community kitchens.

Adityanath also battled for pool testing in his state so as to ensure that the coronavirus is contained in the hotspots and containment zones. At present, pool testing of coronavirus samples is being conducted in Lucknow, Meerut and Etawah.

Pooling of samples refers to testing them in batches and when a pooled sample tests positive, then individual samples are assessed. Pool testing allows for use of fewer test kits, thereby increasing the overall testing capacity.

"For prevention of Covid-19 spread, pool testing should be encouraged, as through pool testing more people can be tested, and thereby Covid-19 could be effectively controlled," Adityanath said on 26 April while chairing a meeting of senior state government officials. **BW**

— Team BW & Primus Partners

NOT HUFFING AND PUFFING OVER COVID

Thanks to low fatality rate in the state, the administration has begun to open up certain economic pockets

T

AKING advantage of a low fatality rate in West Bengal, the state government has, in fact, allowed operations to begin in specific economic/industrial pockets such as jute mills, information technology, and e-auction of tea, of course with restrictions. The state is doing well on the parameters of restrain and response.

As on April 28, West Bengal had a total of 697 confirmed Covid-19 cases, of which 109 had recovered and 20 had died, as per reports. The state reported a case fatality rate of 2.86 per cent, which is much lower than the national average of 4.25 per cent (as per 28 April 2020 data).

West Bengal Chief Minister Mamata Banerjee on April 27 said: "We have taken a decision that if a person tests positive for Covid-19 and he has the provision to isolate himself at his residence, the person can home quarantine himself." However, later the state health department clarified that it was mandatory for all Covid-19 patients to be brought to hospitals. It further clarified that only primary or secondary contacts may be allowed home isolation.

In fact, the state government has issued an order with certain restrictions for lockdown measures in the state, besides introducing a scheme, 'Sneher Paras', for providing financial assistance to the migrant workers.

The government has also managed



THE ADMINISTRATION HAS ISSUED AN ADVISORY ON RAPID ANTIBODY TESTS AS PER ICMR GUIDELINES AND POOLED SAMPLES FOR MOLECULAR TESTING OF COVID-19

to ensure smooth supply of personal protection equipment (PPE) which has been erratic till now. According to the state health department, every hospital with Covid-19 isolation beds are being given 60-100 PPEs on an average every day.

Calcutta Medical College, for in-

stance, which has 15 Covid-19 beds, has enough stock for the next 5-6 days.

In order to generate money to fight Covid-19, the administration has launched West Bengal State Emergency Relief Fund to invite donations.

The administration has issued an advisory on Rapid Antibody Tests as per ICMR guidelines and pooled samples for molecular testing of Covid-19. The state has also constituted an expert committee to conduct audit of suspected deaths due to Covid-19, among other measures.

On April 27, West Bengal Chief Secretary Rajiva Sinha, while reiterating that the state had a Covid-19 fatality rate of 2.6 per cent, declared that the state has 7,969 isolation beds for Covid-19 patients. "Fourteen testing labs are operational in West Bengal right now and we have applied for 10 more," Sinha added. He went on to state that 12,043 samples had been tested for Covid-19 in the state until April 27.

Sinha informed that Kalimpong and Jalpaiguri districts had been declared free from the novel coronavirus infection. "The doubling of cases has come down from six days in mid-April to nine days now," he told reporters. Sinha also claimed that 7.5 per cent of India's Covid-19 hospitals were in West Bengal but the state accounted for only 2.3 per cent of the total cases. **BW**

