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APR 2023 - APR 2024

INDIA



# PRIMUS PARTNERS

Navigating India, a Complex Opportunity

CORPORATE PROFILE MAY 2023

# About the company

## Management Consulting

Primus Partners is an Indian management consulting firm. The six founders come with experience of 200 person-years where they have led and contributed at highest levels in both private and public sector, including the Government of India. The firm is designed to help our clients 'navigate' India, which we refer to as a complex opportunity. The firm is founded to enable the concept of 'idea realization' and demonstrating experience in action.



**Idea Realization:** A unique approach to examining futuristic ideas required for the growth of an organization or a sector or geography, from the point-of-view of implementability on the ground.

## OUR SERVICE OFFERINGS

### Impact Realization



India's new economic thinking is impact focused, based on three key principles: Growth and efficient welfare; ethical wealth creation; and a virtuous cycle for economic development. In this shift from traditional output driven models to outcome and impact-oriented models, we help you unleash series of opportunities to assist your organizations in driving their SDG Goals.

### Investment Realization



Designed to assist clients in identifying, pursuing, and closing investment opportunities in a market fueled by high consumption, multiple fundamental reforms, improved ease of doing business, and newly introduced competitive federalism, which provides the best growth opportunities.

### Public Policy Realization



Policy and regulation make India a complex opportunity. The offering is aimed at assisting the private sector to understand, track and engage with government and policymakers. We also specialize in Regulatory Impact Assessment (RIA) for the public sector providing cost effective models for policy option evaluation and impact.

### Sector Potential Realization



At Primus, our team of sector experts are working closely with the government to define the India growth story in key sectors, including Infrastructure, Transport, Real Estate, Education, Health, Aerospace & Defense. We help companies identify real pockets of opportunity, design an approach to regional segmentation and capitalize on high-growth prospects.

### Technology Potential Realization



The Indian economy has been pushing towards digital initiatives across various sectors. At Primus, our team of consultants, over the past 20 years, has worked with IT Ministry & Departments, defining and driving the Digital Landscape of India. These consultants assist in the adoption of technology-neutral platforms and sector accelerators focused on Government priorities.

## FOCUS SECTORS



Aerospace & Defence



Education



Emerging Technologies



Healthcare



Housing and Real Estate



Infrastructure &  
Natural Resources



## Service Offering: Investment Realisation



At Primus, we assist our clients in identifying, pursuing and closing investment opportunities. In recent times, India has undergone quick transformation in the investment climate, steadily emerging as a popular investment destination due to its rapid-paced economic growth. Our teams experience of leading multiple edition of Vibrant Gujarat, Progressive Punjab, Magnetic Maharashtra, Happening Haryana, Invest North, Sunrise AP, and many other states provides us unique perspective and insights. We are also empaneled with Invest India.

### OFFERINGS



#### Location Assessment & Site Identification

Our tools and frameworks strategically developed to assist investors to identify most suited sites

##### Cost of Doing Business

- Utility Tariffs
- Wage Rates
- Land Prices
- Taxes and Levels

##### Ease of Doing Business

- Compliances & Permissions
- Investor Perception
- Cost of Compliances
- Service Delivery

##### Social Infrastructure, Environment and Safety

- Availability of ETP
- Proximity to schools, hospitals & recreational activities

##### Site Readiness & Industrial Ecosystem

- Connectivity
- Access to Gas Pipeline
- Existing Industries
- Labour Availability



#### Regulatory Compliance

Our 4 Pillar approach designed through fervent experience offers to evaluate regulatory environment.

##### Ease of Doing Business

Ranking Scores assigned to states as per BRAP (Business Reform Action Plan) rankings released by DPIIT, GoI

##### Investor Perception

Ranking states according to feedback score given by DPIIT & undertake investor perception survey

##### Quality of Service Delivery

Ranking states on the service delivery timelines and simplicity of procedures

##### Incentive Application

Assigning score as per cost of complying with various permissions – Pollution, Labour, Power, etc.



#### Incentive Structuring

Customizing special package of incentives and hand-holding investors in incentive negotiations with the State Governments.

Preparing financial model for the project including Benefit analysis for the State

Designing special package of incentive for investment on best outcome basis

Undertaking comparative assessment of policies of leading Industrial States in India to gauge the benefit quantum across States

Undertaking comparative assessment of policies of leading Industrial States in India to gauge the benefit quantum across States



#### Continuous Handholding Support for An Effective Investor Aftercare

Our key offering ensures support to investors post the investment grounding.

##### Policy Updates

Monthly policy updates on GOI & State-level policy changes

##### Regulatory Scan

Impact Assessment of ongoing regulatory changes on businesses

##### Grievance Mitigation

Assistance in representations, B2G meetings and continuous follow ups

##### Incentive Disbursement

Assistance in application filling for claiming incentives & document compliance

### IMPACT

The recent assignments outcome are a clear testimony of our robust public sector network and significance of our assessment tools and continued handholding support.

Our senior team of experts has facilitated grounding of investments amounting to INR 10,000 crores in the country

Primus assisted companies in the availing of incentives amounting to INR 1000 crores across States.

Primus has assisted leading companies in investment grounding within a period of 6 months.

Assisted private sector in undertaking location assessment and incentive negotiations across 8 various Industrial States.



## LEADERSHIP



### Kanishk Maheshwari

Kanishk has close to 15 years of experience working with leading clients both in the public and private sector in areas like Investment Promotion, Regulatory Simplification, Industrial Infrastructure and Promotion, Public Policy, and Governance. He has been involved in several projects involving policy and capacity building of public sector to make it more effective & efficient. He leads the Investment Realization Practice at Primus Partners.



### Adarsh Sharma

Over 14 years of experience in government and regulatory affairs, large scale industrial strategy transformation, market entry approach for private sector majors and global marketing communication for product lines, services, fundraising and advocacy campaigns for global non-profits. Led projects with international govt. agencies to understand the regulatory landscape and ease the bottlenecks affecting cross border trade.



### Sumit Chaudhary

Sumit has about 12 years of extensive experience of working across Supply Chain, Financial Modelling, Investment Promotion and Facilitation, trade promotion, Market & Product Development Strategy. He has widespread experience devising ways to strengthening industrial infrastructure ensuring Industrial Development. He has extensively worked with the public and private sector across various areas and have assisted state governments in mobilizing investments.



### Ajay Kumar

Ajay brings 10 years of experience in domains of government advisory, corporate strategy & private sector development. He has assisted state governments in formulating policies for sector promotion and as assisted private sector players in devising growth and go to market strategies.

## CASE STUDIES

1

### Facilitating Mobilisation of INR 1,300 Crores Investment in 6 Months



Assisting leading homegrown investor in enhancing manufacturing capacities in the country and achieving import substitution

The objective was to facilitate grounding of Rs. 1300 crore investment in a competitive location in the country. The company had three problem statements related to identifying the most suitable land parcel, availing best in class incentives, and seeking clarity on the regulatory approvals in the states. Primus facilitated providing "A comprehensive Company Analysis" gauging and analyzing the factors of production, end to end supply chain, and infrastructure requirements.

2

### Identification of New Business Opportunities for Foreign Investments in the Country



Facilitating European investments in the country and establishing strategic partnerships

Primus is working directly with a strategic partner in the Europe-India business corridor to devise mechanisms to increase investments in sustainable infrastructure projects, through close collaboration between the state governments in the development of successful models for fostering investments and industrial collaborations.

3

### Promotion of Sector Specific Industrial Clusters and Increasing Private Sector Participation



Setting up a dedicated ESDM park in one of the key industrial states in the country

Primus is supporting an Industrial Development Corporation in undertaking a detailed promotional strategy of the upcoming ESDM Park in the state. Additionally, a comprehensive cluster study to identify the potential and attract investments in the park is being undertaken.

4

### Assisting Leading Industrial Park Developers across Investment Realization



Assisting leading Industrial and Economic park developers

Primus is closely working with the leading industrial and economic park developers across various contours of Investment Realization.

5

### Investment Promotion and Policy Advocacy



Investment Promotion support to Indian State

Primus is assisting an Indian state to formulate strategy to attract investments and rationalize regulatory burden to ease the doing business ecosystem in the state.



## Service Offering: Impact Realisation



India's development is at the core of Primus Partners. With the Sustainable Development Goal targets for 2030 less than a decade away, it is imperative that we accelerate change today. Given this need for rapid transformation, we enable policy makers, investors, corporates, non-profits and foundations to create and maximise their impacts on social, economic and environmental development. Through our offerings and solutions, our clients simultaneously achieve their own goals while driving the development goals of India, a country that is complex, diverse, and characterised by immense opportunity and growth potential.

### OFFERINGS



#### Policy Development

Designing Government policies grounded in research and aligned with local contexts and needs.



#### Programme Design

Conceptualising projects with key focus on KPI driving towards impact and SDG Alignment.



#### Programme Implementation

Implementing projects keeping in mind Critical Success Factors for impact delivery.



#### Impact Assessment

M&E of policies, schemes & projects to make design and implementation of recommendations.



#### Impact Investment

Identifying and evaluating opportunities for catalysing more capital towards impact.



