

**Inside story**

**Canada's Manulife Picks Up 49% Stake in Mahindra AMC for \$35 m**  
Toronto-headquartered Manulife has picked up 49% stake in Mahindra Asset Management for \$35 million, marking its entry into the 43-member strong Indian mutual fund industry. The deal values the mutual fund arm of the Mahindra and Mahindra group at ₹500 crore. Mahindra Asset, which started operations in July 2016, manages assets of ₹5,000 crore across 9 schemes.  
Markets: Beating Volatility >> 6

**Maruti Scrip Skids 3% After UBS Downgrades Stock to 'Sell'**  
Shares of Maruti Suzuki India ended down 3.4% at ₹6,412.45 after global brokerage UBS downgraded the stock to 'sell' from 'buy'. The brokerage cut target price to ₹5,800 from ₹8,000, saying it was surprised by 20% plus decline in volumes in April and May. UBS said Maruti Suzuki India is unlikely to benefit from transition to BS-VI.  
Markets: Beating Volatility >> 6

**Market Tracker**

	LAST	% CHANGE
Nifty	11,724.10	-0.91
Sensex	39,194.49	-1.03
BSE Midcap	14,624.59	-0.38
BSE Smallcap	14,084.24	0.14
Re/US \$	69.58	-0.20
Gold Std*	33,600.00	-0.44
Silver (₹/kg)	38,500.00	0
Brent (\$)	64.77	0.08

\*₹/10gms Compiled by ETIG Database

**NIRMALA SITHARAMAN CHAIRS HER FIRST COUNCIL MEETING**

## GST Council Extends Tenure of Anti-Profiteering Body

Approves imposition of additional penalty of up to 10% of the profited amount if companies don't pay up on time

**Our Bureau**

New Delhi: India has extended the anti-profiteering framework under the goods and services tax (GST) by another two years while also making the rules more stringent to ensure companies pass on the benefit of lower taxes to consumers.

The GST Council, which is the apex decision-making body for the levy, decided on Friday to extend the tenure of National Anti-profiteering Authority (NAA) and approved the imposition of an additional penalty of up to 10% of the profited amount if companies don't pay up on time. In such instances, companies have to deposit a penalty of Rs 25,000 and the profited amount. ET had reported on May 16 that the framework may remain in place for another two years, having originally been scheduled to end this year.

The 35th council meeting, the first to be chaired by union finance minister Nirmala Sitharaman, gave in-principle approval to an electronic invoicing system for companies and e-ticketing for multiplexes. It also allowed the use of Aadhaar for registration under GST and extended the deadline for filing of annual returns by two months to August 31.

"We had very meaningful discussions," Sitharaman told reporters after the meeting. In her opening remarks, she said the GST Council has much work to do, including simplification of rules, rationalisation of rates and bringing more items under the levy's ambit, according to a tweet by the ministry of finance.

Asked about rate rationalisation, she said this would form part of simplification.

Revenue secretary AB Pandey said the NAA's term had been extended and companies will now have to deposit 10% of the profited amount if they don't make the payment within 30 days. Experts said the anti-profiteering framework needs clarity.

"While the extension of term of National Anti-profiteering Authority (NAA) by two years was expected, one would hope that the government would come up with detailed guidelines and seek to restrict the same only in case of consumer complaints," said Pratik Jain, national leader, indirect taxes, PwC.

"Industry demand for clarity on methodology for anti-profiteering, has still not been addressed by the government," said Waman Parkhi, Partner, indirect tax, KPMG in India.

Fitment panel to decide on EV tax rate

Proposals to cut GST on electronic vehicles (EVs) to 5% from 12%, on electric chargers to 12% from 18% have been referred to the fitment committee. What the GST rate should be leased EVs has also been sent to the committee.

**IFIN CASE ADJOURNED TILL JULY 15**

## NCLT Lacks Jurisdiction to Ban Us, Say Deloitte, KPMG

Auditors argue they can't be bracketed with independent directors, management

**Sachin Dave & Maulik Vyas**

Mumbai: Deloitte Haskins & Sells and BSR & Associates, a KPMG network firm, said the National Company Law Tribunal (NCLT) didn't have the jurisdiction to decide on the government's demand for a five-year ban against the auditors of IL&FS Financial Services (IFIN). Auditors can't be put in the same category as independent directors and senior management, they argued. The government had moved the NCLT on June 10 seeking a ban.

After about four hours of heated arguments between government lawyers and senior counsel representing Deloitte and KPMG on Friday, the NCLT bench asked the Ministry of Corporate Affairs (MCA) to file its reply in the next four days and adjourned the case until July 15. Separately, the tribunal reserved its order in the petition filed by MCA, which seeks to impose 23 people including auditors and other officials of the debt-laden Infrastructure Leasing & Financial Services (IL&FS), of which IFIN is a unit.