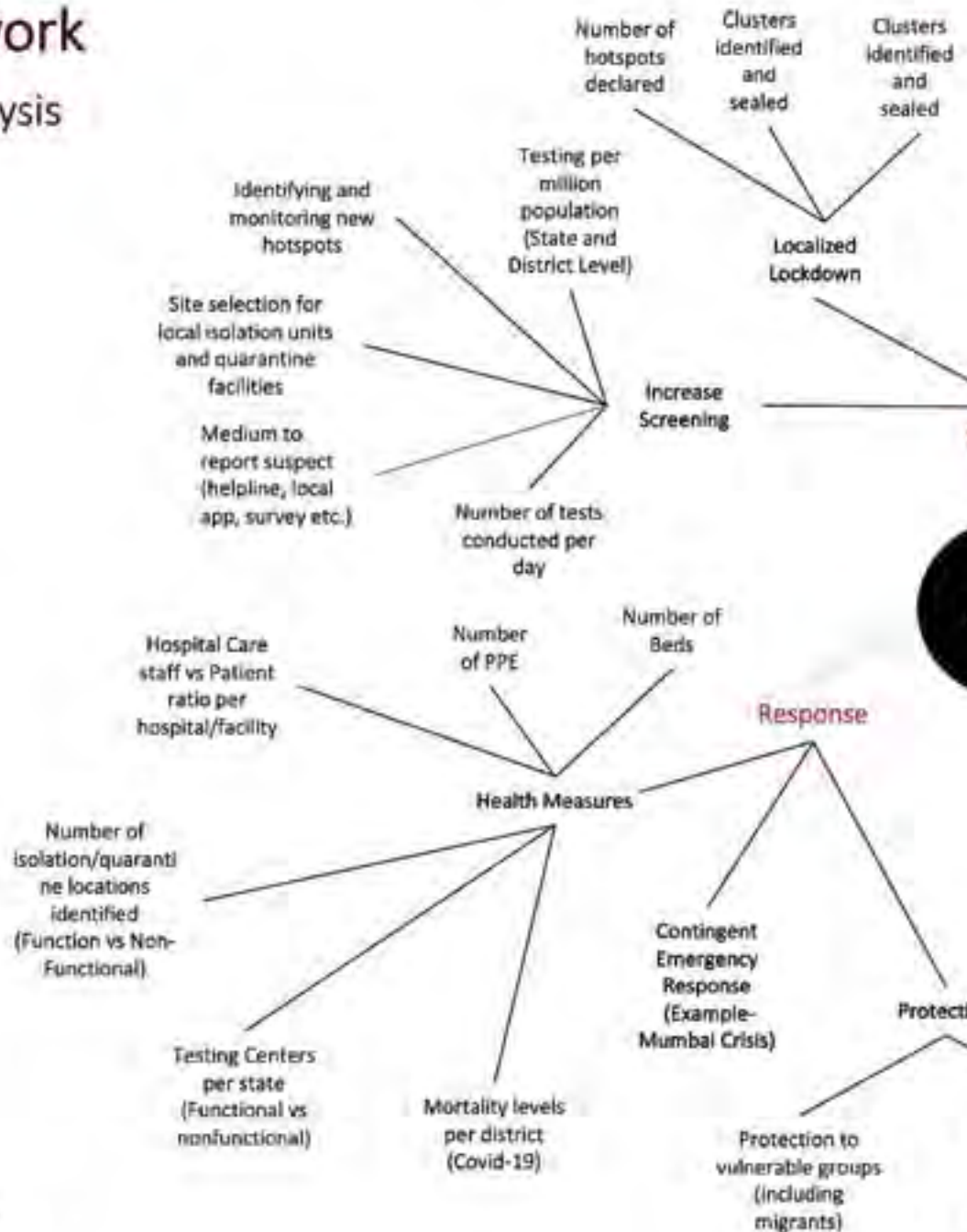
—Team BW & Primus Partners

3R Framework

State wise Analysis

30+
Sub
Parameters
based on
which states
are studied

12
States have
been studied
for this
purpose



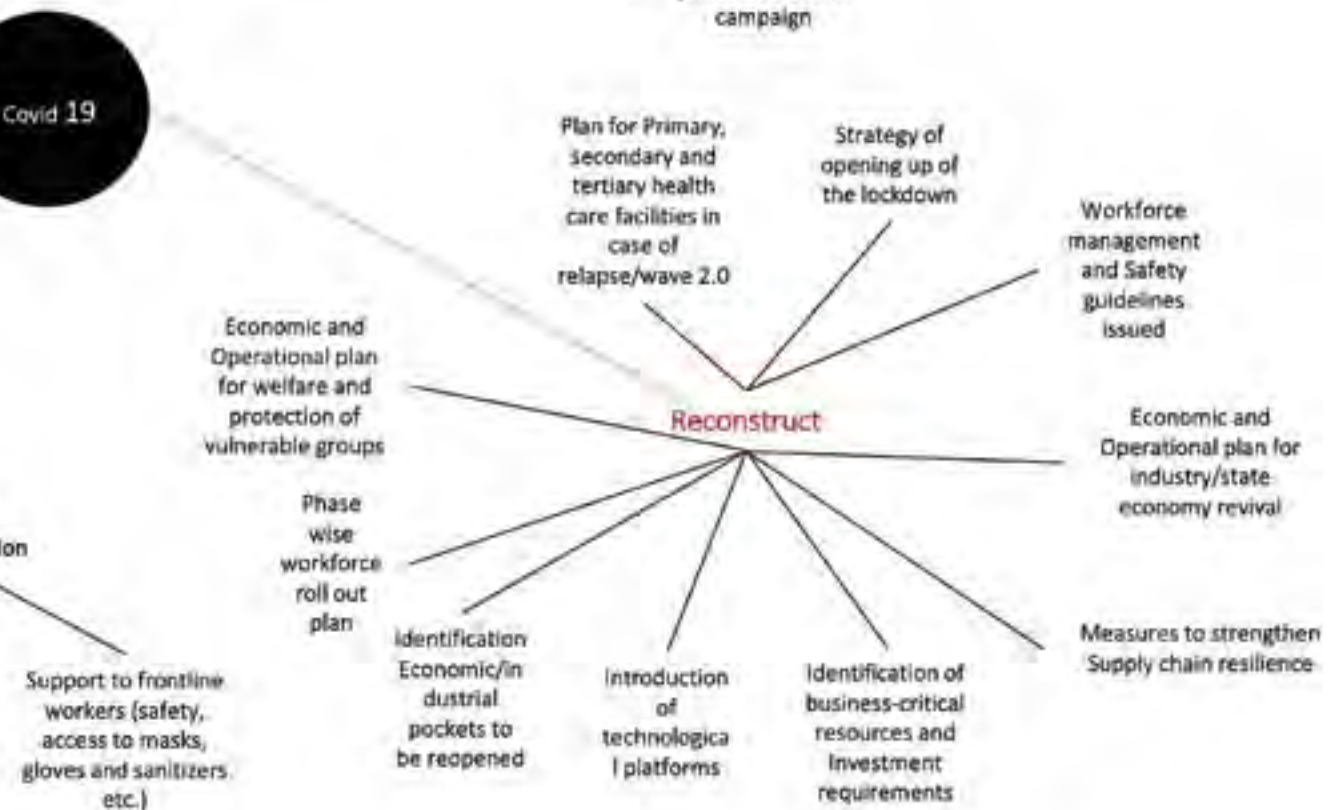
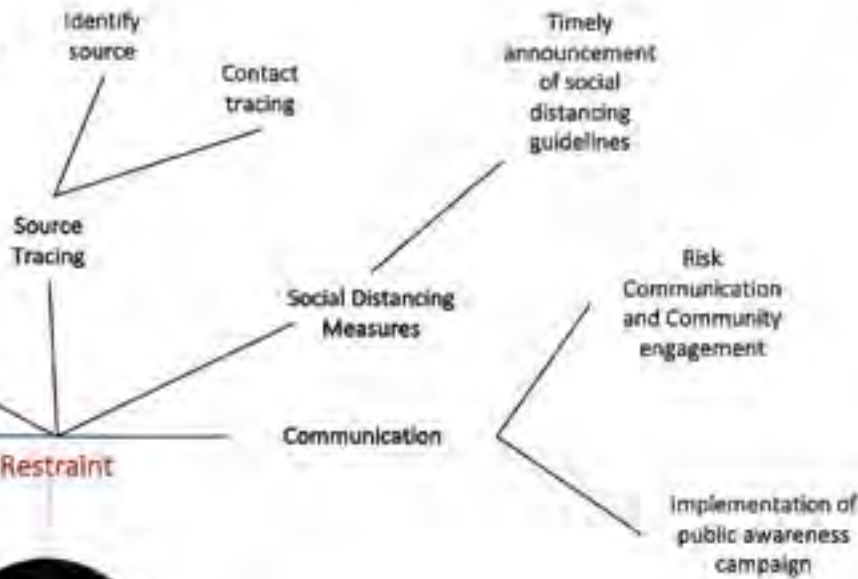
Note – Secondary research will be supported by interviews and discussions with state level officials.

COVID-19 | State Focus – 3R Framework

1 2 3

COVID 19 fight is finally being fought at States. Every state is by and large fighting its own battles.

This survey intends to assess the level of preparedness of various Indian states based on the 3R framework. We have studied the 3 Rs for each state.



HOW WE DID IT

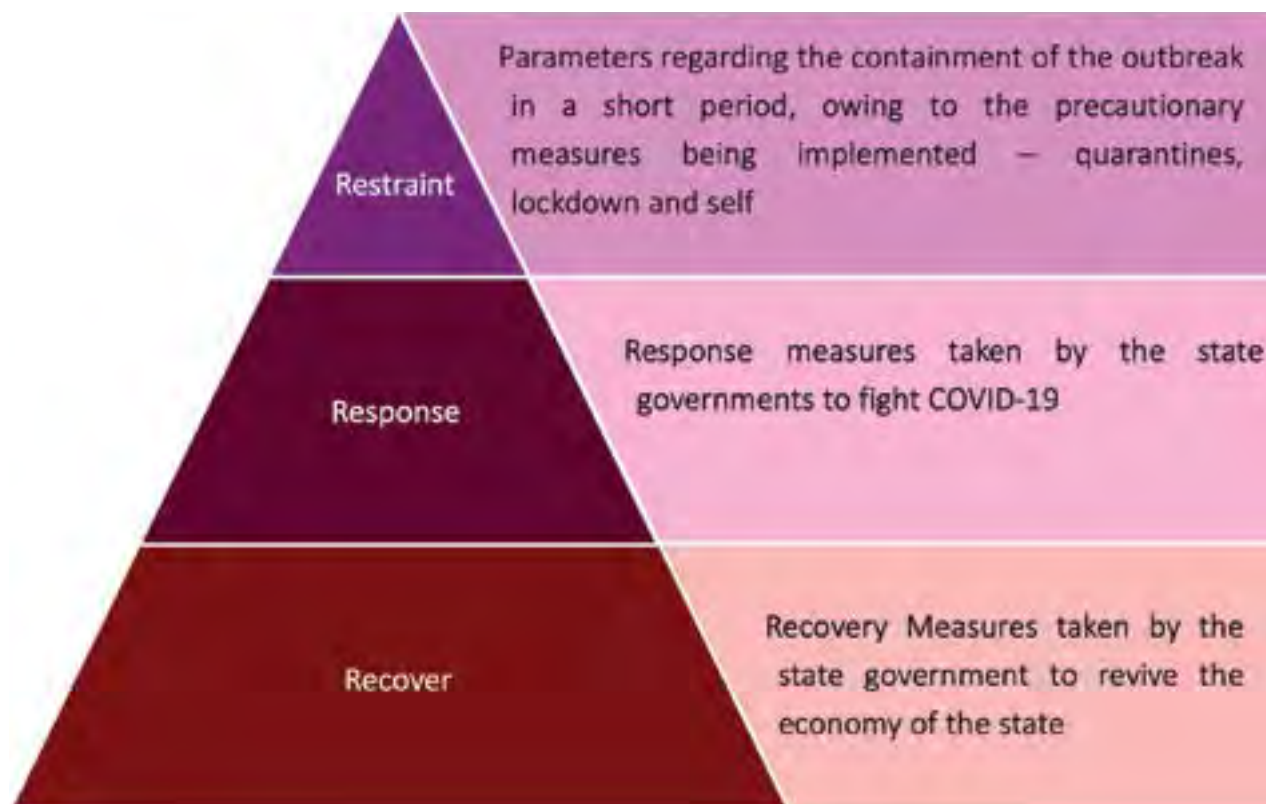
THE results on sub-parameters were tabulated to identify best practices, along with suggestions for improvements in the fight against Covid-19 preparedness, an exhaustive 3 R framework — Restraint, Response, Reconstruct — was designed. More than 30 parameters were defined under these three categories, covering measures by state governments in various domains like screening of suspects, source and contact tracing, health, social distancing, economy revival, containment zone management, surveillance, communication and awareness, use of technology, emergency response, etc.

Based on importance, priority was set for these parameters, ensuring that parameters from each cat-

egory were included in every priority bracket.

For benchmarking, the measures taken by states against these parameters were identified using secondary research methods from the sources like state health department websites, Covid-19 dashboards, social media platforms, press releases, etc. In addition to this, qualitative inputs received from the respective state governments were used to define performance against each defined parameter.

The states' achievements were analysed based on feedback and secondary research on identified parameters namely Restraint, Response, Reconstruct. Secondary research were supported by interviews and discussions with state level officials.