#### Corporate Social Responsibility

Designing impactful CSR strategies & programmes in alignment with Business strategy

### LEADERSHIP



#### Charu Malhotra

Charu has over 25 years of experience in Public Education and Learning. She has advised more than 15 State Governments in the space and over 50 clients on CSR. Previously, She was a Director at KPMG and leading the Public Education initiative, She has also worked with IL&FS Education. Charu leads the Impact Realization Practice at Primus Partners.



#### Sameer Jain

With a career spanning over 20 years, Sameer has experience in large program delivery for global clients in Government, Telecom and Finance sectors. Prior to Primus, Sameer was a Partner at KPMG and led the Urban Transformation practice. In past he has been involved with key national priorities such as Water & Sanitation for all, Building next-gen cities and technology led transformation.



#### Amitoj Gill

Amitoj has 14 years of experience in the development sector. Her experience covers a broad spectrum of thematic areas across the entire project life cycle ranging from programme design to product development to impact assessment. She has managed grants including CSR to over 150 NGOs across India to create impact in a wide range of thematic areas.



#### Renu Punihani

Renu has over 20+ years of experience in the field of education. She has worked extensively on projects focusing on handholding institutions for NAAC accreditation, e-tutorials on WASH, competency – based assessment framework, teacher professional development programs, activity-based learning tools, content development in pedagogy & life skills.



#### Pooja Lahri

Pooja has 8 years of experience across different sectors like Climate Change and Sustainability, Water, Sanitation and Hygiene, management of solid waste, and healthcare. Pooja has in past led teams to carry out impact assessment activities for key public policies and programmes. She has also assisted clients in devising & evaluating IEC strategies.

### SUSTAINABILITY FOCUS



Net Zero & ESG Strategy



Climate Adaptation Plans



Institutional Strengthening for climate readiness



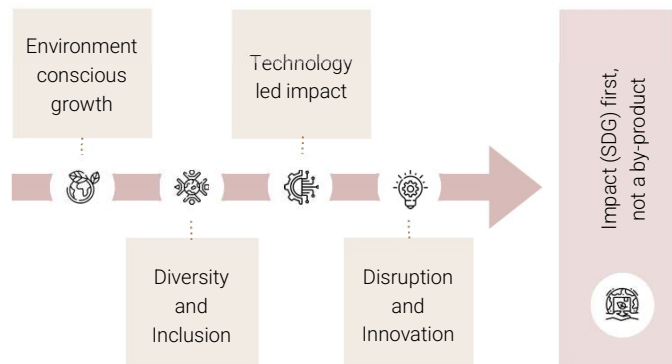
Benchmarking of Sustainability practices



Sustainability Reporting



## OUR PHILOSOPHY



## CASE STUDIES

1

### Enabling Achievement of Government Policy Targets under Jal Jeevan Mission



Advising states on implementation of flagship schemes with focus on Impact lens

Jal Jeevan Mission is a flagship initiative launched by the Govt. of India to provide access to sustainable drinking water through piped water connections to every rural household by 2024. Primus Partners is supporting State Governments in meeting the goal of providing Functional Household Tap Connections to every rural household in the state by November 2022, well ahead of the national deadline. Primus is assisting with assessing the progress and quality of implementation of the scheme, focusing on the mission's quality parameters and developing strategies to enhance scheme.

2

### Consulting Services to Promote SHGs in 3 States: Uttar Pradesh, Rajasthan & Chattisgarh



Creating self-sustainability through inclusion of Self-Help Groups into mainstream

Primus Partners is assisting a leading last mile assisted e-commerce and distribution organization that leverages its network of tech-enabled women agents to market, sell and service products and services across rural India and is helping in onboarding at least 20,000 rural women entrepreneurs under the Rural Livelihood Project (NRLM & NRETP) in Rajasthan, and Uttar Pradesh.

3

### Strategy Support For foundation Literacy and Numeracy Mission



Assisting states on impact maximization

Primus Partners is working closely with Samagra Shiksha (Dept of Education, Chhattisgarh) to develop strategies for implementation of the FLN Mission in the State. The team is supporting the department to implement the FLN Mission at the district level through various strategic interventions such as remediation approaches based, on learning gaps identified by the NAS and ASER reports, collating age-appropriate reading material mapped to learning outcomes, spreading awareness about 'balwadis' and coordinating with district PMUs to ensure that the services reach each school, student and teacher and maximize the impact.

## CASE STUDIES (contd.)

4

### Technology Transformation of Panchayati Raj Institutions



Technology driven governance

Primus Partners' e-PRI Solution is a holistic platform for enabling & enhancing Operations and Governance through Technology Transformation of all levels of Panchayati Raj Institutions in Chhattisgarh. The project entails end to end project delivery incorporating Solution Design, Development, Roll Out and Knowledge Transfer. The Phase-1 launch of the portal focused on streamlining the payroll process and salary disbursement, attendance and leaves of 10,500 Gram Sachivs, enabling online training across departments and schemes, providing a digital repository of guidelines documents for PRIs and creating a detailed asset directory to track the reach of benefits.

5

### National Communications Policy for Ministry of Information and Broadcasting



Designing communication strategies for last mile delivery

Primus Partners has supported the Ministry of Information and Broadcasting in drafting the National Communications Policy with a focus on communication activities for all levels of governance. The team has created detailed SOPs for communicating during crisis (national/health emergencies), timely combatting of misinformation & disinformation, devising IEC strategies by preparing standardized templates for field functionaries and defining outcome indicators to assess the impact of communication across the states.

6

### National Centre of Excellence and Task Force for AVGC Promotion



Redefining the landscape of a sunrise sector in India

Primus Partners is assisting the Ministry of Information & Broadcasting in designing the country's first ever National Centre of Excellence for Animation, Visual effects, Gaming & Comics sector. The institution shall be holistic in nature with equal parts focus on academics, skilling, research & partnerships. To further promote the development of AVGC sector in India, the team is also supporting the ministry in the formation of an AVGC Task Force to better the global positioning of Indian AVGC industry & devise strategies/policies for growth of sector.

7

### Engagement with WHO-SEARO for Climate Change Resilience



Building resilience to Climate Change

Primus Partners has developed a regional synthesis report by landscaping the regional achievements and progress of WHO South-East Asia Region in respect to the 12 action areas of the Male' Declaration on Building Health Systems' Resilience to Climate Change. The prepared compendium provides recommendations to strengthen health systems' resilience to climate change. For WHO-SEARO, Primus team also reviewed and identified baseline indicators for the monitoring of the Regional Plan of Action for the WHO Global Strategy on Health, Environment and Climate Change 2020-2030.



# Service Offering: Public Policy Realisation



The Indian story is powerful and attractive, but its intricacies, policy-regulatory-political sentiments require local expertise to glide through. It is important for businesses not just to be in India, but also to adequately understand India, and thereby figure out their part in the India Story. Our team of cross-sectoral experts with years and decades of experience – serving at the helm of consultancy, administrative and regulatory practices – enable you to understand India, the sentiments, policies-regulations, and bring connections and insights from the local to state and central level government functionaries. We strive to turn information and statistics in the policy space into meaningful assessments which can be grasped easily, communicated swiftly and acted upon successfully. Our research team aims to help clients navigate the complex terrain of policy in India and drive change through their organizations.

## OFFERINGS



### Research & Analysis

- Policy-Regulatory framework mapping (central-state-local)
- Periodic updates
- Problem identification
- Benchmarking and analysis



### Strategy Development

- Development & implementation of a robust & effective intervention strategy on issues to bring synergy in-line with business plans



### Advisory Service

- Advisory from SMEs
- Crisis advisory
- Advisory on engagement with central & state Govts.
- Incentives & taxation advisory



### Stakeholder Engagement

- Stakeholder mapping (government & nongovernment)
- Relationship development & management



### Government Affairs & Engagement

- Engagements with stakeholders
- Identification of government programs for partnership & business expansion

## PUBLIC POLICY PROJECT FRAMEWORK

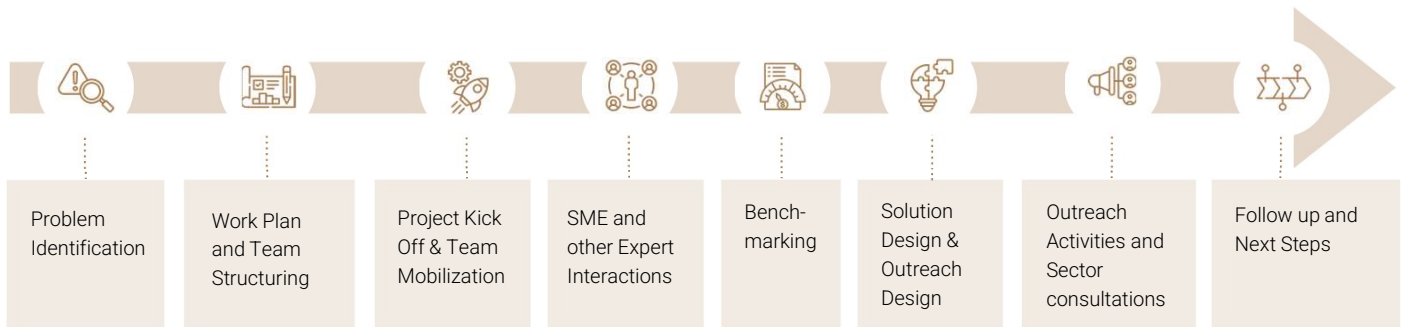
Constant Policy Update

Regulatory Impact Analysis

Enterprise Risk Management

Content Management

Crisis Management



### PHASE 1

Before Project Initiation  
@ Primus Partners

Primus Partners has a dedicated team which is working on building and revising the public policy solution for its existing clients and probable clients. The team includes Subject Matter Experts across various sectors and a dedicated research team. Even before a client approaches Primus Partners, research across various major sectors is ongoing and skill set is built upon it.