**On the Defence**

NCLT asks MCA to file its reply in the next four days

Reserves order on MCA plea to include 23 people including auditors

**AUDITORS' ARGUMENTS**

ONLY check financial statements; can't be held liable for affairs of the co

SFIO yet to file final probe report

NO action can be taken based on SFIO's chargesheet

CANT be made parties in case

ACTION against auditors can't clubbed with action against IFIN's independent directors

**GOVT HAD MOVED NCLT SEEKING 5-YR BAN ON IFIN AUDITORS**

**NCLT Okays Nanavaty as RCom's RP**

The NCLT has cleared the appointment of Anish Nanavaty of Deloitte as the resolution professional (RP) for RCom and its two units - Reliance Telecom and Reliance Infratel. >> 4

**Don't Violate Spirit of Law: Goyal to Industry**

In a stern message to India Inc and big four consultancies, commerce and industry minister Piyush Goyal has said the industry should not violate the spirit of law, and that the government will take violations such as round-tripping seriously. In an interaction with CII members on Friday, he also advised lawyers as well as consultancy and audit firms not to misguide investors. Citing the example of FDI norms in multi-brand retail, Goyal said companies should not try to circumvent them by finding loopholes. >> 5

## The Big Picture: TVs Watch from the Stands as ACs Post Mammoth Total

While TV sales lose their way in this World Cup, ACs hit a record high

**Writankar.Mukherjee @timesgroup.com**

**TVs Catch A Chill**

STATE OF PLAY: Sales of TV up to 43-inches hit

COMPETING BUYS: Several first-time buyers purchased AC in last 2 mths

They account for 90% of the market by volume

AC, fridge sales hit record in April-May - up 18% and 15%, respectively

SOME HOPE: Industry expects sales to jump if India reaches knockout stage

ICC World Cup. For the first time, TV sales have not shown the usual spike during a World Cup, following the rise in spending on ACs in April and May amid a heat wave. AC sales grew by a record 18-20% in the last two months, a trend that continued into the first week of June, compared with low business in 2018 and 2017, when sales had dropped. Despite the tournament being well under way and the Indian team having done well thus far, TV sales have only risen by an incremental 5-8%.

Industry Stumped >> 11

**SIGNS OF MONSOON REVIVAL**

## Friday Showers Set Stage for Relief from Dry Days

Rainfall at 5.2 mm still below normal but improves over 40-45% shortfall on most days since June 1

**Rituraj.Tiwari @timesgroup.com**



**Catching Up**

Daily average rainfall (mm) over the core monsoon zone so far in 2019

RAINFALL (MM)	ACTUAL	NORMAL
JUNE 1	0.2	1.5
JUNE 21	0.5	1.5
SEPT 29	5.2	1.5

**Area Under Cultivation**

Area (in Lakh Ha)	2019	2018
Corp	6.3	9.24
Paddy	1.7	3.38
Pulses	7.4	9.58
Oilseeds	1.6	3.47
<b>TOTAL</b>	<b>90.62</b>	<b>103.55</b>

**Rainfall Deficiency (%)**

Region	Deficiency on Friday	Cumulative Deficiency
East & Northeast	43	46
Northwest India	20	18
Central India	6	50
Southern Peninsula	10	35
<b>Overall</b>	<b>16</b>	<b>42</b>

**PROMOTIONAL, BANKING ALERTS ON THE RISE**

## SMS Still Alive and Kicking on Back of Apps

App-to-person SMS business has grown 20% every year since 2014 to 210 billion messages in 2018

**Gulveen.Aulakh @timesgroup.com**

Messages Sent On Telecom Networks (Billion)	Outgoing Messages Per Customer Per Month (Unit)
2012: 391	2012: 38
2013: 291	2013: 28
2014: 271	2014: 25
2015: 261	2015: 22
2016: 240	2016: 18
2017: 226	2017: 17
2018: 269	2018: 16
2019: 290	

Source: Analysys Mason, Trai, eMarketer

**ET MAGAZINE ON SUNDAY**

**THE ECONOMIC TIMES magazine Dear FM, Sincerely**

**ET WEALTH ON MONDAY**

**THE ECONOMIC TIMES wealth**

**WHAT IS THE MARKET TELLING YOU?**

Consumption myopia  
Risky market breadth  
Mid-cap premium down  
Liquidity crunch in NBFCs  
Deleveraging by corporates  
Signs of global recession

**ET INSTA POLL**

Do you think reaching \$5 trillion in 5 yrs is too ambitious a target for Indian economy?

44% YES, 53% NO, 3% CAN'T SAY

TODAY'S QUESTION: Do you think Trump's H-1B restrictions will hit US more than it hits Indian IT? www.economicstimes.com

## Telangana Gets World's Largest Lift Irrigation Project

₹80,000-cr project at Kaleshwaram, built by Megha Eng, can meet two-thirds of state's farm, drinking & industrial water needs

**CR.Sukumar@timesgroup.com**

Hyderabad: The Telangana government on Friday unveiled Kaleshwaram large multi-phase and multi-purpose irrigation project, touted as the world's largest lift irrigation project being built at about ₹80,000 crore, aimed at meeting two-thirds of state's agriculture, drinking and industrial water needs.

Built on fast-track mode by the infrastructure firm Megha Engineering and Infrastructures (Meil), the world's biggest engineering marvel was inaugurated by three chief ministers - K Chandrashekar Rao of Telangana, Devendra Fadnavis of Maharashtra and YS Jagan Mohan Reddy of Andhra Pradesh.

The Kaleshwaram project on Godavari river surpasses the records of the world's biggest lift irrigation projects till date - Colorado in the US and Great Man-Made River in Libya that took decades for completion.

Having laid the foundation stone for Kaleshwaram project in May 2016, Telangana could complete major components of the project involving construction of barrages and pump houses at Medigadda, Ananaram and Sundilla in three years, while construction of the reservoirs and canals is currently on.