BW BUSINESSWORLD
www.businessworld.in

35 MILLION

MONTHLY PAGE VIEWS

1.2 MILLION

Niche Business News Readers

**THINK BUSINESS.
THINK DIGITAL.
THINK BW BUSINESSWORLD.**

@BWBusinessworld



To Subscribe, Please Visit

subscribe.businessworld.in
or scan

ADVERTISE WITH US

Ms Tanvie Ahuja | +91 99537 22351 | tanvie@businessworld.in

BWDISRUPT
www.bwdisrupt.com

BW SMARTCITIES
www.bwsmartcities.com

BW EDUCATION
www.bweducation.com

**www.
everything
experiential
.com**

**BW LEGAL
WORLD**

BW HOTELIER
www.bwhotelier.com

BW ACCELERATE
www.bwaccelerate.com

BW DEFENCE
www.bwdefence.com

**BW
People
.in**

**BW HEALTHCARE
WORLD**

BW CIO WORLD
www.bwcio.businessworld.in

**DIGITAL
MARKET asia**
www.digitalmarket.asia

**BW POLICE
WORLD**

BW WELLBEING

BW APPLAUSE
www.bwapplause.com

BW AUTO WORLD

'If there is one time when you have the reason to print money, it is now'

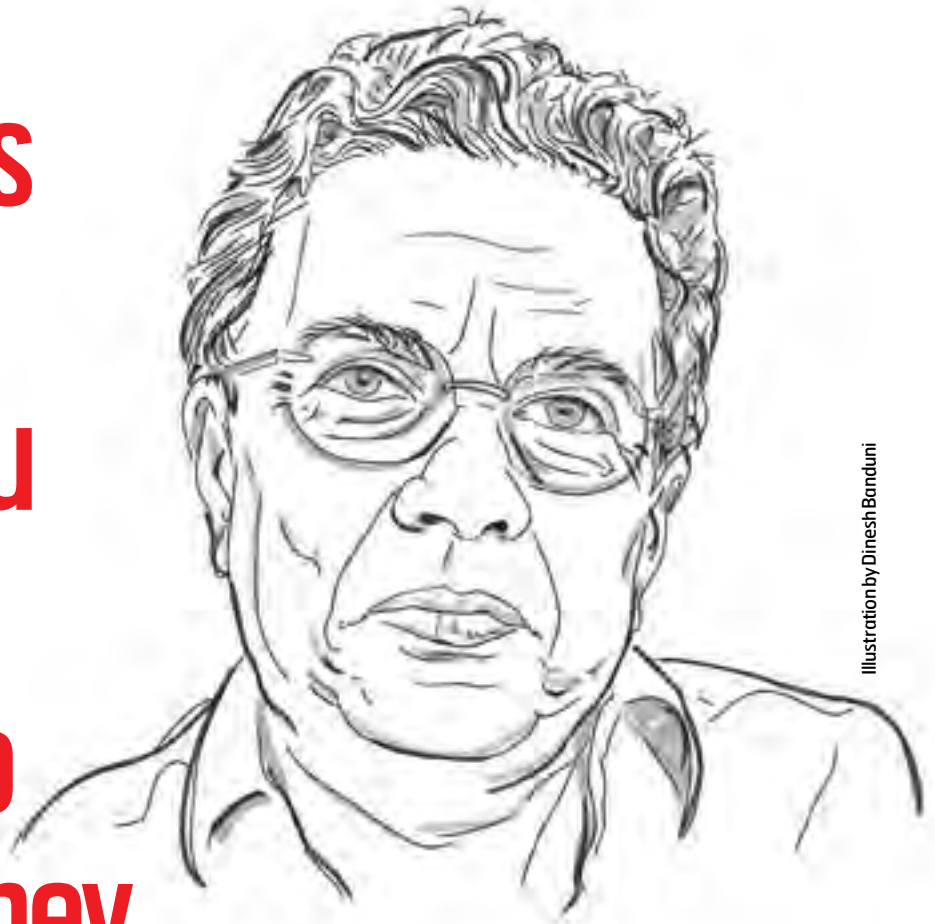


Illustration by Dinesh Banduni

INDIAN economy, which was already on downward spiral for last six consecutive quarters, could register the lowest growth in the post-reform period in 2020-21. India's leading economist **Omkar Goswami** in a conversation with *BW Businessworld's* **Manish Kumar Jha**, talks about Indian economy, the impact of lockdown and the measures to revive MSMEs. Edited Excerpts:

The impact of coronavirus on the economy is humongous and the list is comprehensive, as no sector has been spared. What is your estimation of losses? What could be the sector wise economic package/relief to keep the economy running?

I had the benefit of listening to three of the finest Indian economists today — young economists. I won't mention their names but I listened to their presentations in great detail. I interacted with them and discussed about each and every sector. How they were estimating and what would happen in FY20-21. The general consensus and this is what you can put down, is that we would see a drop in the GDP growth from 5 per cent in FY20 to something minus 0.5 per cent growth in FY20-21. In other words, there would be a drop in the growth rate from 5 per cent to minus 5 per cent, which is a dip in the growth rate of about 5 and a half per cent points from this year.

It would be the second-worst drop in the GDP growth since 1979-80 and 1980-81, where there was a massive decline in the growth. We are looking at this virtually, as no

activity happened in the first quarter because the month May is shutdown, April was completely shutdown. May will be shutdown till 17th and then the lifting will be in such gradual phases that the first quarter will see virtually no activity.

The second quarter will see some activity but very little because the biggest problem is going to be to get a lot of labourers back to work, especially for the Micro, Small and Medium Enterprises (MSMEs). It is not going to be easy to get them back to work. Maybe in the third and fourth quarters, you will see some growth, that is the second half of the fiscal year. But the general sense overall is that we would probably see a GDP growth of about minus 5.5 per cent, which by the way if that has to happen it would still be better than most of the other countries.

The Indian economy is expected to languish in the 1-2 per cent falling in the next year. What according to you will be the immediate measures, and second the long-term measures?

The first thing would be to get the people back to work. I mean that firstly what is essential is to get MSMEs working capital and must get their workers back, to start business back again. You see the larger firms will lose business for a quarter, but they are okay. However, the huge number of micro, small and medium enterprises in India is the largest-employment earner in the manufacturing and services sector. They have to get back in work because whatever savings they have had is completely wiped out. So it is important for banks, mainly public sector banks to lend money to these people, which everyone is saying but nothing has been done yet. The government must announce, the government of India owns over 60 per cent of credit in the public sector banks.

MSMEs sector is almost crippled and that adds to more than 11 crores workers, including migrating workers at large? What is the way forward?

At least for 6 months, public sector banks which are owned

by the government, should provide a special credit facility to MSMEs with a 15 per cent backstop in case of a default. I believe that MSMEs are at a far lower default risk than larger industries. So put a 15 per cent backstop, which is backstopped in the Budget, by the Central Government. The money should be given to MSMEs at least for 2 rounds of their working capital.

There are two constraints for MSMEs to get back to work. One is finance, which can be solved by banks. The other is, how to get the labours back to work. Again, there is a straightforward solution. Think of the best way the labours can come back to work. That should be getting them on train. Indian Railways is outstanding and 50 routes can

be identified to get the labours onboard. For example, if you want the labours back in Surat, most of them are from Odisha. You must have trains twice a week going to the points, where the labourers are and then to where they work. Maximum 50 such trainlines will suffice, no tickets, only they will be sanitised when they enter the train, RPS and then they can go to where they work. The Labour has to come back. Normal buses won't work. Trains are the answer. MSMEs will get first and second round.

Basically, the government does not want to put in money and this is stupid at this time. If

there is one time when you have the reason to print money, it is now. They are reluctant to not doing it. This is the worst situation, we have ever faced, and this is the time when we need to think out-of-the-box.

Do you see the silver lining in the agriculture sector, which accounts for almost 14 per cent of our GDP and what do you suggest to the government in terms of policy response?

I wouldn't worry about agriculture. The kharif crops will be safe. **BW**

manish.jha@businessworld.in

THE CORONA virus pandemic is a life-changing event of our era. It is reshaping not just our behaviour and attitude but also our thinking and beliefs, and perhaps even culture. Here are some of the directional trends for the mid and long term that I have picked up from my reading of articles, news, and people's thoughts and exchanges in various chats:

tual world provides an alternative to the physical world of things we experience, use or access, such as watching Netflix at home (streaming) instead of watching movies in cinema halls, e-commerce versus retail stores, cash versus digital payments, online versus offline education, face-to-face meetings versus video meetings and so on. The longer the crisis lasts, the more this trend will intensify. Technology, AI, automation, deep learning, etc. will become the backbone of our existence. Although digital disruption

stay or go, or a new balance could emerge. However, what will be more stark is the existential crisis. Humans will search for new values, purpose, meaning to life. The thinking and values will change from 'outside in' to 'inside out'. Would the crisis make us look at our metric of success differently, teach us to co-exist and collaborate more, question the inequalities of society and nature? It's time for introspection, as any long-lasting crisis may be a blessing in disguise.

Habit disruption: It's believed that

Dawn of the Sustainability Era?