### PHASE 2

Core Solution Design  
@ Client Location

Once the client has formally discussed the problem with Primus Partners and Primus Partners has identified its dedicated team for the assignment the actual solution design is initiated. Only the right pool of people, for the particular project, are deployed on the engagement and solution designing is done accordingly.

### PHASE 3

Solution Validation  
@ Marketplace & Govt. Bodies

Dedicated team of Primus Partners does not stop at providing the solution. We at Primus Partners go a notch ahead and validate the solution provided by us and ensure it reaches the right audience. Dipstick analysis and right placement in the media is done to ensure that it creates a buzz. Meetings with relevant stakeholders from government department, associations, etc. is scheduled for way forward.



## LEADERSHIP



### Nilaya Verma

Over 25 years of experience in developing and implementing transformation programs at state and central level. Former Partner in PwC, Accenture, and KPMG. At KPMG was leading the Infrastructure, Government and Healthcare sector. Nilaya leads the Public Policy Practice at Primus Partners.



### Davinder Sandhu

Davinder has more than 35 years of extensive experience in Public Sector. He has held leadership positions at the Prime Minister's Office (for 8 years), Gol, World Bank, Indian Railways,. He has represented these institutions at as a delegate at UNGA, ASEAN, BRICS, IBSA, ASEM and SAARC, G-20, G-24, and Commonwealth. At KPMG, he was leading the Transportation & International Funding Institution practice.



### Nikhil Dhaka

Nikhil has around 13 years of experience. He has worked with central & state governments on various components of public policy, investment climate, ease of doing business etc. Nikhil has worked with Governments of Oman, Rwanda, Kenya and Uganda and with the Government of India in the states of Gujarat (Vibrant Gujarat Investment Summit), West Bengal, Maharashtra, Jharkhand & UP. Previously, Nikhil was part of government advisory at KPMG and energy practice at Feedback Infra.



### Ayanjyoti Sarkar

Ayan has 11+ years of work experience in the domains of Corporate Strategy, Government Advisory, Brand Management and Private Sector Development. He has assisted national and sub-national governments on public policy for private sector development in industry, WASH and tourism, as well as on ease of doing business in India. He has worked with Sodexo India, Shapoorji Pallonji and Company Private Limited, KPMG India and EY India.

## CASE STUDIES

1

### Devising Multi-Dimensional Growth Strategy for a German Automobile Giant



Facilitating Foreign investments in the country through Policy Advocacy

The engagement span across business areas including – general advocacy, technical (R&D in safety and alternate fuels including hydrogen etc.) advocacy, strategy building and support for defence and institutional sales for company's trucks and buses, supporting with advocacy on tax incentives on R&D, foreign trade and production, production linked incentive application etc.

## CASE STUDIES (contd.)

2

### Directly Supporting the Bottom Line of One of India's Largest E-commerce Players



Advocacy on relevant matters related to tax, regulatory and trade

The project is aimed at supporting company for their public policy areas in India, including e-commerce policy and taxation, foreign trade; state-level policy support for e-commerce and warehousing operations. Primus supports the team in engaging with key government and non-government stakeholders; It includes advocacy on GST issues, supported e-commerce status during lockdowns, guiding their engagement on TDS levies etc.

3

### Assisting a Social Media Conglomerate to Create Digital Literacy to Empower Tribal Youth



Advocacy to implement key programmes in the country

The main objective of the assignment is to create digital literacy to empower the tribal youth in India by connecting them with known industry leaders, facilitating and scaling up personal mentorship. This is going to be done through mentor-mentorship training programs, which will target aspirational districts and states, facilitate mentorship interaction and provide services such as learning modules for mentees with defined outcomes.

4

### Continuous Policy Advocacy to Indian Multi-national across its Chain of Businesses



Advocacy on Sustainable value innovation strategy

Primus Partners is the policy and strategy advisor for various sectors like Automotive, Specialty Steels, Infrastructure, Renewable Energy, Defence, and Railways. We worked on a sustainable value innovation strategy aligned with the company's existing initiatives and outlook, mapping the important stakeholders for various sectors and providing policy advisory and regular research support.

5

### Advocacy and Government Engagement for a Global Cloud Service Provider



Advocacy to amplify conversations around cloud technology

The larger objective is to facilitate a leading global cloud service provider in deeper engagement with stakeholders in the Government of India and state governments. The engagement focuses on making government stakeholders aware of the potential of cloud services, positive impact of the client's cloud services on e-governance initiatives in India, and clarifying misperceptions around cloud-services technology which can impact policies and regulations.



# Service Offering: Sector Potential Realisation



India, with its large population and increasing disposable incomes, is poised to be one of the key markets for Global Corporations. At Primus, our team of sector experts is working closely with the Government to define the India growth story in key sectors including Infrastructure, Transport, Real Estate, Education, Health, Agriculture and Energy. Our solution offerings will successfully navigate the rapidly changing environment of these sectors, building on past efforts and guiding public and private institutions towards innovative solutions in an increasingly complex, knowledge-based and dynamic economy.

## OFFERINGS

### Strategies & Planning



Provide strategic support in managing complex and rapid changes covering aspects of future, growth & transition.

- Policy Formulation
- Market Entry
- Funding
- Investment
- Capacity Building
- Feasibility (Tech & Fin)
- Master Planning
- Project Designing and Structure

### Financial Management



Capacity Building to bring together multiple actors & processes to have an effective financial framework and drive investment

- Transaction Advisory
- Revenue augmentation / Cost optimization
- Fund-raising
- Buy-side Sell-side advisory

### Operational Efficiency Improvement



Optimization of processes, people, financials, and technology to create positive impact on satisfaction levels of business, profits and systems.

- Process re-engineering
- Digitalization
- Asset Optimization
- Revenue Augmentation

### Resource Optimisation and Asset Management



Identifying optimal configuration for new infrastructure systems or system extensions and preparation of plans targeted at specific outputs in regional & urban systems

- Asset Utilization
- Asset Maintenance Policy
- Reduce asset operating cost
- Minimize emergency repairs to improve reliability
- Asset allocation optimization

### Project Management and Implementation



Managing project life cycle with optimized resources and integrated approach that will drive the completion of the project's objectives

- Program and project management
- Governance Mechanism
- Risk Management
- Contract Administration
- MIS Frameworks

### Communication and Outreach



Strategies & practice for sharing information, create awareness, increase trust & communicate with larger audience

- Marketing and Branding (IEC)
- Social Media Management
- Media Relations & Outreach
- Grievance Redressal Mechanism
- Quick Response Tracking

### Transaction Advisory and Bid Management



Providing support in designing and exercising effective procurement & business models, Investment strategies, contractual frameworks

- Procurement Models
- Bid Process Management
- Matchmaking (Owner-Developer-Investor-User)
- Public Private Partnerships
- Financial Modelling
- Contracts and Agreements

## FOCUS SECTORS



Aerospace & Defence



Automobile



Energy



Financial Services



Healthcare



Infrastructure & Transport



Real Estate



Urban



## SNAPSHOT OF ENGAGEMENT



### Aerospace and Defence



#### Global A&D Player

Assisting a global A&D firm in their India plans by preparing a strategy and providing them with a 5-year action plan coupled with highlighting opportunities for collaboration.



#### Indian A&D Conglomerate

Assisting an Indian conglomerate in furthering their defence portfolio and business while also advising on the policy front.



#### Global Automotive Firm

Assisting a global automotive firm with respect to their India plans for the defense sector with services including policy advisory, market scoping and sizing.



#### Indian Manufacturing Entity

Assisting an Indian entity in the setting up of a new joint venture entity for work in the defense manufacturing space.



### Energy



#### Ministry of Coal, GoI

Engagement as Consultant for PMC for Coal Logistics Planning and Monitoring of projects under Ministry of Coal.



#### PHD Chamber of Commerce and Industry

Policy Advisory for promoting CNG as the green fuel.



### Real Estate



#### Uttar Pradesh Awastha Vikas Parishad

Development of master plan and business model which attract genuine private investors of mixed land use development at UP.



#### Slum Rehabilitation Authority

Leveraging Technology for identification of slums, eligible beneficiaries, designing schemes and smooth implementation of the same.



#### Haryana Housing Board

Development of Affordable Rental Housing Ecosystem in Gurgaon and other urban areas of Haryana.