Targeted at irrigating around 45 lakh acres, the project involves three barrages, 20 lifts, 19 pump houses, 19 reservoirs with a total capacity of 145 TMCs, where 43 machines of the capacity of 40MW each pumping the water through 203 kms of tunnels and 1,531 kms of canals. Meil has built the most critical part of the project involving the world's biggest underground pump house 330 meters below the ground at Lakshampur under package-8 that consists of five of the world's biggest pumping machines with a capacity of 139MW each to pump 2 TMCs of water a day.

This package also involved constructing the biggest surge pools and the largest power transmission infrastructure.

"We have successfully engineered the world's biggest pumping scheme in India," said Meil director B Srinivas Reddy.

Project to be Completed in a Year >> 3

But it's not the typical person-to-person messaging that has grown - that category has flattened. What's booming is app-to-person messages, thanks to the plethora of apps that users are downloading to their smartphones. These in turn are peppering subscribers with text messages - notifications, advertisements, promotions and transaction confirmations. The segment has grown 20% every year since 2014 to 210 billion messages in 2018, and is expected to reach 265 billion this year. Five years ago, the number was less than 100 billion.

"There is a surge in A2P SMS or enterprise messaging," said Bharat Bhargava, partner and leader, telecom advisory at EY. "Adoption across verticals including marketing, banking, and retail for OTP (one-time password) confirmations, transaction alerts, notifications, branding and marketing are on the rise," he added.

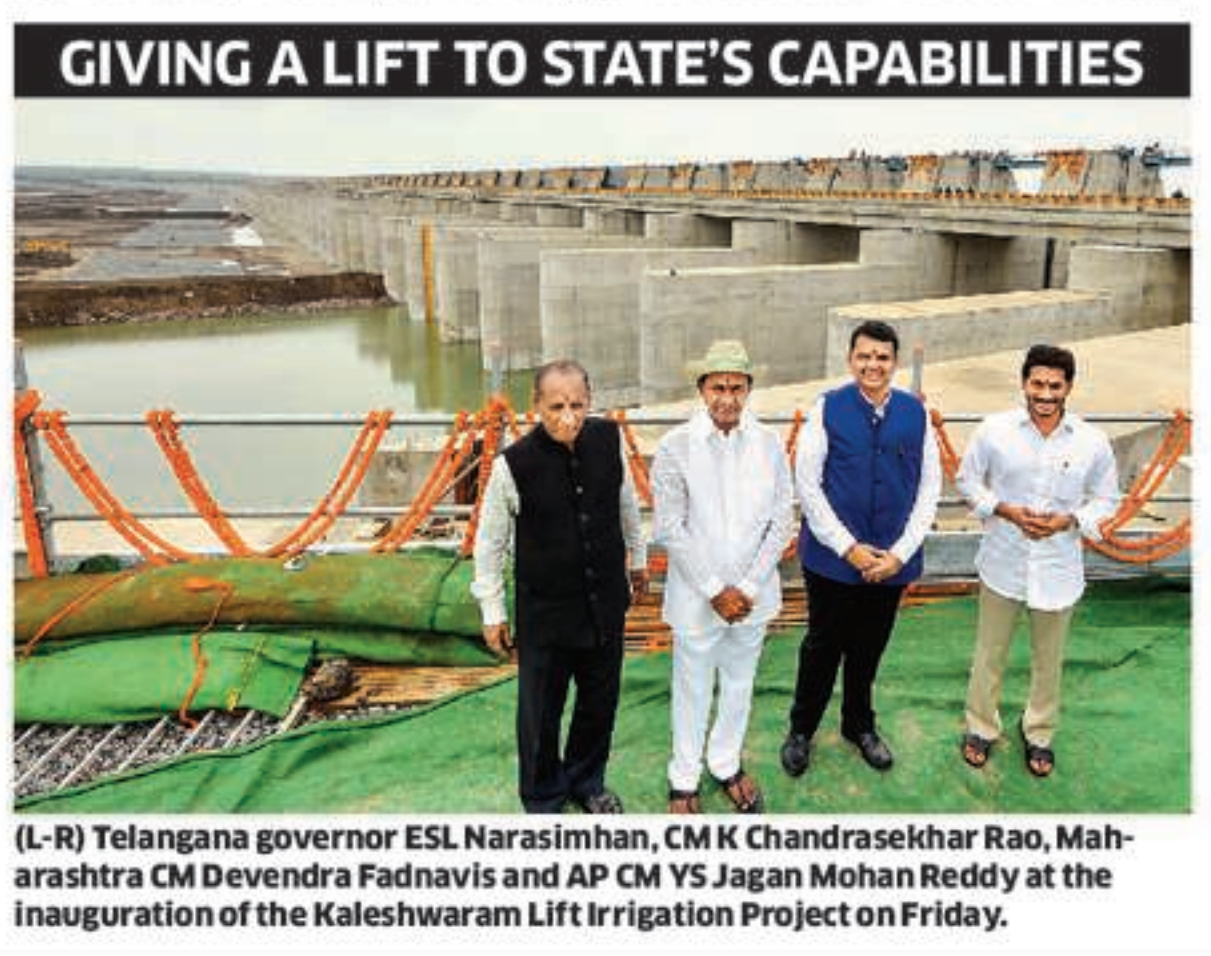
More than 95% of the traffic comes from within India, typically generated by e-commerce and mobile wallet apps.