Business disruption: We have already seen new trends in sectors like e-commerce, streaming, payments, education, health and wellness, video-conferencing, etc. These will continue to emerge as the crisis lingers. Everybody is hoping for a V-shaped recovery but it will most likely be a "WWWW" (volatile) kind of recovery, in view of the impact of the virus on the economy and society. So a lot will depend on how leaders lead, keep cash in business, and engage/ protect the human capital in the medium term. I strongly believe that this crisis will forge new partnerships, new business models and structures in the next 1-2 years either to survive or to sustain in the long term.

Digital disruption: Already, the vir-

started 7-10 years ago, perhaps it is now that it would become a strategic and scalable wave to make a meaningful difference to the larger population, rather than just being used largely for engagement or entertainment purposes. In our businesses, as in our homes and workplaces, everybody is going to enable themselves with technology solutions in their everyday lives to make sure they are prepared.

Social disruption: The temporary convenience of work from home or video conferencing may



anything that we do for 40 days continuously can become a habit. Well, directionally it may be true, but intention, dedication, and motivation still count a lot. With Covid-19, do we really have an option? I am not sure why I would go to cinema halls anymore to get a big-screen experience with strangers. Wouldn't it be better if I could make a studio experience possible at home and enjoy with friends/colleagues or family? Similar is the case with retail outlets versus e-commerce, and cash versus digital payments.

Trust disruption: Increasingly, people will question the "quality" metrics and the premium they are willing to pay for it. Quality will be re-defined in terms of

matrix into Now, Next, Future pillars.

NOW is more about managing the current crisis in the best possible manner. How can we assist in helping people and businesses deal with the locked down situation, cope with the redefined personal and professional challenges, and yet stay safe and motivated to look forward? Historically, we have seen that most people adjust to this phase quickly and are willing to go through the suffering, and also help each other in this phase. So it's time to just pause, accept, contribute more than ask, else the collateral damages will lead to food shortages, civil unrest, mental depression and negative outlook.

NEXT is all about how we get financial

point in time. The only thing we could do is to be ready to unlearn, learn, stay engaged with the larger ecosystem and policymakers to make sure the businesses and we are ready to accept the new normal.

Key watch-outs

Companies, governments, and individuals need to re-look at the core reason for being, as well as the impact on society and environment at large. These need to be redefined in tandem with shareholder profit goals. Not an easy task, but that's where future-ready leaders will adapt or new ones will emerge.

Technology will no longer be just hands and legs but will become the backbone. It will also help to revolutionise human capital which balances economic progress, societal upliftment, and a sustainable environment.

Collaboration will be the new buzzword. Remember the virus does not differentiate between the social classes, geographies, or rich and poor. Collaboration will be the single biggest cultural differentiator that industries, markets, geographies, and societies need to revive fast and carve a better sustainable future.

Quality will be re-defined to accommodate safety, trust, community, access, wellness, sustainability and integrate it into the growth and profit goals.

Sustainability, climate change, inclusion, etc. will become the mainline agenda. Till now individuals have no real ownership apart from raising their voice in forums or using it as buzzwords. The onus will now shift to us at an individual and societal level, and not just remain in political manifestos and global agenda. Let us get ready to take ownership, drive accountability to forge a better sustainable future within our own homes, localities, and workplaces. Hoping not just for a new normal but a sustainable normal. Call it survival of the fittest or smartest. **BW**

The author is an accomplished client-centric and digital focused global media leader

SUSTAINABILITY, CLIMATE CHANGE, INCLUSION, ETC. WILL BECOME THE MAINLINE AGENDA. TILL NOW INDIVIDUALS HAVE NO REAL OWNERSHIP APART FROM RAISING THEIR VOICE IN FORUMS OR USING IT AS BUZZWORDS. THE ONUS WILL NOW SHIFT TO US AT AN INDIVIDUAL AND SOCIETAL LEVEL

safety, sustainability, harm to nature, convenience, and well-being. Will the time for "cheap-cheaper-cheapest" be over? Product, services, brands, companies, governments, and leaders, in general, have already taken note of this in their marketing and storytelling in the immediate term. I am sure a lot of it is going to continue into the future, else consumers are surely going to reset their relationships in the medium and long term.

A lot of what has been said here is a bit more directional and still open-ended. However, this is only Phase I of the Covid-19 scourge. That's why, it's important to further break down the problem-solution

stability back into the business and for the people. Look at the key pillars that need immediate fixes and things that need to change or go. This is the phase that will question our resilience and power of real collaboration between industries, consumers, and governments. This phase could go on for a year or even two.

FUTURE is where we have to ask what will help us survive in the long term, question the business model, way of working, where growth is going to come from, and whether the structure and operations have adapted to new consumer needs. I am not sure anybody can predict this phase, as most of it is conjecture at this



T

HE national lockdown in response to the novel coronavirus pandemic has resulted in organisations instituting the 'work-from-home' practice. This, in turn, has resulted in employees feeling there is no start or end time to their work day and they have to put in 11-hour work days in some instances. However, there are certain organisations that are looking beyond merely work. These organisations are invested in the well-being of their stakeholders and have created innovative ways to keep their employees engaged and healthy. To know what organisations are doing, Great Place to Work® Institute, India conducted a survey by sending a questionnaire to various organisations. They received 161 responses from 91 organisations on best practices. We present these best practices sector-wise:



EMPLOYEE ENGAGEMENT IN TIMES OF COR



BFSI

Health Committee: To keep a check on the health of all employees and take timely decisions, Aye Finance has set up Aye Health Committee (AHC), also called CART — Covid Apex Response Team. The committee connects every day through video conferencing to take stock of the impact of the outbreak and Aye's preparedness for the same.

News Tutorials: The HR department has been sending tutorials to all the employees on symptoms and other important details of Covid-19 infection.

Busting Myths: Every employee, through their online training module has been asked to take up a small learning test on Covid-19 to ensure that each of them are sensitised about the gravity of the situation and take adequate care.

Re-defining Care: In order to provide greater protection and care to high-risk employees like pregnant women, people with underlying health conditions (heart, respiratory issues, diabetes) and old people (> 70 years), a survey was launched where employees could declare their medical history. Further, employees could either contribute a day's salary or any amount of their choice to this cause.

Educating Beyond Employees:

An organisation has made online modules to train customers through videos and chat on how they can use the services of the company online.

Honouring Commitments:

In spite of these challenging times, an organisation has decided to honour all commitments to its employees on their appraisal and salary hikes.

ONNA



BIOTECH & PHARMA

Real Heroes: Being a part of the biotechnology and pharmaceutical industry, some of the employees at Agilent India are needed to visit their customer sites for installations, service, and repairs during these difficult times. Wherever possible, Agilent is resolving customer issues remotely by using virtual tools and technologies to minimise employee visits to customers.



TELECOM

Global Pandemic Leave: Ciena has incorporated the Global Pandemic Leave. They want to ensure that an affected employee has the flexibility to fully rest and recover or serve as a caretaker without worrying about taking additional time off or using existing leave benefits.

RETAIL

Learn@home: Learning never stops. The Learning and Development team at Infiniti Retail has made remarkable efforts for

TRANSPORTATION

Work From Home Vlogs: The senior management team of an organisation releases one vlog every day to all employees on their work-from-home philosophy and the fitness regime that they follow.

Hello...Stay Connected: DHL Supply Chain India started a campaign called Hello...Stay Connected where the HR team members called all 1,900 employees across the country to check on their and their families' health and well-being. A personalised mail thanking them for their contribution is also sent to all of them. This was done so that there is an increased sense of belongingness and this initiative has been highly appreciated by the employees.

Supplying Essentials: Against the backdrop of the global Covid-19 outbreak, Blue Dart has mobilised its Business Contingency and Continuity Plan (BCCP), including pandemic operating plans, and is implementing appropriate preventive actions to ensure minimum disruption in their services. Their Quick Response Team is working 24x7 towards mitigating potential

impacts while ensuring continuity of the supply chain across the nation. Their six 757 Boeing freighters are operating day and night delivering testing kits, reagents, enzymes, medical equipment (ventilators), N95 respirators and surgical masks, gloves, and other items requisitioned by state governments and healthcare organisations. They are continuously monitoring and responding to the various situational challenges keeping the interest of customers, employees, and the community paramount.

Transparency in Communication:

This organisation has ensured that they focus on internal communication. Regular mails are shared by the CEO and HR Head on the Covid-19 situation at large and its impact on their organisation. One of their values have been "transparency", so they ensure that all kinds of updates and information are shared with all team members.

They also have a dedicated mail id, HR4U, through which the HR team communicates to all team members on what precautions to take, tips on how to work from home, exercises, on emotional well-being and stress, etc.



keeping employees engaged through their learning management system — The Base Station App. The Learn@Home initiative for employees provides e-books, e-modules, recent trends, etc. to help employees leverage their time effectively.