### Infrastructure



#### Forest Department, Govt. of Manipur

Creating community-driven Integrated watershed management strategies which can improve the livelihood of villagers and encourage sustainable environment practices.



#### National Investment and Infrastructure Fund Ltd.

Providing support to NIIFL in investment evaluations & economic policy development.



#### Tourism Department, Govt. of Manipur

Assistance in development of master plans, PPP models, BPM, Marketing and branding for creating Manipur as eco tourism destination.





## SNAPSHOT OF ENGAGEMENT (contd.)



### Healthcare



#### Department of Health & Family Welfare, Govt. of AP

Strengthening Project to improve the quality and responsiveness of public health services and increase its utilization.



#### Gurugram Metropolitan Development Authority

Transaction advisory for a PPP Hospital and Medical College for GMDA. Assisting with financial model for the facility, identifying the stakeholders & onboarding as per agreement.



### Financial Services



#### Noida Airport Authority

Transaction Management Services for Integrated Cargo Terminal and Warehousing & Logistics Zone.



#### Leading Broking Firm in India

Strategy formulation and implementation to achieve desired valuation of firm.



### Urban Development



#### Capacity Building Commission, GoI

Developing capacity building framework and guideline for annual capacity building plan for urban local bodies with lens of mission Karmyogi.



#### Ministry of Housing & Urban Affairs

Prepare JJM strategy, reforms roadmap using the principles of Scale, Speed, Standards, Sustainability. Encourage private sector participation.

## CLIENTELE



Government of Maharashtra





## OUR TEAM AND THEIR EXPERTISE

**Aarti Harbhajanka**

Aarti has more than 14 years of rich experience in leading and delivering major consulting projects. She has extensive experience in Housing, Urban Development and Education. She also led the Program Management team implementing Pradhan Mantri Awas Yojana (U) and assisted state government in development of Green Housing policy and establishment of MahaHousing Corporation. Currently, Advisor to RERA, Maharashtra. Previously, She was a Director at KPMG.

**Anurag Singh**

Over the past 26 years, Anurag has worked in strategy, sales and marketing, M&A, business head & consulting roles with EY, DuPont, Chemours, Sattwa Wellness, Hero Corporate, Maruti, Honda cars & Tata Motors. He has served high performing iconic companies through significant change and transformations. He has led several strategy exercises and participated over 40 M&A deals in his career.

**Shravan Shetty**

Shravan has over 17 years of experience including 3 years heading a company with global presence. He has worked with more than 30 clients across 6 countries. Shravan has developed innovative digital solutions across the value chain primarily in Banking & Capital markets space. He has worked with leading private sector banks, large broking houses & capital market players, insurance companies & fintech players.

**Vice Admiral Ajit Kumar (Advisor)**

Vice Admiral Ajit Kumar PVSM, AVSM, VSM, ADC is a retired Indian Navy Admiral. He has served as the Vice Chief of Naval Staff as well as the Flag Officer Commanding-in-Chief (FOC-in-C) Western Naval Command. A specialist in missiles and gunnery, he has commanded six ships, the Eastern Fleet and the Indian Naval Academy. He has served on the Joint Staff at the HQIDS as Deputy Chief Integrated Defence Staff (Operations and Policy Planning & Force Development).

**Shubham Katyayan**

Shubham has more than 13 years of experience in Infrastructure and urban transformation projects and is leading the Urban Practice under sector potential realization in Primus Partners. His expertise covers overall life cycle of project from conceptualization till impact realization. He has managed large Urban infrastructure projects such as HRIDAY, Smart City Mission for 6 cities, AMRUT and AMRUT 2.0, Delhi and Chennai Metro corporations, PRASAD, Swachh Bharat Mission and other infrastructure projects for over 50 Government Clients.

**Amit Dugar**

Amit has over 11 years of experience in market entry and growth strategies along with due diligence and policy advisory working in sectors including SDGs, technology, aerospace and defence, along with macro and microeconomics. He has been part of multiple strategy projects working with the private sector and the government. He supports companies venturing into new business and scaling existing businesses. He also leads I4I initiative, our web-based platform to accelerate SDG achievement.

**Saumya Pathak**

Saumya has a diversified portfolio in Management Consulting specially in Healthcare sector with 16+ years of work experience. She worked in Hospital Operations and moved on with Healthcare Consulting including Hospital Planning, Healthcare Informatics, Quality (NABH, NABL, JCI), Healthcare IT (MIS, Business intelligence, HIS) etc. She is an NABH and NABL Internal Assessor (QCI approved) and a guest faculty in Welingkar Management School.

**Pragya Priyadarshini**

Pragya has 10+ years' experience in Consultancy Services including project structuring, bid process management, project management & risk management. In her previous stints, she has been responsible for project ideation and conceptualization, strategic partnerships, stakeholder engagement and business sourcing, and has experience of working with Government and Private Clients.

**Shruti Singh**

Shruti has over 11 years of experience in government advisory and management consulting for the private and public sector. Her experience includes setting up project management units, conducting diagnostic studies including financial and economic analysis, financial modelling and valuation, feasibility studies, business plan preparations and strategy formulation etc.



Service Offering:

# Sector Potential Realisation Healthcare



Healthcare is a critical sector for India, both economically and socially. The importance of improvement in the infrastructure, affordability, delivery and accessibility has been made abundantly clear by the Covid-19 pandemic. Several government initiatives are directed for the enhancement of on-ground implementation of the programs and schemes while also promoting research and development in the sector. Primus Partners has a team of experts to work on strategic implementation of schemes, policy formulation, project monitoring etc. help clients realize its full potential. We have expertise and experience of working with Government Departments, Donor Organisations, Private Sector, NGOs etc. across the value chain.

## OFFERINGS FOR HEALTHCARE



### Strategies & Planning

Provide strategic support in managing complex and rapid change covering aspects of future, growth and transition



### Resource Optimisation and Asset Management

Identifying optimal configuration for new healthcare systems or system extensions and preparation of plans targeted at specific outputs in regional and urban systems



### Policy and Regulatory Advisory

Analysis of the policy and regulatory frameworks and providing valuable insights about the implications of the policy changes.



### Project Management and Implementation

Provide information & overview from conceptualization to completion stage of the whole project life cycle



### Operational Efficiency Improvement

Assessment of processes and policies to perform business process re-engineering, capacity building, technology advancement



### Transaction Advisory and Bid Management

Providing support in designing and exercising effective procurement & business models, Investment strategies, contractual frameworks





## SNAPSHOT OF ENGAGEMENT

Primus Partners is working with multiple central, state and industry linked agencies at policy, projects, people and process level interventions ...



### Health Ministry / Department / Boards



#### Public Health Department, Maharashtra

Assisted the department to bring efficiency in the project management mechanism, improve outcomes of the schemes and programs, and introduce policies for positive impact health sector of the state.



#### Andhra Pradesh Medical Services & Infrastructure Development Corporation

Improving the quality of public health services, increase utilization of an expanded scope of primary healthcare services and build responsive systems



#### Gurugram Metropolitan Development Authority

Engaged as the Transaction Advisory for the 150-seat and 850-bedded Medical College and Hospital project to be developed in the state in PPP mode.



#### Directorate of Medical Education and Research, Maharashtra

Streamlining and improving the IT initiatives in the department and identifying best practices to implement to enhance the medical education scenario in the state



#### Directorate of Medical Education and Training, Uttar Pradesh

Primus is working with DGME towards developing a thought leadership which would focus on role of residential accommodation of students (Hostels, etc.) and staff (medical and nursing) and its impact on their learning, growth and efficiency in services provided by them.



### Donor Organisations, NGOs and Industry



#### WHO-SEARO

The purpose of this assignment was to develop a discussion paper to guide the development of implementation tools/strategies at country level in the design of effective policies and guidelines and operating practices on healthcare waste management.



#### Centre for Urban and Regional Excellence (CURE)

Primus Partners has played a key role in aligning CURE's strategy for water management and climate change initiatives with that of states and national priorities of fulfilling their SDG commitment.



#### For Reckitt Benckiser (through ADRA)

Primus Partners has supported Reckitt in designing the programme implementation strategy including school and community-based activities, as well as interactive training modules for teachers to implement this programme in their schools.

... to realize macro and micro level objectives and impacts in healthcare sector.



## DETAILS OF PROMINENT WORK DONE BY PRIMUS TEAM IN HEALTHCARE

## Health Advisory Services to Ministry of Public Health and Family Welfare, Maharashtra



**Client:** Ministry of Public Health and Family Welfare, Maharashtra

**Duration:** June 2021 - March 2022

- Primus Partners is engaged with the office of Minister of Public Health and Family Welfare, Maharashtra and is assisting it to drive key select schemes and programs, suggest policy interventions, and improve awareness among general masses through IEC campaigns.
- The project aims to bring efficiency in the project management mechanism, improve outcomes of the schemes and programs, increase awareness and acceptance of the people, and introduce policies which will have positive impact on overall health sector of the state.