**'Win-win for All' >> 11**

**CHINA, TURKEY AND MALAYSIA EXTEND SUPPORT**

## Pak Evades FATF Blacklist

Pakistan has managed to avoid being placed on the Financial Action Task Force (FATF) blacklist for now following support from all-weather ally China, traditional ally Turkey and Malaysia, reports Dipanjan Roy Chaudhury. The FATF charter mandates support of at least 3 member states to avoid blacklisting. A formal decision is to be announced in October this year. >> 2





ISLAMABAD SURVIVES BLACKLISTING SCARE

China, Turkey, Malaysia Bail Out Pakistan at FATF Meet

But danger not over yet as a formal decision on blacklisting will be announced in October

Dipjan Roy.Chaudhury @timesgroup.com

New Delhi: Pakistan has managed to avoid being placed on the Financial Action Task Force (FATF) blacklist for now following support from all-weather ally China, traditional ally Turkey and Malaysia.

The FATF charter mandates support of at least three member states to avoid the blacklisting.

The development has come as a relief for the Imran Khan-led Pakistan government, but Pakistan government sources said the danger is still not over as a formal decision of the FATF on blacklisting is to be announced in October this year.

The FATF meet in Orlando, US, on Thursday discussed the blacklisting of Pakistan. ET had reported first that it was unlikely that Islamabad may be blacklisted in this (June 16-21) meet.

The Indian delegation, headed by Financial Intelligence Unit (FIU) chief PK Mishra, pressed for Pakistan's blacklisting and provided fresh evidence on the role of

FATF CHARTER MANDATES SUPPORT OF AT LEAST THREE MEMBER STATES TO AVOID THE BLACKLISTING

Development comes as a relief for the Imran Khan-led Pakistan government

Relief for Imran Khan Govt



Indian delegation, headed by Financial Intelligence Unit chief PK Mishra, pressed for Pakistan's blacklisting and provided fresh evidence on the role of Hafiz Saeed's Falah-e-Insaniyat Foundation (FIF) and its deputy Shahid Mahmood

Pakistan has been on the global money laundering and terror financing watchdog FATF's 'greylist' since June 2018

To get rid of FATF 'greylist', Pakistan requires at least 15 of 36 votes



Hafiz Saeed's Falah-e-Insaniyat Foundation (FIF) and its deputy Shahid Mahmood.

Citing investigations into FIF, Delhi argued on Thursday that Pakistan-based terror groups continue to create unrest in other Indian states too besides Jammu and Kashmir.

Pakistan has been on the global money laundering and terror financing watchdog FATF's 'greylist' since June 2018 after it was placed in the list of

terrorist financing and money laundering risks following a thorough assessment by the Asia Pacific Group (APG) of the country's security mechanism and its financial systems.

Currently, India, the co-chair of the joint group of FATF and the Asia Pacific Group (APG) along with other global powers, has been pushing for blacklisting of Islamabad as the country has failed to meet international standards in combating financial

crimes and terror financing.

Pakistan has not been able to implement the action plan, which was assigned to it by the APG and FATF, deadline of which ended in January 2019, but was given breather of sorts till May 2019.

In order to get rid of the FATF 'greylist', Pakistan required at least 15 of 36 votes, and analyst say attracting support for that will be an uphill task for Islamabad.

Pompeo Dials Jaishankar

Underscores Trump admin's commitment to work closely with India

PTI

Washington: Ahead of his India visit, Secretary of State Mike Pompeo has underscored the Trump administration's strong commitment to work closely with New Delhi to advance the bilateral strategic partnership, as he telephoned External Affairs Minister S Jaishankar to discuss the US-India security and economic partnership.

Pompeo, who will be visiting India from June 25-27, spoke with Jaishankar to congratulate him on his appointment as the External Affairs Minister, State Department Spokesperson Morgan Ortugas said Thursday.

The congratulatory call from Pompeo came nearly three weeks after Jaishankar was appointed by Prime Minister Narendra Modi as his External Affairs Minister.

"Pompeo underscored the strong US commitment to working closely with the new Indian Government to advance our strategic partnership," Ortugas said in a readout of the call.

"Secretary Pompeo and Minister Jaishankar also discussed shared US and Indian objectives in safeguarding a free and open Indo-Pacific, US-India security cooperation, and the US-India economic partnership," Ortugas said.

Pompeo's visit to New Delhi will be the first high-level engagement between the two countries since the general elections in India.

His visit comes ahead of a meeting between US President Donald Trump and Prime Minister Narendra Modi on



the sidelines of the G20 Summit in Osaka, Japan on June 28-29.

During his visit, Pompeo would hold talks with External Affairs Minister Jaishankar and call upon other dignitaries, Ministry of External Affairs Spokesperson Raveesh Kumar said in New Delhi on Thursday.

"We look upon the visit as an important opportunity for both sides to further strengthen the India-US strategic partnership and continue high-level engagement on matters of mutual interest, including bilateral, regional and global issues," Kumar said.

Earlier, Pompeo said his upcoming visit to New Delhi will be focused on advancing America's "incredibly important" ties with India which is a significant part of President Donald Trump's strategy to advance the shared goal of a "free and open" Indo-Pacific region, where China is flexing its muscles.

India, the US and several other world powers have been talking about the

need to ensure a free, open and thriving Indo-Pacific in the backdrop of China's rising military maneuvering in the region. China has been trying to expand its military presence in the Indo-Pacific, which is a biogeographic region, comprising the Indian Ocean and the western and central Pacific Ocean, including the South China Sea. China claims almost all of the South China Sea, Vietnam, the Philippines, Malaysia, Brunei and Taiwan have counter claims over these.