PROFESSIONAL SERVICES

Health & Wellness: Businesses are at their best when their employees are at their best. Quess Corp strongly believes this, which is why they put together an exclusive health and wellness webinar session for all their employees from a qualified nutritionist and a certified fitness trainer.



Nudge of the Day: In order to keep employees motivated and engaged in these challenging times, Fractal Analytics has started a daily practice of sharing a 'Nudge of the Day'. The nudge is a practice recommended to all Fractalites for that particular workday. Every nudge recommends a great way to make the most of the work-from-home situation. The nudges help people

in navigating through their day while working remotely and also keeping intact their physical and emotional well-being.

We Care: At S&P Global, the health, safety, and wellness of team members is top priority. With the rise in the number of Covid-19 cases, they have implemented various policies to support employees and their families during this unprecedented time. This is in addition to work-from-home arrangements and virtual meetings.

Global Vacation: Where vacation includes last year's carryover leave which team members can use until December 31, 2020.

Global Care Leave (paid): To take care of a sick child or an elder for up to 10 business days. People can consult their manager or people partner if they need additional leave in case someone in their family has contracted Covid-19. International medical and safety experts have been made available, offering health and wellness seminars for employees globally. In addition, virtual doctor/ tele doctor services are being provided.

In a situation where people were not able to log in to work, S&P Global made sure that they did not have to use their leave balance in this situation.

Radio Time: Most organisations are trying their best to stay connected and engaged digitally but it

might happen that employees don't feel the same level of motivation and connect as much as in a physical set-up. Vestige has undertaken a fun initiative to tackle this problem. They have launched their in-house Vestige Radio channel. It takes place on demand of the employees and has sections like bouts of motivation, Sochne ki Himmat, Muskurahatein, and the Vestige Helpline to keep everyone light-hearted.

Virtual Yoga: Building immunity and staying fit is as important as social distancing in the current situation. Which is why Great Place to Work® Institute has taken the initiative of daily virtual yoga sessions over Skype. We have started doing this every day for half an hour at 7 in the morning. The employees are free to join as per their will on either audio or video and the session is guided by our in-house fitness enthusiasts.

Quarantine for Domestic Help: Most of us, as part of the corporate world, have been working at home. At the same time, it is also necessary to think of our support staff at home who are risking their health to work for us. Thus, in line with our principle for Great Place to Work FOR ALL, Great Place to Work® is extending home quarantine for all domestic and personal workers of the employees as well. For any employees who face issues in paying salaries of their domestic help during these times, the organisation has also decided to grant the same for a period of three months.

MEDIA

Medical Care: In view of the current crisis, Gozoop has extended a specific Covid-19 medical insurance cover for all those employees who



do not already have personal medical insurance. This insurance covers all expenses that an individual would face upon testing positive for Covid-19 and it is being extended to everyone across the hierarchy whether it is housekeeping personnel or the top executives.

MANUFACTURING

Digital Hangouts: With a majority of employees never having worked from home and now being required to suddenly move to complete remote working, Amway felt a strong need to create office 'break out zones' or 'hangout zones' virtually where employees can unwind and connect. Digital Workspaces @ Amway is one such platform which was created as a virtual 'hangout' zone for their employees. This platform has employees sharing photographs of their 'workstations' at home, tips on balancing housework, family and professional commitments and just a place to have a cas-



ual unfiltered conversation. Digital employee engagement programmes like 'Funtakshiri', 'Fastest Finger First', 'Throwback Thursday Photo Contest' are also being run on a daily basis along with employee wellness activities like yoga, Zumba, aerobics and even meditation which see huge employee participation. Amway Studio, a live music jamming session by employees was a big hit with musically inclined employees performing for the rest of the workforce.



IT & ITes

Connect and Online Sessions: SAS India has introduced novel ways to engage employees and support business during such uncertain times. HR and Admin team has connected with each employee to check their and their family's well-being during Covid-19, introduced many virtual sessions to help employees manage their work and energy while working remotely, arranged multiple knowledge sharing sessions so that employees are productively engaged and the anxiety among employees is taken care of and they are able to focus on doing business remotely. It has introduced multiple, virtual sessions for sales staff on 'key new nor-

mal practices' that are introduced in current unprecedented times for 'Doing Business During Covid-19'.

The Employee Assistance Program (EAP): It can be stressful to read about coronavirus in the news, but it's important to focus on what you can control. Confidential, short-term counselling services, and additional work and life resources are available with EAP partners.

Engagement Saturdays: For employees stranded alone and away from their families and native places, weekdays are relatively easier to spend as the days go by in official work, but the weekends are specifically more difficult to sail through. Daffodil Software and Unthinkable

Solutions have both started initiatives to keep their employees engaged over the weekend. Every Saturday they share riddles and puzzles to solve over the weekend, recommend must-watch movies, latest series, books to read, recipes, etc. to their employees so that they have something to look forward and keep themselves occupied.

Happiness Challenge: To break the monotony of working remotely and make up for the lost human interactions, ESDS has devised various interesting social media challenges and contests which are helping them keep employees positively engaged. One of these is the ESDS Happiness Challenge where for two

weeks, starting 1 April, a challenge is being shared with the employees each day and they are supposed to share pictures of themselves on social media completing that challenge. The challenges range from 'master chefs' and 'time for fitness' to 'hobby indulging' and 'meditation', among others.

Be a Celebrity: Amidst the global pandemic, while the employees across various departments of Automation Anywhere kept their programmes and processes running smoothly, their management realised that the lack of in-person social connect was the biggest concern for their people. Thus, they came up with various initiatives, one of those being 'Cribs Automation Anywhere Remote Edition'. Adapted from one of the most trending TV shows on a music channel in the early 2000s, the employees can fulfil their celebrity dreams and create their own episode by shooting a video of their whole house, their favourite room, or the room they work in and share it with the organisation.

Storytelling Sessions: An organisation has started a daily storytelling session ("Once Upon a Time") for the children of their employees so that they can work and attend important meetings — the employees have received this very well and there is a lot of excitement amongst their children who wait for the sessions every day.

Celebrating Virtually: In such a time of crisis, it is important to find happiness in the little things and keep our spirits up. RealPage India used to have a great celebration of Ugadi each year with its employees, which this year was done virtually due to the pandemic. They did not

let the pomp and fervour of the festival subside. The employees shared pictures of their celebration with family and also mentioned how they celebrated the festival with minimum resources. Recipes of healthy and delectable dishes for the festival were also shared.



CONSTRUCTION, INFRASTRUCTURE & REAL ESTATE

Health is Wealth: Health has been indeed one of the most basic needs of the people, yet in the current times having a simple health check-up done is an extremely stressful task. Keeping in mind Xanadu's belief that it is critical to ensure that associates are engaged, motivated and positive and the undisputed fact that health is truly important, Xanadu has tied up with an online doctor consultation firm for its employees as well as their family members for almost all their health concerns including but not limited to queries related to Covid-19.

HOSPITALITY

Eradicating Hunger: This is the time to not just think of ourselves but of the entire society. While living in quarantine is relatively easier for many of us, there is a multi-



tude of underprivileged out there who do not know how they would even manage their next meal. Sensitive to these needs, Lite Bite Foods is providing daily meals to thousands of underprivileged, daily wagers and stranded migrant labourers who have limited access to food during the 21-day lockdown.



ENERGY

Work from Home Championship:

Amplus Energy believes that mental health works in tandem with physical health for overall wellbeing. Keeping this in mind, Amplus has launched the "Work from Home Championship", a series of engagement activities practiced digitally that will ensure that every employee feels connected. **BW**



INDIA'S BEST BFSI

Great Place to Work® identifies 25 best workplaces in BFSI on the basis of employee feed and people practices

THIS year, Great Place to Work® assessed 83 BFSI sector organisations and identified 25 workplaces that have put in place best people practices. The research represents the voice of more than 3 lakh employees and reveals insights into building an organization that stands the test of time.

The current pandemic has thrown the global economy off gear and the impact is estimated to be worst since the great depression. India's growth story has a robust and inclusive financial system at its core but that too is faced with a spate of financial irregularities and NPAs observed across large as well as mid-sized institutions. With the ongoing economic and social slump, business continuity and growth projections have hit a wall.

The Great Place to Work® Research reveals the way out -- a leadership, that is credible, inspiring and developing.

The research shows that the credibility of the leader impacts employee perception positively to be active contributors in an organisation's success. A credible leader ensures alignment of vision and values which, in turn, ensures business continuity and growth. Further, the leader's focus on people development readies the organisation to respond to upcoming opportunities and challenges. Both these aspects lead to a higher degree of motivation, discretionary effort, retention and brand advocacy among the employees.