## Key Activities Undertaken:

1. Conducted primary and secondary research on **Healthcare Quality, implementation status of NQAS and Kayakalp** and suggested Way forward for NQAS and Kayakalp accreditation.
2. Conducted Primary research and assessment with visitation to Mental Hospitals, in Maharashtra, to **analyze the Mental health status and suggest improvements and upgradation**
3. Continuous Social media initiatives were taken to **sensitize people with knowledge and information of Health programmes/ schemes** details by creating a calendar.

## Transaction Advisory to GMDA on upcoming 150-seated Medical College and Hospital in PPP Mode



**Client:** Gurugram Metropolitan Development Authority, Govt. of Haryana

**Duration:** April 2022 - ongoing

- The Hon. Chief Minister of Haryana envisioned a Medical College and Hospital facility in the city of Gurugram with state-of-the-art facilities and high-quality healthcare provided to the public at affordable rates.
- To realize this vision, GMDA has initiated the construction of a 150 seated and 850 bedded Medical College and Hospital Project in the city and wishes to onboard a private partner to Operate & Maintain the facility.
- Primus Partners is engaged as the Transaction Advisory for this project, wherein we have been tasked with preparing financial model for the facility, identifying the stakeholders, preparing the RFP and Concessionaire Agreement, conducting the bidding process and facilitating the onboarding of the private partner.

## Key Activities Undertaken:

1. Prepared detailed **Business & Financial Model for the Rs 1310 Cr Project**
2. Engaged with multiple Stakeholders from the industry and released RFP for Concessionaire Onboarding
3. **Bid Management & Onboarding of the Private Partner** for the Project

## Technical support unit and IT advisory for Andhra Pradesh Health System Strengthening Project



**Client:** Andhra Pradesh Medical Services & Infrastructure Development Corporation

**Duration:** January 2020 - ongoing

- With the aim of leveraging technology for the betterment of the healthcare system, the Department of Health and Family Welfare (DoHFW), Government of Andhra Pradesh (AP) is implementing the World Bank funded Andhra Pradesh Health System Strengthening Project (APHSSP).
- The objective of the project is to improve the quality of public health services; increase the utilization of an expanded scope of primary healthcare services; and build systems to make public health services more responsive to the population.
- The role of the Technical Support Unit is primarily to provide technical & managerial support for smooth implementation & monitoring of project.
- Primus Partners supported the department in achieving all the defined result areas and achieve all the disbursement linked indicators towards strengthening health system of the state.

## Key Activities Undertaken:

1. **Developed Quality Tracking Dashboard** and propelled AP to be the state with highest NQAS certified facilities
2. Strengthened **pharmaceutical supply chain system** with enhanced features to have realistic projections of requirement for pharmaceutical items in upcoming quarter/year
3. **Strengthened ANC services** to achieve >90% coverage at district levels in 11 districts

## Discussion paper on evidence to actions in the management of healthcare waste in the South-East Asia Region



**Client:** World Health Organisation - South East Asian Regional Office (WHO - SEARO)

**Duration:** August 2021 - December 2021

- WASH in Healthcare Facilities is one of WHO's flagship priorities in Water, Sanitation and Hygiene. The purpose of this assignment was to develop a discussion paper to stimulate discussion and guide the development of implementation tools/strategies at country level, and support decision makers at national level in the design of effective policies, guidelines & operating practices on healthcare waste management
- Primus Partners conducted a desk review of the status of healthcare waste management in all 11 WHO SEA region countries, conducted stakeholder consultations at the country level to validate the data obtained through desk review, and collated, and analyzed the data to develop relevant insights for the discussion paper.

## Key Activities Undertaken:

1. Conducted a **desk review** of the status of healthcare waste management in all 11 WHO SEA region countries on
  - Segregation, Collection & Transportation and Treatment & Disposal of healthcare waste
  - Regulatory environment of healthcare waste management
2. Conducted **stakeholder consultations** at the country level to validate the data obtained through desk review.
3. Development of a **discussion paper** based on findings and analysis of the data to develop relevant insights and recommendations for policy and program proposals that can be integrated into HCWM plans of the respective nations.



# Service Offering: Sector Potential Realisation: Healthcare



## DETAILS OF PROMINENT WORK DONE BY PRIMUS TEAM IN HEALTHCARE (contd.)

### Phasing out mercury measuring devices for Healthcare in India to reduce chemical waste



**Client:** World Health Organisation - South East Asian Regional Office (WHO - SEARO)

**Duration:** June 2021 - August 2021

- The objective of the assignment for the World Health Organization was to conduct a detailed scoping study to phase out mercury-added thermometers and sphygmomanometers used in healthcare, by reducing procurement, ensuring safe and environmentally sound interim-storage of mercury-containing wastes, and management of mercury-containing medical waste in an environmentally sound manner, from storage to disposal.
- Primus conducted detailed research on the medical devices industry, understood the value chain and role of stakeholders, assessed the regulatory framework, and engaged with stakeholders for consultation. Primus also developed strategies based on the assessment and prevalent best practices.

#### Key Activities Undertaken:

- Estimation of the presence of mercury in the medical waste, across India
- Analyzing the **entire supply chain of Mercury in Healthcare** and identifying key nodal points which need intervention.
- Deliberation with **Government officials, and other key stakeholders** and provided recommendation on how mercury in Healthcare can be eradicated.

### Technical support unit and IT advisory for Directorate of Medical Education and Research, Maharashtra



**Client:** Directorate of Medical Education and Research, Govt. of Maharashtra

**Duration:** November 2021 - ongoing

- With the aim of leveraging technology for betterment of the healthcare academics, Primus Partners is engaged in an IT PMU to propose and implement IT solutions for Directorate of Medical Education and Research as well as the Food and Drugs Administration, Govt. of Maharashtra
- A complete technology overhaul was proposed in the department to improve efficiency by streamlining processes, introducing best practices, capacity building and implementing emerging information technology towards key support functions in the Directorate as well as its medical/dental/AYUSH colleges and associated hospitals and health units.
- Support to the directorate in their agenda of increasing public private partnerships by facilitating stakeholder consultations, etc.

#### Key Activities Undertaken:

- Development of an **IT Roadmap outlining eGovernance** initiatives for the state
- Strengthening supply chain management for drugs and medical equipment supplied
- Bid process management and **implementation of IT solutions**
- Organizing conferences to **attract private investment for key infrastructure projects**

## OUR KNOWLEDGE AND PUBLICATIONS IN THE HEALTHCARE SECTOR



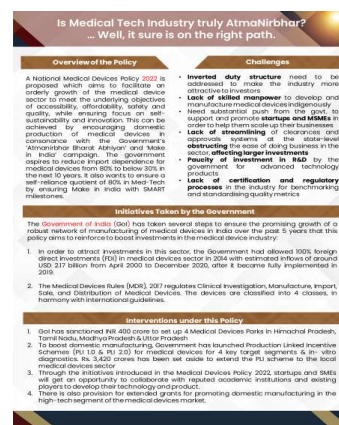
### Healthcare Start Ups- Will they surf the Make in India wave or drown?

Thought piece on the evolving start up culture in the country and the inclusion of healthcare sector entrepreneurship. Analysis of the policy and regulatory framework present in the country and areas of improvement to promote Make in India initiatives through research and development in healthcare.



### Skill Development at Grassroots Level-A building is only as strong as its foundation

Policy note about the importance of a bottom-up approach in the transformation of healthcare sector in India. As made obvious by the pandemic, there is a need to focus on preventive medicine and implementation will only be possible through strengthening of the paramedical and allied medical professionals.



### Is Medical Tech Industry truly AtmaNirbhar? Well, it sure is on the right path.

This Sector in Focus Report talks about the new proposed Medical Devices Policy 2022 that will promote Make in India initiatives in the field of Medical Devices and Technology and its implications on the investments and growth in the healthcare sector as a whole.

# Service Offering: Technology Potential Realisation



With a team having vast experience in technology and digital, we help clients in realizing their potential through digital transformation and ability to sustain it, thrive and grow. Our focus is to help clients utilize the power of data, identify and adopt new age technologies to provide an integrated and service driven customer and citizen experience through automation, digitization and digital involvement.

## OFFERINGS

<b>Technology / IT Strategy</b> Strategy and roadmap creation for technology functions or organisations	<b>Innovative Visions</b> Design of innovation visions and roadmaps for states or nations to enhance competitiveness of the region	<b>Digital Solution Design</b> Conceptualise & design tech solutions to solve operational challenges or business needs or enhancing governance	<b>Analytics &amp; Dashboard</b> Customised solution for data visualisation and representation
<b>Transformation Implementation</b> Designing and program management of large scale digital transformation projects	<b>Transaction Advisory and Bid Management</b> Assisting in making a truly informed, unbiased judgment about risk and returns	<b>BPR and Change Management</b> Helping organizations plan & adopt to changes impacting their industry or organization or business function due to IT Implementations	<b>IT Operations Model Design</b> Design of IT operating models for the technology function of an organisation

## APPROACHES

Our unique approach coupled with the experience & capabilities of our people ensures quality output and time bound outcomes.