China has expanded through reclamation or built entirely new man-made islands atop coral reefs and has equipped many of them with military installations and airfields.

Prime Minister Modi during his recent visit to the Maldives underscored India's firm commitment to make the strategic Indo-Pacific an area for shared economic growth, saying it has been "our lifeline, and also the highway for trade and prosperity."

POWER TUSSLE SC to Hear in July Puducherry LG-CM Row

Samanwaya.Rautray @timesgroup.com

New Delhi: The Supreme Court will now hear in July a bitter row that has erupted between the Puducherry Lieutenant General Kiran Bedi and the Cabinet of the Union Territory led by the chief minister V Narayanasamy over their respective powers to administer the Union Territory.

The LG is claiming that as the head of the UT, she's supreme administrative head, a claim that the elected Council of Ministers has contested. A ruling party MLA moved the Madras HC seeking the court's intervention to establish the supremacy of the Cabinet in a parliamentary system.

The Madras HC then ruled in favour of the Council of Ministers. It urged the LG not to interfere with the day-to-day functioning of the government. Governor Bedi then moved the SC alleging the ruling had placed bureaucrats in a piquant situation in which they could face contempt of court action if they did not listen to the Council of Ministers.

She said that the ruling had paralysed the UT administration. She is being represented in the case by Solicitor General Tushar Mehta. The legislators, on the other hand, are being represented by senior advocate and Congress leader Kapil Sibal.

Poliloquy R PRASAD



Before cutting down the family tree, spare a thought for the poor creepers!

PM Modi to Visit Japan on June 28-29 for G-20 Summit; All Eyes on Trump Meet

Likely to pitch for tough steps to enable return of economic fugitives to native countries

Dipjan Roy.Chaudhury @timesgroup.com

New Delhi: Prime Minister Narendra Modi will visit Japan on June 28-29 to attend the 14th G-20 summit in Osaka. The PM is likely to pitch for tough measures to enable return of economic fugitives to their native countries, seek strong actions against terror financing and focus on multilateralism and WTO reforms.

Former commerce and civil aviation minister Suresh Prabhu will continue to be India's Sherpa for the summit, which will also be attended by heads of states/governments of 18 member countries, EU and other invited nations and international organisations.

On the sidelines of the summit,

PM Modi is likely to meet BRICS leaders and leaders of other groups. This includes Russia-India-China summit, Japan-America-India summit, meetings with PMs of Japan and Australia, presidents of Indonesia and France and German chancellor Modi's meeting with US President Donald Trump is expected

to hog the limelight against the backdrop of recent trade tensions between the two countries.

Energy security, financial stability, disaster resilient infrastructure, WTO reforms, countering terrorism, return of economic fugitives, food security, democratisation of technologies and portable social security schemes are issues of importance for India, according to MEA officials.

G-20 members are Argentina, Australia, Brazil, Canada, China, the European Union, France, Germany, India, Indonesia, Italy, Japan, Mexico, Russia, Saudi Arabia, South Africa, South Korea, Turkey, the UK and the US.

Collectively, the G-20 economies account for nearly 90% of the gross world product, 80% of world trade, two-thirds of the world population and approximately half of the world land area.

CBI ASKED TO FILE STATUS REPORT WITHIN FOUR WEEKS

NHRC Seeks Status Report of CBI Probe into Case Against Lawyers Collective

Rights body acting on complaints suggesting investigation may have been arbitrary and discriminatory

Samanwaya.Rautray @timesgroup.com

New Delhi: The National Human Rights Commission (NHRC) has sought a status report from the Central Bureau of Investigation (CBI) on the probe it has conducted so far against Lawyers Collective, an NGO led by senior advocates Indira Jaising and Anand Grover.

The NHRC was acting on complaints suggesting that the CBI probe may have been arbitrary and discriminatory as there was no fresh evidence against the NGO.

In a statement issued on Friday, the NHRC said the issue was be-



In a statement issued on Friday, the NHRC said the issue was beyond its remit as it related to alleged violation of the Foreign Contributions Regulation Act (FCRA) but seemed to suggest that it was only addressing the issue as the decision by the CBI to file an FIR against Lawyers Collective seemed not to have been based on any fresh evidence as suggested in the two complaints

yond its remit as it related to alleged violation of the Foreign Contributions Regulation Act (FCRA) but seemed to suggest that it was only addressing the issue as the decision by the CBI to file an

FIR ON JUNE 13

CBI had filed FIR against NGO and its functionaries on June 13 under various sections of IPC, FCRA & Prevention of Corruption Act

FIR against Lawyers Collective seemed not to have been based on any fresh evidence as suggested in the two complaints.

The complaints were filed by Maja Daruwala, senior advisor at the Commonwealth Human Rights Initiative, and Henri Tiphagne, who is associated with the Human Rights' Defender's Alert.

The NHRC asked the CBI to file the status report within four weeks. Jaising and Grover, both senior advocates, have extensively worked in the field of human rights. Grover is known for his espousal of the cause of gay rights.

In her complaint to the NHRC, Daruwala claimed that Jaising and Grover were being victimised for their work done in their capacity as lawyers. She also claimed that there was a pattern to the intimidation to anyone challenging the government's policies.

The CBI had filed an FIR against the NGO and its functionaries on June 13 under various sections of the IPC, the FCRA and the Prevention of Corruption Act. It was acting on a home ministry communication issued on May 15 for further investigations.