Employees look up to a leader who can inspire faith and positivity, who is competent to take on challenges and

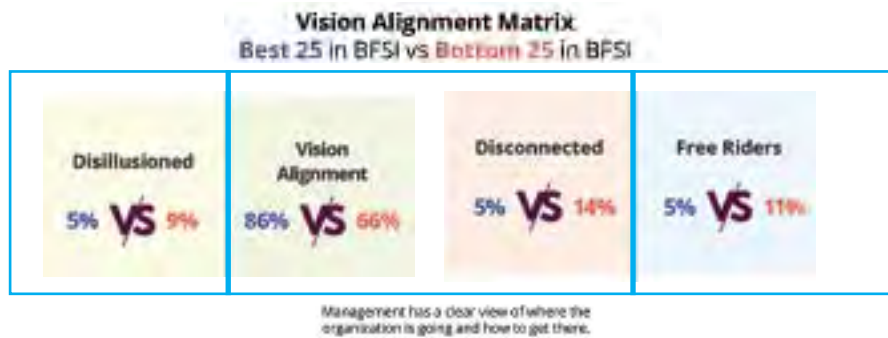
who can show the way to tackle uncertainty. To respond to the impact of happenings in the recent past, the present situation and the unpredictable future, organisations need to re-instil trust and security among the employees – psychological, financial and social.

The global economy will take time to recover from the current crisis. Organisations must utilise this time to build their arsenal so when the time is right, the fruits can be borne. Leadership must continue to inspire and enable skill-building among the employees and employees, in turn, must be made a part of the bounce-back strategy. Top management across many organisations have found innovative ways to sustain business continuity such as not only educating the employees but also educating the customers. The focus of people development has gone beyond their employees to the customers as well.

Along with the management, the employees too are expected to respond positively to such initiatives of the management and reskill/upskill themselves to stay relevant to the dynamic needs of the industry. The ups and downs of a sector are a part of any business and do not only depend on the management. Hence, employees must play their part in building a sustainable, ethical organization. The accountability for creating a high-trust, high-performance organisation rests on the shoulders of both, the management as well as the employees.

Great Place to Work® Institute, the global authority in building and sustaining a High-Trust, High-Performance Culture™, assesses more than 10,000 organisations across more than 60 countries every year. And through a rigorous and objective framework, identifies the best workplaces across industry, government agencies and academia.

The Great Place to Work® Research is the largest and the most credible workplace culture study in the country – more than 1,000 organisations are assessed every year to identify the best workplaces, solely on the basis of their employee feedback and quality of people practices – no jury or individual can influence the research.



WORKPLACES

BFSI WINNERS

NO.	ORGANISATION NAME	NUMBER OF EMPLOYEES
1	Aadhar Housing Finance Limited	4394
2	Arohan Financials Services Limited	4116
3	Aye Finance Private Limited	3055
4	Bajaj Finance Limited	19152
5	Bharat Financial Inclusion Limited	19816
6	Capital Small Finance Bank Limited	1484
7	CreditAccess Grameen Limited	10086
8	DCB Bank Limited	6534
9	HDFC Life Insurance Company Limited	18629
10	Hero FinCorp Limited	6922
11	IDBI Federal Life Insurance Company Limited	1727
12	IIFL Securities Limited	1545
13	India Infoline Finance Limited	9254
14	IndiaFirst Life Insurance Company Limited	2772
15	JM Financial Home Loans Limited	252
16	Mahindra & Mahindra Financial Services Limited	22304
17	Mahindra Insurance Brokers Limited	1197
18	Mahindra Rural Housing Finance Limited	10172
19	ManipalCigna Health Insurance Company Limited	1745
20	Max Life Insurance	13186
21	Morningstar India Private Limited	1777
22	Svatantra Microfin Private Limited	3505
23	Synchrony International Services Private Limited	3840
24	Thirumeni Finance Private Limited (Varthana)	709
25	Ujjivan Small Finance Bank	17134



The last word in Hospitality is just a
Click away.






BWHOTELIER.COM

Brought to you by

BWHOTELIER

A part of **BW BUSINESSWORLD** Group.

— www.businessworld.in —

Follow us on   

15th Edition of

BW BOOKS

MARKETING WHITEBOOK

BUY NOW TO UP YOUR
MARKETING GAME

Rs. 499/-

#iammarketer

**PURPOSE,
PERSONALISATION &
PERFORMANCE**

**SCALING IDEAS THAT
FUTURE PROOF BUSINESSES**

To Order, Please Visit:

bit.ly/OrderMWB19

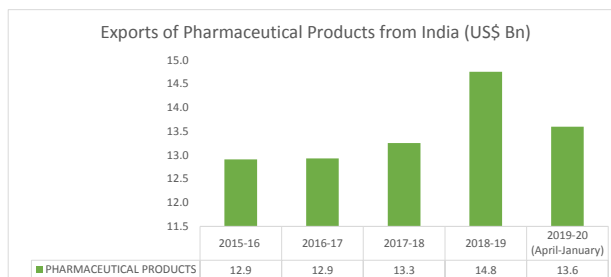
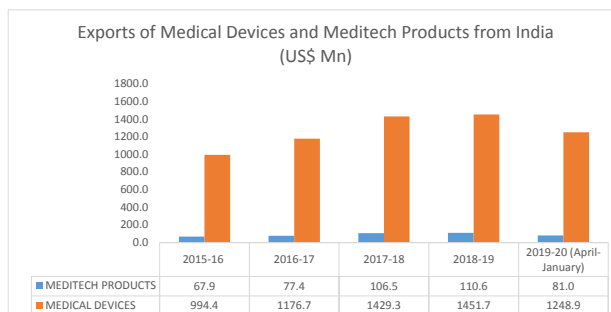


A MID pandemic, Exim Bank of India is navigating through the disruptions as the exports gains in some areas have been progressive. A joint analysis recently by the Exim Banks of India & Africa shows that commercial trade between Africa and India has expanded more than eight-fold from \$7.2 billion in 2001 to \$59.9 billion in 2017. However, on the critical issue of importing active pharmaceutical ingredients, also known as bulk drugs, India depends on China for more than two-thirds of its bulk drug needs. **David Rasquinha**, MD of Exim Bank, speaks with BW Businessworld's **Manish Kumar Jha** on such issues and if there will be any credit fallout due to the lockdown of markets globally. Edited Excerpts:

The Export-Import (Exim) Bank is the principal export credit agency in India. What is your assessment of India's export due to the adverse impact of the Covid-19? Will there be a credit fallout?

Softening the global economic growth due to the Covid-19 outbreak is likely to dampen the global trade. According to estimates by the World Trade Organisation (WTO), the slowdown in the global trade could be worse than the trade slump brought on by the global financial crisis of 2008-09. The exports from India would also not remain immune to

Trends in India's Exports of Pharmaceutical Products, Medical Devices and MediTech Products



Source: Ministry of Commerce and Industry, Exim Bank Research

'India's public expenditure on health is mere 1.28%, compared to the global average of 6.3%'



the global headwinds. However, the ongoing nature of the pandemic makes it too early to ascertain the final impact, as it will depend on the extent and duration of recovery from the pandemic. On the positive side, we can certainly expect exports of pharmaceuticals and fine chemicals to do well. As regards to the credit fallout, all stakeholders in India are committed to ensure sound health of the financial system. A slew of measures have been taken by the Centre, the Reserve Bank of India as well as banks and financial institutions, to engender business continuity. These measures are expected to bode well for mitigating the adverse impact of the Covid-19 on the economy.

The Centre has set up ambitious defence export target, which has exponentially crossed Rs 11,000 crore last year. But, how will Exim bank extend the Line of Credit overseas vis a vis defence cooperation with already stressed asset, for example, in Africa? Could you elaborate the mechanism? How will the Exim bank facilitate defence export for private players in defence?

The Exim Bank is supporting and facilitating defence-related exports under its various flagship programmes. The Bank has extended several Line of Credit (LOCs) to partner coun-

“The Centre announced a scheme to promote setting up of Bulk Drugs Park in the country, in addition to a production-linked subsidy scheme for promoting domestic manufacturing of certain critical drug intermediaries”

tries for their defence-related procurements from India. A recent example is that of Bangladesh, where the Exim Bank extended a Government of India (GoI)-supported LOC of \$500 million to Bangladesh for defence procurement. In the past, the Exim Bank has extended LOCs for defence procurements to Mauritius, Sri Lanka and Suriname. The LOCs are demand-driven, and the terms are favourable for partner countries to avoid debt traps or long-term dependency.