	 <b>LANDSCAPE ASSESSMENT</b>	 <b>ECOSYSTEM ASSESSMENT</b>	 <b>DESIGN &amp; VISION</b>	 <b>IMPLEMENT &amp; EXECUTE</b>
Overall Engagement Approach	Impact analysis of current policies / systems, gap analysis to understand the current scenario for the specific indicator / intervention / solution / objective.	National and international benchmarking. Suggestions from stakeholders across the ecosystem – academic institutions, competitors, policy-makers, think tanks, industry.	Develop vision and / or solution design or transformation approach, roadmap and implementation plan.	Pilot, handholding execution, training & handover of the solution / initiative to the department / council with capacity building.
PMU Approach	Project Plan and Design Stakeholder Identification & Engagement	Monitoring support & Management Reporting Training & Capacity Building	Budget & Financial Management Risk, Quality and Issue Management	Vendor / Third Party Contract Management Knowledge Management & Transition



## LEADERSHIP



### Devroop Dhar

Devroop has close to 20 years of experience in Digital Transformation, e-Service Delivery & Improving Processes & Systems. Been part of the core team driving Aadhaar in India. Previously, Partner in charge at KPMG for Govt. sector in West. Has worked with TCS, PwC and Accenture. He leads the Technology Realization Practice for the firm.



### Avijit Dhar

Avijit has 25 years experience in IT industry specialising in ERP/CRM/SCM/HRMS/e-commerce/Data Warehousing/Business Intelligence projects. As a Solution Architect, he has expertise in developing digital ecosystems right from conception to operationalization & monitoring for platforms including stakeholder & vendor onboarding and management. Has worked with Ayushman Bharat Digital Mission, KPMG. He is the CTO of the firm.



### Suraj Soman

Suraj has 17 years experience in technology & digital transformation, e-Governance, Skill Development and Entrepreneurship across different locations in India, Europe, USA, Africa. At Primus Partners, he Co-Leads the Technology Potential Realization service with a focus on driving innovative solutions in technology. Prior to joining Primus Partners, he had worked with organizations such as KPMG, PwC, Deloitte and Wipro.



### Prateek Gupta

Prateek has 11+ years experience in the e-Governance domain advising clients on conceptualizing, implementing and sustaining IT/ITeS based projects. He has extensive experience of working with governments across India including states like Maharashtra, Gujarat, Haryana, Punjab, Himachal Pradesh and has led & executed a wide variety of projects in the digital space.

## CASE STUDIES

Our teams are strategizing & delivering flagship engagements across states to drive technology & innovation driven socio-economic impacts.

1

### Enabling Digital Service Delivery for Rural India



Digital Transformation Of Panchayat Raj Institutions

Primus Partners is working with leading Indian state governments in driving project management & consultancy for digital transformation of Gram Panchayats. The aim is to bring about a paradigm shift in governance and citizen delivery by shifting from manual Governance to e-Governance and invoking citizen participation and transparency.

## CASE STUDIES (contd.)

2

### Facilitating Citizen-Led Benefit Management System



Citizen and Beneficiary Management

Primus Partners is working with key Northern State to implement Parivar Pehchan Patra (PPP) which is a flagship project of the government. The project aims to provide a unique identity to all the families residing in the state. This database of families shall be the single source of truth for beneficiary data in the entire state, with family as a unit. The database will go on to fulfil the vision of linking various social benefit schemes to a common database, hence eliminating the need for the citizen to provide repetitive information & documentary proofs across government services.

3

### Technology-Led Urban Mobility



Smart Parking Policy for a large city

"Smart Parking Policy for a million plus city" – Primus Partners prepared the Smart Parking Policy and Technology implementation roadmap for a large city (million plus population) after assessing the present parking demand, understanding the requirements through stakeholder interaction and citizen survey, benchmarking it with global best practices and designing the most optimal solution for the city.

4

### Business Process Re-engineering and Blueprint for Digital Transformation



Business Process Reengineering for Kampala Capital City Authority (KCCA)

Primus Partners assisted the client on comprehensive BPR implementation and change readiness for digital transformation. The BPR exercise involved AS IS Study across six directorates, benchmarking and recommendations on a reengineered process. Training and Change Management was a critical part of the project. This engagement also acted as a precursor for further digital transformation.

5

### Addicting Data-Led Governance



CM Dashboard, Manipur

Primus Partners has implemented an integrated dashboard for Chief Minister of Manipur to monitor key performance indicators of various schemes/departments in the State. The dashboard provides statistics & insights consolidated and arranged in a single frame so as to provide all necessary information to the relevant stakeholders of the State at a glance. It further provides drill down capabilities to help stakeholders perform a deep dive into any relevant parameters presented on the dashboard.



# Service Offering: Sector Potential Realisation G20



India has assumed the Presidency for the G20 in 2022-23, and under the aegis of the Hon'ble Prime Minister, India has set ambitious goals. Primus is proud to support this endeavour with our expertise and passion. Primus is closely involved with various ministries and G20 Secretariats therein, including at the office of the Sherpa Shri Amitabh Kant. This engagement includes end-to-end substantive and logistic support for various Working Group Meetings and inter-sessional efforts. Organizational support is also provided for Side Events and Co-Branded events with industry, non-profits, and international organizations.

## Program Management Unit for Ministry of Health and Family Welfare



**Client:** Ministry of Health and Family Welfare

**Duration:** September 2022 - ongoing

- With the aim of providing overall Program Management function providing expert support to the ministry in form of global health strategies, communication, health sector knowledge, etc. Coordinating and collaborating with all experts to ensure an integrated approach towards India's preparedness for G20 presidency in the health sector.
- The objective of the project is to support Ministry of Health and Family Welfare in substantive as well as logistical arrangement for the planning and implementation of the Health Working Group Meetings.

### Key Activities Undertaken:

- Drafting and Finalization of Issue & Concept Notes for Health Working Groups (HWG) meetings
- Coordination with State Ministries (Kerala, Goa, Telangana, Gujarat) regarding HWG to be scheduled at respective states
- Coordination with G20 member countries, invited countries and IOs for HWG
- End to End logistics planning for the events

## Health Advisory Services to Ministry of External Affairs



**Client:** Ministry of External Affairs

**Duration:** September 2022 - ongoing

- Primus Partners is engaged with the office of Ministry of External Affairs as a part of the G20 Sherpa Program Management Unit and is assisting it to drive G20 Presidency project.
- The project aims to coordinate with different Line Ministries regarding Issue Notes and Concept Notes.

### Key Activities Undertaken:

- Coordination with G20 member countries, Invited Countries, International Organizations (IOs)
- Direct Coordination with Chief Coordinator of G20
- Overall management and end to end coordination of all the Sherpa meetings.

## Health Advisory Services to Ministry of Women and Child Development



**Client:** Ministry of Women and Child Development

**Duration:** September 2022 - ongoing

- Primus Partners is a part of Ministry of Women and Child Development PMU for providing support in Management of the substantive and logistical activities for the Women 20 meetings conducted throughout the presidency. By providing knowledge and coordination support in drafting talking points, concept notes, issue notes etc. during the G20 events for the senior officials and Hon. Minister

### Key Activities Undertaken:

- Support in Mission Poshan 2.0
- Knowledge Support and Research
- Design strategy and implementation Social Media Support
- Designing of Brand Strategy – Schemes of Ministry
- Event Coordination (Nari Puruskar, Bal Puruskar, etc.)

## Service Offering:

# Sector Potential Realisation G20



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## DETAILS OF PROMINENT WORK DONE BY PRIMUS TEAM IN HEALTHCARE (contd.)

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5. Event Coordination (Nari Puruskar, Bal Puruskar, etc.)

# Service Offering: Primus Research

**PRIMUS**  
RESEARCH

With a team having vast experience in a wide variety of fields and industries, we also provide research output that is accessible and informative. From bird's-eye views to industry deep-dives, Primus Research has provided offerings that can address macro as well as micro needs. From weekly newsletters to industry reports, Primus Research provides solutions at all levels.

## OPINION EDITORIALS

Leveraging the vast experience and sector expertise of our team, primus provides thought leadership through op-eds in national newspapers and magazines.

### Flight of Aircraft Leasing Firms?



Nilaya Varma

The recent ruling of the National Company Law Tribunal (NCLT) on Go First's voluntary insolvency petition could have an adverse effect on India's image among global leasing firms. It could translate into higher aircraft leasing costs for other local airlines. Go First is only the latest carrier after Jet Airways and Kingfisher Airlines to struggle in an intensely competitive market, where a challenging regulatory requirement and high taxes on fuel have put immense pressure on airlines' profitability.

Even though India is a signatory to the Cape Town Convention (CTC), the lack of implementation resulted in delayed action by concerned authorities and distress to the lessors. CTC is a global treaty that provides

default remedies for the creditor, creates a legal regime in case of disputes, and prevents conflicts between different parties in cross-border transactions.

Following the Kingfisher debacle and other such experiences, GoI undertook initiatives to overcome major conflicts between CTC and local Indian laws, including the Insolvency and Bankruptcy Code (IBC). One step forward in this direction has been the implementation of the Irrevocable Derogation and Export Request Authorisation (IDERA), which requires the Directorate General of Civil Aviation (DGCA) to deregister an aircraft upon application within five days of an IDERA holder exercising its rights. This was put to test in 2019 during the insolvency of Jet Airways.