Both complaints refer to the fact that the FIR was based on a home ministry report of 2016 and that there has since then been no material change in circumstances. Registration of criminal cases against the NGO was thus an attempt to intimidate and harass them for their human rights work.

DEAL WILL UNLOCK ACCESS TO KEY DEFENCE TECHNOLOGIES FOR INDIAN INDUSTRY

India, US Close to Inking Industrial Security Pact

Manu.Pubby@timesgroup.com

New Delhi: India and the US are inching towards inking an industrial security pact that will unlock access to key defence technologies for the Indian industry, with officials saying the agreement could be finalised within a couple of months.

The Industrial Security Annex (ISA) will add to existing agreements on protection of classified military information and is critical for any transfer of technology by a US firm to its Indian partners. The draft of the annex has been circulated and is likely to get Cabinet clearances in the coming weeks, following which the bilateral agreement will be signed.

While several US companies including Lockheed Martin and Boeing are already working on defence products with Indian partners — mostly to meet offset obligations — the projects are primarily of the 'build to print' kind that do not involve transfer of key technology, officials explained.

Once signed, the ISA will enable transfer of key high end technology pieces that are regulated under US law. The pact is also expected to enable the floundering India US Defence Technology and Trade Initiative (DTTI) that was signed in 2012 but has not resulted in any major project on the ground yet.

Sources said that the ISA will involve Indian government assurances on the safety and security of technology against transfer and access to third parties. Once operational, US companies wishing to transfer technology to India will be able to do so through the government route. Sources explained that for critical technology, US companies will submit documentation to the US government that will share it with their Indian counterparts through diplomatic channels.

This technology piece will then be sent to the Indian industry by the government which will first satisfy itself that adequate safeguard mechanisms are in place for its protection. The ISA will be vital for US companies to participate in all upcoming Make in India projects like the 110 fighter jet deal and the requirement of 111 Naval Utility

Helicopters that are currently being processed under the Strategic Partnership (SP) model.

While the ISA will require cabinet level clearances, it is an add-on to the General Security Of Military Information Agreement (GSMIA) that was signed in 2002. India and US have already signed the COMCASA (Communications, Compatibility and Security Agreement) to enable inter-operability and are in advanced

CABINET CLEARANCE SOON

Industrial Security Annex will add to existing agreements on protection of classified military information and is critical for any transfer of technology by a US firm to its Indian partners. Draft of the annex has been circulated and is likely to get Cabinet clearances in the coming weeks

discussions over BECA (Basic Exchange and Cooperation Agreement for Geo-spatial Cooperation) that will enable sharing of accurate targeting information.

India and the US have taken a number of incremental steps to shore up the strategic partnership that extends from joint exercises, arms sale to joint development. As reported by ET last week, two top US senators moved an amendment to change the US Armed Controls Export Act to bring India on a par with NATO allies, Israel, Australia, New Zealand and Korea for purposes of selling military items under the ITR (International Traffic in Arms Regulations) list. The amendment will make it possible for the US to fulfil India's operational requirements in quick time, improving its reliability on supplies.

DEPUTY CM SUSHIL KUMAR MODI HAD ALLEGED TEJASHWI 'SPLURGED PUBLIC MONEY'

Nitish Govt Gives Clean Chit to Tejashwi on Bungalow Renovation



'Money was used for different things at different times and hence permitted budget was not exceeded'

Kumar.Anshuman@timesgroup.com

New Delhi: Rashtriya Janata Dal leader Tejashwi Yadav did not overspend money for renovating his 5 Deshratna Marg bungalow during his tenure as deputy chief minister; the

Bihar government has said. Giving Yadav a clean chit, building construction department secretary Chanchal Kumar on Friday said that the money was used for different things at different times and hence the permitted budget was not exceeded.

"No enquiry has been initiated regarding the over expenditure by Tejashwi Yadav on the government bungalow. Crores have been spent on the bungalow, but under different heads at different times. If it was spent together, it would have needed the approval of the cabinet or finance department. No extra money has been spent," Kumar said.

When he shifted to the bungalow in February, deputy chief minister Sushil Kumar Modi had alleged that

AFTER REALIGNMENT

Bungalow adjacent to CM's official residence was allotted to Yadav in 2015. It was assigned to Sushil Kumar Modi in 2017, after JDU realigned with BJP and he became new deputy chief minister

Tejashwi had 'overspent' on renovations. "It feels like I have entered a seven-star hotel. I am stunned to see the extravagant decoration and the bungalow's furnishing. Even the prime minister's bungalow would not be as well-furnished as this. The person who stayed here thought of staying forever. Crores of money were spent on the bungalow," Modi had alleged in February.

The bungalow adjacent to the chief minister's official residence was allotted to Yadav in 2015. It was assigned to Sushil Kumar Modi in 2017, after the Janata Dal (United) realigned with the BJP and he became the new deputy chief minister. Tejashwi took legal recourse against his evacuation but the Patna high court, in October

2018, ordered him to vacate the bungalow. Tejashwi then moved the Supreme Court against the verdict, only to be imposed a fine of Rs 50,000 in February by the SC, which upheld the HC order.

Bihar building and construction department minister Maheshwar Hazari had then said an investigation would be conducted on the money spent on the bungalow. Even Modi said that he would apprise chief minister Nitish Kumar of 'misuse' of the public money. However, by giving a clean chit, the Bihar government has dismissed allegations made by its deputy CM. However, the building construction department has come up with a set of new guidelines on bungalow renovation expenditure.