The Bank is also supporting defence exports under its Buyer's Credit under NEIA (BC-NEIA) programme. For example, Exim Bank supported supply of two advance offshore patrol vessels to the Sri Lankan Navy by the Goa Shipyard under BC-NEIA of \$ 124.03 million to Sri Lanka. The Indian project exporter, under the BC-NEIA, is backed by a tailored financing package that meets the funding needs of the project, without impacting the balance sheet of the Indian project exporter. Consequently, while the Indian companies remain responsible for timely and satisfactory execution of

the project, it is free from commercial and political risks while executing the project.

The offset policy of the GoI is boosting the capabilities of private companies in the defence sector. Going ahead, we expect to see more private companies leveraging the LOC and BC-NEIA programmes to bolster their presence in the defence exports.

Does the Covid-19 disruption present an opportunity for the Indian industry to scale up across global supply chain

“The offset policy of the GoI is boosting the capabilities of private companies in the defence sector. We expect to see more private companies leveraging the LOC and BC-NEIA programmes to bolster their presence in the defence exports”

and strengthen export outlook?

The Covid-19 outbreak and the consequent supply chain disruptions could certainly lead to a realignment of global production centres, amid the shifting epicentres of the outbreak, besides the changing investor sentiments looking at alternate locations for their investments. India could stand to benefit from risk mitigation measures taken by global corporates to avoid over-dependence on single country sourcing.

The recent measures announced by the GoI definitely position the country as an attractive destination for investments in the post-Covid-19 world. In the electronics sector, for example, the GoI has announced several measures to encourage investments and value chain linkages, such as the phased manufacturing programme for production of mobile and electric vehicles, the production linked incentive scheme for large scale electronics production, the scheme for promotion of manufacturing of electronic components and semiconductors, and the Modified Electronics Manufacturing Scheme.

In the pharmaceutical sector as well, the GoI has announced measures to boost domestic production of bulk drugs and drug intermediaries, which would not only help the country in attaining self-reliance and reduce import dependence, but also enable India to etch a higher share in the global supply of bulk drugs and intermediaries.

How do you look at the broader picture, amid the pandemic, in terms of the government spending on public expenditure and private ingenuity?

As the coronavirus grips the world in its talons, the only thing countries can do is trace and test, ramp up public expenditure on healthcare and social security, ask its citizens

to stay at home, and hope for the best. Like other countries, the recipe for salvation in India remains broadly the same, albeit more exacting.

With numerous competing challenges and limited resources, India's public expenditure on health is mere 1.28 per cent, as compared to the global average of 6.3 per cent. This is indeed worrying given the urgent need for healthcare infrastructure in the country. And let us not be mistaken—this need is not just to tide over the current crisis, but also for the perennially perilous and yet little addressed healthcare challenges in the country. To put things into perspective, India has nearly 2.8 million cases of tuberculosis annually, and something as trivial as diarrhoea is among the leading causes of childhood mortality in the country. Clearly, the healthcare challenge in India is not new, and undeniably urgent.

The juxtaposition of these realities with India's capabilities is startling. India has a globally competitive pharmaceutical industry, relatively low-cost health services, and a budding technical textile (including Meditech) industry. A conscious, concerted and collective effort by the private and the public sector can help build a more resilient future for the country, in face of such health adversities.

What can be done to make our pharmaceutical industry self-reliant?

India began its journey into the pharmaceutical industry in 1980s, with manufacturing of active pharmaceutical ingredients (APIs) and intermediates for exports into regulated markets. Over the last decades, there has been a significant shift in the dynamics, with Indian players moving up the value chain and focusing more on drug formulations. The higher margins derived from the exports of formulations have incentivised the players to focus more on formulations, as compared to the low-margin API/bulk drugs business.

With greater focus on formulations, India's import of bulk drugs and intermediates has increased, with nearly 66 per cent of India's requirement of intermediate drugs being met through imports. China meets nearly two-third of the country's import demand for bulk drugs and intermediates, with the US, Italy, Singapore, Hong Kong, Germany and France being the other major import sources. In case the pandemic continues to affect, India's imports from China and other major import sources in the forthcoming months, production of pharma companies could be affected as the raw material stocks eventually deplete.

The GoI has recently announced a scheme to promote setting up of Bulk Drugs Park in the country, in addition to a

production-linked subsidy scheme for promoting domestic manufacturing of certain critical drug intermediaries. But these initiatives can help strengthen domestic capacities and reduce import dependence only in the long run. In the short-run, the government could focus on ensuring that a dedicated air freight capacity continues to operate on essential routes,

tor in India has grown at a phenomenal pace, placing India among the top destinations for medical tourism. However, growing private sector capacities may not be of any consequence to the poorest, marginalised groups of the country, unless the government pitches in.

As noted, public expenditure in India is fairly low as compared to the global average. Even in the pandemic situation, with an emergency financial package of Rs 15,000 crore, the public healthcare expenditure as percentage of GDP falls short of the global average. Going forward, an increase in public expenditure will be essential to ensure that the reigning healthcare difficulties do not turn into a debilitating menace. Also, more importantly, we would need innovative solutions in form of Public-Private Partnerships (PPP) to ensure that benefits of private sector ingenuity percolates to the masses. We have seen such PPP experiments in India before, such as the Yeshasvini Health Scheme in Karnataka, jointly initiated by Narayana Hrudayalaya and the Karnataka Government. We need a policy-driven strategy to scale up these experiments.

Another essential step for strengthening healthcare infrastructure would be promoting domestic production of high technology medical devices, through production-linked subsidies, capital subsidies or R&D subsidies. These will bode well for the healthcare sector, as also help narrow the trade deficit in the electronics segment.



“A conscious, concerted and collective effort by the private and the public sector can help build a more resilient future for the country, in face of such health adversities”

so as to curtail supply chain disruptions and ensure flow of vital goods, including API and other drug intermediaries.

You raised a critical element of healthcare services in our country? The public spending on health by the Centre is one of the lowest in the world? What do you suggest?

It is encouraging to note that while public expenditure on healthcare has been relatively low, the private healthcare sec-

What is the technical textiles for healthcare and the scope for India to scale up?

The technical textiles industry in India is a high technology sunrise sector. It includes segments such as Meditech, which refers to products employed in the hygiene and personal care sector, besides being used in the provision of healthcare services through surgical applications. The current pandemic highlights the need for bolstering this sector.

The sector is currently supported through a host of schemes, including the Augmented Technological Upgradation Fund Scheme. Enhancing the scope of existing schemes, reducing duties on critical raw materials for the industry, and encouraging FDI in the country as also joint ventures abroad, will be crucial for stepping up the manufacturing of these products. **BW**

manish.jha@businessworld.in

How Bonds and Relationships Can Build a New World

NELSON Mandela found his freedom in jail. It is in moments of extreme darkness and isolation – when all doors seem shut –

that a spark of light pierces through a crack. The lockdown and this situation of isolation too can be transformed through that spark of light.

Some of us are living together with our families, trying to find a routine. It is a significant change to be grounded as we are, all used to travelling and leading independent lives. While some people are living by themselves, there are also two to three generations locked in a house together. It may seem distressful as in reality shows, where people are locked in together for days.

This pandemic is an opportunity provided by nature for us to get to know each other at a deeper level. That can only happen if we set out with an intention of compassionate communication and understanding of one another's lives, not only at the workplace but also in personal relationships. We can be genuinely curious about what people go through and what steers their decision making and has shaped their mindsets. It is time to practice active listening, to build a circle of trust for one another. Investment in authentic heart-to-heart discussions can



SOMEWHERE IN THE RACE FOR A HIGHER STANDARD OF LIVING, WE GOT DIVERTED FROM THE TRUE ESSENCE OF LIFE, OUR SPIRIT. EVERY PERSON, FAMILY, NATION AND ECONOMY HAS A SPIRIT OR A SOUL. THE SPIRIT THRIVES ON LOVE, EMPATHY ...

reveal many perceptions of others based on unfounded judgements and misunderstandings.

The vulnerability of the present day can be channelled into strength through empathy. Be it your spouse, children, parents, friends or colleagues; you can help each other by sharing your setbacks, struggles

and successes. There is so much to learn from the younger generation, about how they perceive life and relationships. This is the time to exchange cross-generational experiences and mindsets for more profound understanding of all. It is also great for the growth and sustainability of any business to understand what culture and relationships people share from the grass-roots level to the top. This is the time to discover your teams' hidden talents and rich experiences that may have been overlooked. You never know where that million-dollar idea will come up from!

It is the need of the hour to understand and support one another through this tough transition. Businesses, their suppliers, stakeholders and customers, all need help from one another to sustain or rebuild. Many employees may lose their jobs or make cutbacks to help their companies thrive. Similarly, businesses may promise to make up to employees when markets stabilise. This can only work with trust and cooperation. The flow of trust and collaboration can stem only from deeper relationships – be it business or homes, the backbone of a sustainable life is through strong bonds and relationships.