Another Bill that provides for CTC's implementation and the establishment of a legal framework for enforcement of security interests in aircraft was put out for public comments in 2022. It is yet to be passed as law.

The NCLT ruling is working in the direction of reversing the positive image lessors had begun to form of

India as an evolving aircraft leasing market after the introduction of IDERA and the new tax regime at the Gujarat International Finance Tec-city (GIFT City) International Financial Services Centre (IFSC). NCLT's decision means a moratorium on lessors who will be unable to repossess their aircraft till the time the proceedings are over. This may take anywhere between six months and a year. Here are a few solutions that could be explored:

► GoI and regulators could explore the possibility of giving lessors a platform to present their case, and give them the confidence that all scenarios have been explored before



De-winging it

taking decisions that impact concerned stakeholders.

► Utilisation of aircraft of airlines under NCLT through distress leasing to other airlines could be considered. This shall enable lessors to generate revenue and support the recovery of their losses.

► GoI can provide a more proactive policy response, which can help create a supportive environment for industry.

► Strengthen the Indian banking ecosystem and encourage the introduction of Indian capital in the aviation sector. This can help increase access to funding and reduce reliance on foreign capital.

► Improving viability of the new tax regime at GIFT City (IFSC) is also critical to attracting investment and promoting growth in the aviation industry.

► There is a need to work on overcoming procedural hiccups and formulating clear guidelines to promote transparency, predictability and stability in the industry.

The writer is co-founder-CEO, Primus Partners

INDIA

### The new Digital India Act: Is the country ready?

May 13, 2023, 4:17 PM IST / Devroop Dhar in Voices, India, TOI



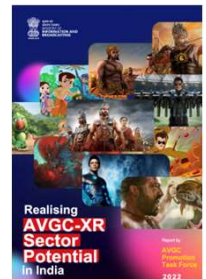
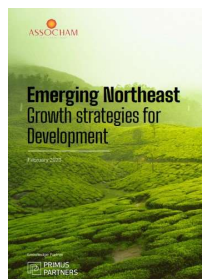
Devroop Dhar  
Devroop Dhar is Co-Founder and MD, Primus Partners

The value of the Indian digital economy will reach \$1 trillion by 2025 – Hon. PM Shri Narendra Modi

The Information Technology Act, which governs the digital space in India, was enacted in 2000. Those were the early days of technology and internet in India. It is estimated that there were only 55 lakh Indians on the internet in those days, which has gradually risen to more than 85 crores at present. Today, the internet is much more than a mere medium of sharing and collecting information; it is a core and critical part of the economy, especially for a country on the cusp of becoming a trillion-dollar digital economy. It enables people from even the remotest corners of the country to have access to banking and finance, commerce, services, better education, healthcare and much more. With such a humongous population living their lives online and the criticality of technology and the internet today, there is a need to relook at all the enabling rules and regulations in this space.

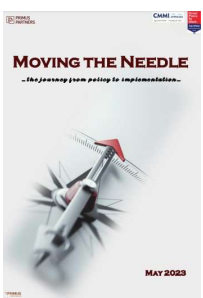
## REPORTS

Developing sector-expertise through projects in forward-looking areas, Primus develops reports that can inform the public with deeply-researched and informative reports.



## NEWSLETTERS

The Primus Research team develops weekly and monthly newsletters that keeps our subscribers informed and updated with the crucial affairs and news across the world.





## Service Offering: Policy Square




Policy Square is a monthly expert interview series wherein key constituents of the public policy ecosystem – senior policy-makers, civil society members, business executives, etc – are interviewed on critical issues and policies of national importance and explore their impact on the country and industry at-large.

This initiative is done in association with Business World and can be found on YouTube at:  
<https://www.youtube.com/@primuspartners7128>


**Policy Square**  
Conversation on  
**Empowerment of women**  
With  
**Dr. Sasmit Patra**  
Member of Parliament (Rajya Sabha)  
and Member of the Panel of Vice Chairmen



**Policy Square**  
Conversation on  
**Strengthening US - India Trade Relations to build Resilient Businesses in India**  
With  
**Dr. Mukesh Aghi**  
President & CEO  
US - India Strategic Partnership Forum (USISPF)




**Policy Square**  
Conversation on  
**India's defence and strategic affairs priorities**  
With  
**Mr. Nitin A. Gokhale**  
Founder  
BharatShakti and Strat News Global



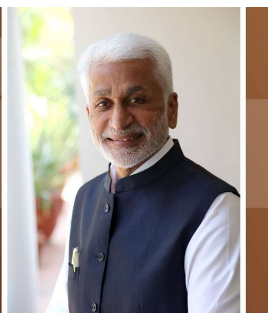
**Policy Square**  
Conversation on the  
**Personal Data Protection Bill**




**Policy Square**  
Conversation on  
**Climate Financing**  
With  
**Mr. C.K. Mishra**  
Former Environment Secretary and Chairperson  
of Expert Committee on Sustainable Financing



**Policy Square**  
Conversation  
With  
**Mr. Vijayasai Reddy**  
MP - Rajya Sabha  
Chairman of the Parliamentary Standing  
Committee on Commerce;  
YSRCP Parliamentary Party Leader



**Policy Square**  
Conversation on  
**All Things Around The Union Budget**  
With  
**Mr. Atanu Chakraborty**  
Former Economic Affairs Secretary



**Policy Square**  
Conversation on  
**India-Australia ECTA**  
With  
**Mr. Navdeep Suri**  
Former Ambassador



# Our Leadership

## FOUNDERS



**Nilaya Varma**

CEO | Public Policy Realization

Over 25 years of experience in developing and implementing transformation programs at state and central level. Former Partner in PwC, Accenture, and KPMG. At KPMG was leading the Infrastructure, Government and Healthcare sector.



**Davinder Sandhu**

Chairman | Sector Potential Realization

Over 35 years of extensive experience in the Public Sector. Held leadership positions at the Prime Minister's Office, Gol, World Bank, Indian Railways and KPMG. At KPMG, he was leading the Transportation and International Funding Institution practice.



**Aarti Harbhajanka**

CFO | Sector Potential Realization

Over 15 years of experience in Policy formulation, Design, and implementation in technology led transformation. Advisor to RERA, Maharashtra. Previously Director with KPMG and has worked with Accenture and PwC.



**Devroop Dhar**

Managing Director | Technology Realization

Over 20 years of experience in digital transformation, e-service delivery and improving processes & systems. Was part of core team driving Aadhaar in India. Previously, partner in charge at KPMG for Govt. sector in West. Has worked with TCS, PwC and Accenture.



**Kanishk Maheshwari**

Managing Director | Investment Realization

Over 15 years of experience working with both government and private sector clients in the areas of Private Sector Development and Investment Promotion. He was a Director at KPMG and has previously worked in EY.



**Charu Malhotra**

Managing Director | Impact Realization

Charu has over 25 years of experience in Public Education and Learning. She has advised more than 15 State Governments in the space and over 50 clients on CSR. Previously, She was a Director at KPMG and leading the Public Education initiative.

## SENIOR TEAM



**Adarsh Sharma**

Managing Director

Adarsh is a project management, market research, & marketing communication professional with 14 years of experience. Prior to joining Primus, Adarsh was Director with KPMG India with experience working with multilateral agencies such as the UN.



**Anurag Singh**

Managing Director

Anurag leads Primus's Manufacturing, Automobile & Chemicals Practice, with 26 years of experience in strategy, sales and marketing, M&A, business head & consulting roles with EY, DuPont, Chemours, Sattwa Wellness, Hero Corp, Maruti, Honda & Tata Motors.



**Sameer Jain**

Managing Director

With a career spanning over 20 years, Sameer has international experience in large program delivery for global clients in Govt., Telecom & Finance sectors. At Primus, he is strengthening the IT Solutions portfolio, with focus on Citizen centric service delivery.



**Shravan Shetty**

Managing Director

Shravan has 17 years' experience including 3 years leading a company with global presence. He has worked with 30+ clients across 6 countries, and has developed innovative digital solutions across the value chain primarily in Banking & Capital Markets space.



### A Winning Team

10 MDs

200+ Consultants

## ADVISORS & BOARD MEMBERS



**Ghanshyam Das**

45 years of exp. in Banking & Capital markets



**Umesh Kumar IAS (R)**

Former Secretary to Gol, ED, ADB



**Dr. Amit Kapoor**

Hon. Chairman, Institute for Competitiveness



**Dr. Anurag Batra**

Chairman & Editor in Chief of Business world



Co-Founder & Director, Assetmine Capital Pvt Ltd



**Jarnail Singh IAS (R)**

Former JS, PMO (Across 4 PMs)

# Geographical Coverage

Primus Partners is empanelled with key Government agencies such as Invest India, BELTRON, NISG, WEBEL and BECIL. Additionally, we are also empanelled with various State Governments including Government of Haryana, Government of Bihar and Government of Maharashtra (MERC).