## Bigwigs Bend it on International Yoga Day



Indian and Chinese Army personnel at a joint yoga session along the LAC on the Eastern Border at Bumla and Wacha-Damai on Friday- PTI

## EFFECT OF DISRUPTIONS Medical Council Bill not been passed for 32 years; 3 Bills are pending for more than 20 years, says Vice President Bill Pending for Over 5 Yrs in RS Should Lapse: Naidu

Our Political Bureau

New Delhi: Vice President M Venkaiah Naidu has expressed concern over frequent disruptions and forced adjournments in the Rajya Sabha, saying this impacts legislative and other important business. He has suggested that Bills that have been pending for more than five years in the Upper House should be deemed as lapsed.

Naidu has often rued that the opposition - which outnumbers the ruling NDA - does not allow the House to function. On Friday, he said the issue disturbs him and sometimes he is not able to sleep properly due to this.

"At the end of the last and the 248<sup>th</sup> session of Rajya Sabha, a total of 55 Bills were pending consideration of the House. After lapsing of 22 Bills, the pendency in this House stands at 33. Three Bills are pending for more than 20 years, three Bills are pending between 10-20 years, 14 Bills are pending between 5-10 years and ten Bills are pending for less than five years," Naidu said. The Vice President stated that the oldest Bill pending in the Rajya Sabha is the Indian Medical Council Bill that has not been passed for 32 years.

"This is definitely not a happy situation," he said.

He suggested that if a Bill is not taken up for consideration and passage for more than five years after introduction, it should be deemed as having lapsed. He called for a wider debate on the matter.

"We should examine the reasons why there was a wide gap between the number of Bills passed by the 16<sup>th</sup> Lok Sabha and the Rajya Sabha, especially when compared to the



TAKING A COUNT

At the end of the last and the 248<sup>th</sup> session of RS, a total of 55 Bills were pending consideration of the House: Naidu

15<sup>th</sup> Lok Sabha (when UPA was in power)," Naidu said. Disruption of Question and Zero Hour deprives other members from raising their questions and issues, the Chairman said. Meanwhile, Lok Sabha Speaker Om Birla has also emphasised that members should not walk in to the Well of the House, should "zindabad, murchadab" and display placards. They should cooperate in smooth conduct of business in the House.

Asked about his strictness in the House, Birla said he had to say some hard things but the erring members are also to blame.

Fresh into his term, the Speaker said he will give due importance to Standing Committee where a lot of good work, good debates and in-depth reports on Bills have been produced in the past.

He also emphasised that he will encourage the first time MPs personally and allow even members of parties have very few representatives in the House an opportunity to express their views.

Birla said he will ensure the House functions in a transparent manner and he will endeavour to have dialogue with all and take everybody along.

## Disqualify Four Turncoat RS Members: TDP

Our Political Bureau

Hyderabad: The Telugu Desam Party (TDP) has demanded the disqualification of four of its Rajya Sabha members who joined the BJP on Thursday, contending that they were not empowered to merge the TDP Legislature Party with the ruling dispensation at the Centre.

Five TDP MPs, consisting of two Rajya Sabha and three Lok Sabha members led by TDP Parliamentary Party leader Jayadev Galla, met Rajya Sabha chairman M Venkaiah Naidu and submitted a memorandum seeking their disqualification. They said the TDP Legislature Party in the Rajya Sabha had not met on June 19 seeking to merge itself into the BJP, as claimed by the turncoats. "We would also like to highlight that the four TDP MPs of Rajya Sabha have neither the authority nor are they empowered to merge the TDP Legislature Party in the Rajya Sabha with the BJP," the MPs said in the letter.

"The MPs also said the turncoats 'have voluntarily given up their membership... by claiming to have conducted the meeting and also by joining the BJP, thereby incurring disqualification under Paragraph 2 of the Tenth Schedule of the Constitution of India.'"

In an attempt to escape the prospect of disqualification under the anti-defection law, the four Rajya Sabha members had sought to merge their legislature party into the BJP citing two-thirds majority, under the provisions of the Tenth Schedule. The Tenth Schedule of the Constitution of India, popularly referred to as the Anti-Defection Law, provides certain exemptions under Paragraph 4 wherein disqualification does not apply if two-thirds of the members shifting loy-

NOT VALID, SAYS TDP

RS members were not empowered to merge the TDP Legislature Party with ruling dispensation at the Centre

alties seek to merge into another party. This has, however, been contested by political parties, which argue that the merger of political parties fall under the domain of the Election Commission. They also claim that the provisions of Paragraph 2 of the Tenth Schedule prescribe disqualification of those members who seek to merge without the approval of the party.

The MPs have also urged Naidu to reject a resolution of the turncoats seeking to merge the TDP Legislature Party with the BJP as "there has been no organizational merger between the TDP and the BJP."

The MPs who signed the memorandum include Rajya Sabha members Kanakamedala Ravindra Kumar and Thota Seetarama Lakshmi, and Lok Sabha members Jayadev Galla, Kinjarapu Rammoohan Naidu and Kesineni Srinivas. On Thursday, YS Chowdary, CM Ramesh, TG Venkatesh and G Mohan Rao said they were joining the ruling party, by seeking to merge their two-thirds group with the BJP Legislature Party.

The move by four out of six TDP Rajya Sabha members has come as a severe blow to the party. On Friday, the Rajya Sabha website listed only Ravindra Kumar and Thota Seetarama Lakshmi as the TDP's Rajya Sabha members, while the four who shifted loyalties were under the list of BJP members.