We have witnessed the importance of people, good health and relationships during the current crisis. Somewhere in the race for a higher standard of living, we got diverted from the true essence of life, our spirit. Every person, family, nation and economy has a spirit or a soul. The spirit thrives on love, empathy and cooperation, and when it grows, our health improves, and so does our immunity and sustainability on a micro and macro level. **BW**

The writer is an author and Personal Growth Mentor

XC40 is safe,
beautiful and
packed with
features

SUV FOR THE YOUNG AND FUNKY

By Sidharth Shankar

THE VOLVO ENTERED the mid-size luxury SUV market in mid-2018 with the XC40. Competing against the Mercedes BMW X1, Audi Q3 and Mercedes-Benz GLA, the funky Scandinavian SUV is expected to attract a more youthful customer as well as a new set of buyers for Volvo, thanks to its positioning at the entry level of the luxury segment.

In less than 18 months since launch, Volvo Car India has brought the 2020 Volvo XC40 in India in the R-Design variant, with a host of updates while carrying the same price tag as before. The New XC40 is now available in petrol only and in R-Design variant only.

The 2020 Volvo XC40 looks just like the 2018 model



and that could be a good thing since the new design language of Volvo is very chic while being the largest in its segment in overall dimensions and ground clearance. The 2020 XC40 looks the most muscular and resembles an SUV.

The interior of the 2020 XC40 has all the changes. The moment you open the door, you notice that the quirky

orange door panels and flooring are gone. The 2020 XC40 gets an all-black interior. The all-black theme inside makes the 2020 XC40 look more grown-up. The massive panoramic sunroof brightens up the cabin, while the iPad-like Portrait-oriented nine-inch touchscreen dominates the dashboard. The Switches, Knobs and vents are distinctly premium, the quality of materials used in the cabin are very premium and the 14-speaker 600 watt Harman-Kardon music system makes the 2020 XC40's cabin a nice and comfortable place to be in.

Cutting the clutter, there is wireless charging for your phone available along with support for android auto and apple CarPlay. Designers at Volvo have really carved out storage spaces inside the 2020 XC40. Phone, iPad, laptop, bottles, papers – you name it – and there is a place for it in the cabin. The boot with a capacity of 432L is big enough for everything else.

Volvo has been synonymous with safety and the 2020 XC40 comes loaded with safety tech. The Baby XC is the only car in the segment with a radar-based driver assist system. The other safety features include Adaptive

Cruise Control, Lane Keeping Aid, Run-Off Road Mitigation, Frontal Collision Mitigation Support, Whiplash Protection on front seats and airbags in front, side and even one for the driver's knee.

The New BSVI 2.0L petrol motor comes with 190hp and 300nm of peak torque mated to an 8speed automatic box. The power from the new motor comes in a very linear fashion, while the gearbox responds nicely. This time there is no AWD on offer and XC40 is front wheel drive only. Considering this is not a

Polestar variant, the power from the motor is more than enough for the typical usage of these types of cars. For buyers, refinement is the key, and the 2020 Volvo XC40 scores high on this. Priced just shy of Rs 40 lakhs, The XC40 in its 2020 avatar is more mature and offers much more than its counterparts. Also, in terms of looks alone, it wins the race. **BW**

‘Maharashtra is treating Covid-19 as a humanitarian crisis’

Rajya Sabha MP from Maharashtra and Shiv Sena leader **PRIYANKA CHATURVEDI** talks to BW Businessworld’s Editor-in-Chief **ANNURAG BATRA** and Senior Editor **JYOTSNA SHARMA** about leadership, women empowerment and the Maharashtra government’s efforts to combat Covid-19. Excerpts:

What according to you are the qualities of a good leader?

I think when we speak about leadership it is about understanding what people expect of you, and being able to live up to that. At the end of the day, if you have been able to make a difference to the lives of even two people, you have the talent to be called a leader. Honesty of intent is equally important. When you put your heart and soul into something, leadership comes on its own.

India has done well in managing the Covid-19 crisis. How well has the Maharashtra government responded?

I think the right thing that the Maharashtra government has done is to treat this as a humanitarian crisis along with a health crisis. They did not look at it from any political prism or from a prism of religion. When you are dealing with a crisis as huge as this you need to cooperate with one and all and keep your political differences aside. The chief minister himself is a very effective communicator. He has been speaking to people and keeping them updated right from day one. The government has been extremely transparent in its conduct, in terms of numbers and testing.

How does Maharashtra plan to overcome the economic consequences of the Covid-19 pandemic?

Just before the Covid crisis struck, the chief minister was



Whether it is agriculture or small businesses, there is going to be no trade off and we are not going to let anyone go down in this crisis

very clear that if India is moving to become a \$5-trillion economy then Maharashtra will be a one-fifth partner in that. It will become a \$1-trillion economy. His focus was very clear. This will come through industry participation, big as well as small and medium enterprises. Unfortunately, Covid is unleashing a huge economic crisis not just in India but also globally. Everywhere stock markets are falling, and businesses are shutting down. The CM has constituted an economic taskforce consisting of people like Ajit Ranade and Deepak Parikh, with the idea to determine a way forward for Maharashtra. Whether it is agriculture or small businesses, there is going to be no trade off and we are not going to let anyone go down in this crisis. We

understand the problems that businesses are facing, and we are also ensuring that they do not retrench employees. We will hand hold most businesses and ensure that they get back on their feet again.

What are the learnings from this crisis for us as a nation?

As for learnings, India needs to up its game in terms of ramping up health infrastructure and digital connectivity. We are all digitally active but not digitally connected. What we also need to up our game in education. I have to say the corporate sector has stepped up and contributed, which has been very heartening to see. **BW**

BWRECYCLE
 WORLD

PRESENTS



RECYCLING

FOR GREENER TOMORROW

CONCLAVE & AWARDS

ORGANISED BY

BW BUSINESSWORLD

www.businessworld.in


GLASSPOWER
recycling
 www.glasspower.in
 COMMITTED FOR A GREENER TOMORROW

2020

JUNE 2020 | NEW DELHI

The event will focus on **"Efficient Recycling and Dry Waste Management"** for a cleaner and greener environment in the future, which is also the need of the hour. Experts from the industry come under one roof to discuss, network and present the way forward. The conclave enables you to expand your network and meet people from all walks of life in the same industry.

The awards will recognise initiatives doing remarkable work in the field of Recycling, Waste Management and Social Impact


NOMINATE NOW
bit.ly/RGTCA20

Last Date to Nominate: May 15, 2020



JURY MEMBERS

**Mr Rajendra Singh**
 "Waterman of India"
 Indian Water Conservationist &
 Environmentalist
**Mr Anshu Gupta**
 Founder
 Goonj & Indian Social Entrepreneur
**Ms Bharati**
 Inspector General Forests
 Ministry of Environment
 Forests and Climate Change
**Mr Sudhir Mishra**
 Founder & Managing Partner
 Trust Legal
**Dr T S Panwar**
 Director, Climate Change and Energy
 WWF India
**Dr Suneel Pandey**
 Director- Environment &
 Waste Management
 The Energy and Resources Institute
 (TERI)
**Ms Gauri Sarin**
 President Approach Intl & Founder,
 Forum for Women Leadership for
 Better India (FWLI)
**Dr Sameer Joshi**
 Hon Secretary
 Governing Council Indian Plastics Institute
 Acclaimed Polymer Technologist &
 Expert on Plastic Recycling
**Ms Sapna Shrivastava**
 Editor
 Realty Plus
**Dr Annurag Batra**
 Chairman & Editor-in-Chief
 BW Businessworld &
 exchange4media Group
**Mr Ashutosh Joshi**
 CEO
 Glasspower Recycling &
 Glasspower Group


Smart Lighting Partner



Real Estate Partner



Associate Partner



Coworking Partner



Knowledge Partner



For Nomination:

Khabirul islam

khabirul@businessworld.in

+91 98186 05549



**IDFC FIRST
Bank**

Always You First.

**Open a Savings Account
and get up to 7% interest p.a.**



Presenting IDFC FIRST Bank, a bank that always puts you first. It's why we offer 7% interest p.a. with an assured 6% interest p.a. on our Savings Account. Open an account and get returns better than the prevailing banking industry deposit rates, with access to your money at all times. So bank with us, and see what it's like to always be first.

Up to ₹1 Lakh - **6.00% p.a.**

> ₹1 Lakh - **7.00% p.a.**

Rates are applicable for domestic, NRE and NRO Savings Accounts. Frequency of interest payout will continue to be on quarterly basis.

Open an IDFC FIRST Bank account NOW



idfcfirstbank.com



1800 419 3332