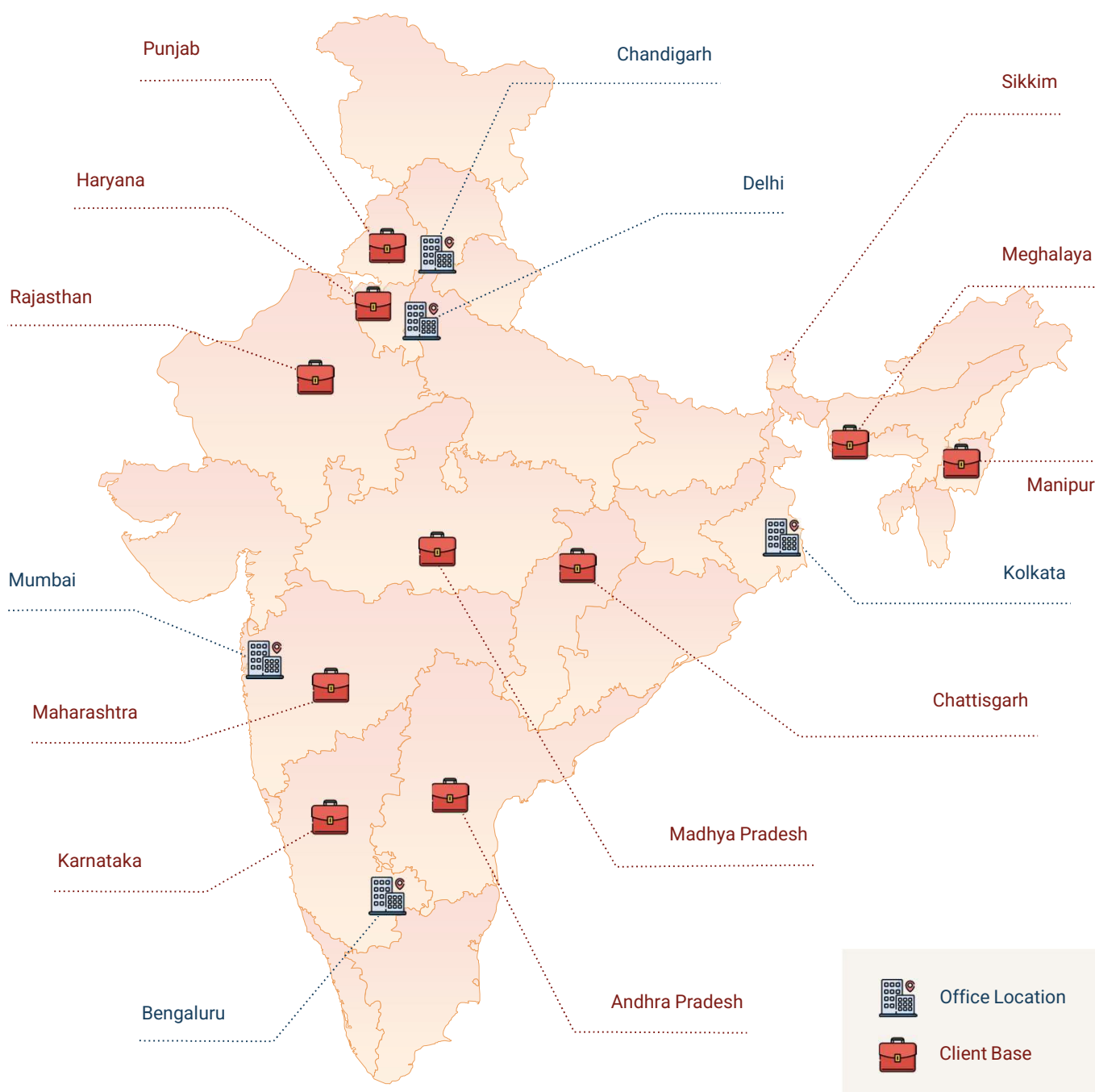
## Wide Spectrum of Engagements

110+ Projects Ongoing



## Going Global

Executing projects in 5 countries apart from India





# Our Strong Client Base

## OUR PRIVATE SECTOR CLIENTS



## OUR PUBLIC SECTOR CLIENTS



## OUR DONOR AND MULTI-LATERAL CLIENTS

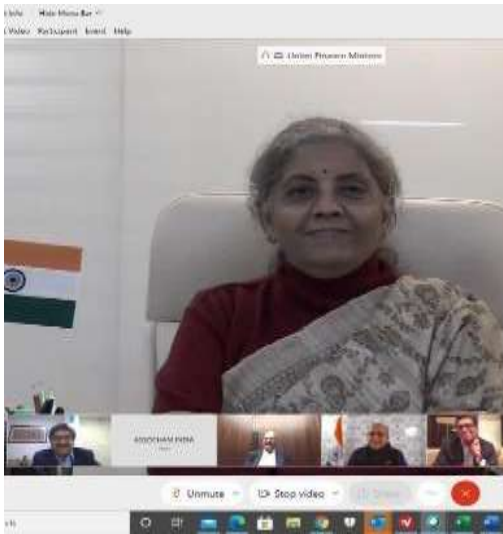


## OUR STRATEGIC PARTNERS



# Thought Leadership

Our Thought Leadership is presented and acknowledged at the highest level ...



Over the past one year we have been engaged in multiple global & national events ...



Digital Transformation: Thought Leadership Program 2022 (CBC)



Aero India 2023 (DRDO)



FRAMES 2023, FLO Awards & Industry Round Table (FICCI)



New Delhi World Book Fair 2023 (NBT)



Haryana Water Conclave



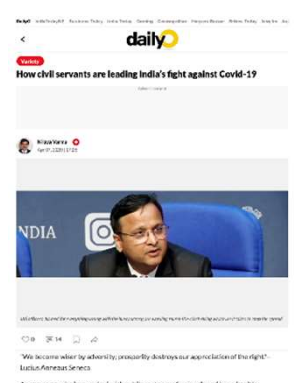
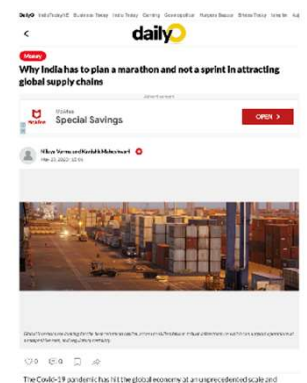
Realising AVGC Sector Potential in India





# Publications & News

Our Point of View is widely reflected in the media ...



... which is also reflected in our association as knowledge partners to key sectoral interventions





# Our Focus on Quality

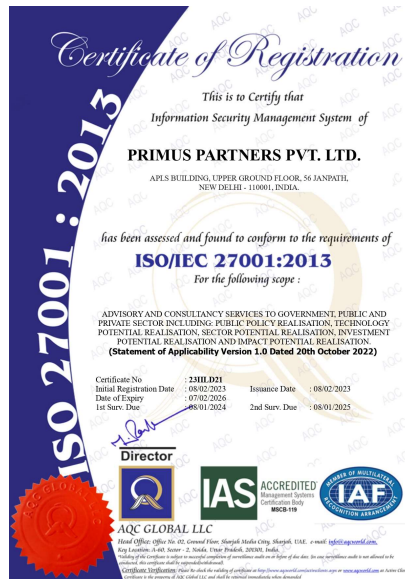
Primus is a "Great Place to Work" certified Organization having various ISO Quality Certificates.

## ISO 9001 : 2015



ISO 9001:2015 demonstrates the significance of our Quality Management System

## ISO / IEC 27001 : 2013



ISO 9001:2015 demonstrates the significance of our Quality Management System

## ISO 14001 : 2015



ISO 14001:2015 demonstrates the quality of our Environment Management System

## ISO/IEC 20000-1 : 2018



ISO 14001:2015 demonstrates the quality of our Environment Management System



**Focus on People**  
**Great Place to Work**  
Certified for 3 years

For three years in a row now, our growth has not impacted our desire to consistently be a Great Place to Work.



Company  
< 50  
employees

Company  
< 100  
employees

Mid-Size  
Company



**Quality is Critical**  
**4 ISO Certifications**  
**CMMI Level 3**



**CMMI** SVS | ML 3 APPRAISED  
Appraisal # 59295 | Exp. May 17, 2025







#### PASSION

for providing solutions to help clients achieve their goals

#### RESPECT

for all and alternate viewpoints

#### INTEGRITY

of thoughts and actions

#### MASTERY

of our chosen subject to drive innovative and insightful solutions

#### US

representing the Primus collective, where each individual matters

#### STEWARDSHIP

for building a better tomorrow

# Navigating India



#### BENGALURU

91 Springboard  
Business Hub 175, 176  
Bannerghatta Rd,  
Dollars Colony,  
Bengaluru – 560076



#### CHANDIGARH

2nd Floor, Netsmartz,  
Plot No. 10, Rajiv  
Gandhi Chandigarh  
Technology Park,  
Chandigarh – 160019



#### DELHI

1 to 7, Upper Ground Floor,  
Tolstoy House Building,  
Tolstoy Marg, Connaught  
Place, New Delhi – 110001



#### KOLKATA

Siddhartha Apartments  
4th Floor, 188/2,  
Block J, New Alipore,  
Kolkata - 700053



#### MUMBAI

601, 6th floor,  
Raheja Centre,  
Nariman Point,  
Mumbai - 400021