## Opposition Forces Division of Votes on Triple Talaq Bill

SPEAKING UP

Our Political Bureau

New Delhi: The Opposition made it clear in the Lok Sabha on Friday that the government having a brute majority in the House will not deter it as members forced division of votes when the government sought to introduce a fresh Bill banning instant triple talaq. It also raised objections to Speaker Om Birla reprimanding some lawmakers who were engaged in a conversation during proceedings.

Law minister Ravi Shankar Prasad introduced The Muslim Women (Protection of Rights on Marriage) Bill, 2019 in the Lok Sabha on Friday, making it the first Bill to be brought in the new House. The controversial Bill - on which an Ordinance was promulgated when Prasad was not in session - was one of the key election campaign issues for the party. However, the opposition raised objections to the move on various grounds. Asaduddin Owaisi (AIMIM) demanded that the House should vote on whether the Bill should be introduced or not. 186 were in favour of the government while 74 members opposed introduction of the Bill.

While introducing the Bill, Prasad maintained legislation was a must for gender equality and justice. "This is not a question of religion but about justice to women... This is a question of dignity of women and we are committed to (safeguard) it," he said. The minister underlined that 543 cases of triple talaq have been reported in the country; 200 of which were reported after the Supreme Court banned

Oppn also raised objections to Speaker Om Birla reprimanding some lawmakers who were engaged in a conversation during proceedings

triple talaq. By seeking division of votes in a House where the NDA has an overwhelming majority, the opposition has sent a message that it will not be cowed down and will raise issues demanding accountability from the government. When Prasad was moving the triple talaq Bill, several members rose in protest. The Speaker allowed them to express their views.

Congress leader Shashi Tharoor said he was opposed to triple talaq (instant divorce) but was against this Bill as it conflates civil and criminal laws. He claimed it was a textbook example of class legislation as it was pointed at one community - Muslims - even though abandoning wives is not unique to it. Tharoor said there should be a law universally applicable to all in case of abandoning wives. Owaisi took a dig at the BJP, saying it has so much affection for Muslim women but is opposed to rights of Hindu women to enter Sabarimala Temple in Kerala. He further said the triple talaq Bill violates constitutional rights as it stipulates a three-year jail term for guilty Muslim men while non-Muslim men get only one year of jail term for a similar offence.

## Entire Project to be Completed in a Year

From Page 1

He termed it a privilege and lifetime opportunity to bring the plan from print to reality. The company has proved its strength in diverse forte - from the construction of major pump houses and power transmission infrastructure to civil and electro-mechanical engineering works for pumping water this season, he said.

In all, Meil is executing about Rs 55,000 crore of works out of a total of Rs 80,000 crore works of Kaleshwaram where it will install 105 machines out of 120 machines and construct 17 out of 20 pump houses. The pumps and motors were being supplied by electro-mechanical companies such as BHEL, Andritz and Jaiilm, while Meil is taking up civil works.

The three-decade-old Meil, with interests spanning irrigation, power generation and supply, roads, defence equipment, civil aviation, electric vehicles manufacturing, renewable energy, hydrocarbons, and gas distribution, currently has operations spread across 16 Indian states and several countries including Bangladesh, Tanzania, Zambia, Kuwait and Jordan.

L&T Construction has built the 1.6 km long Medigadda barrage, which is estimated to lift 180 TMCs of water a year from Godavari River to the Sripada Yellampalli project.

Once completed, Kaleshwaram project is estimated to consume 7,152 MW of electricity to pump 3 TMCs of water a day and 4,992 MW of electricity for pumping 2 TMCs of water in the first phase. A total of 43 machines with a capacity of 40 MW each were erected at Medigadda, Annaram and Sundilla pump houses, consuming 1,720 MW of power to lift the water.

The Telangana government on Friday unveiled parts of the Kaleshwaram project completed, involving civil and electro-mechanical works in Medigadda to Mid-Maneru link-1 and link-2. Pump houses at Medigadda, Annaram and Sundilla, along with the world's biggest pump at Lakshampur were ready for pumping water. It is estimated to take another year or so to complete the entire project involving reservoirs and canals.

## Large Swathes of TN Left Parched, Palani Faces Heat

As key reservoirs are nearly dry, Chennai banks on tankers and rail wagons to tide over water shortage amid deficient monsoon

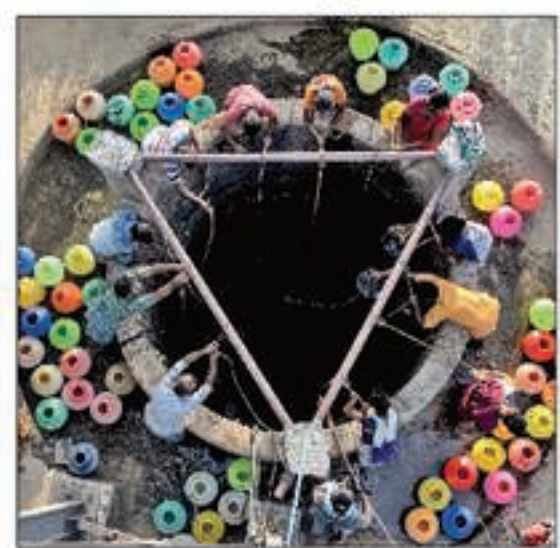
Bharani.Vaitheesvaran @timesgroup.com

Chennai: Large swathes of Tamil Nadu, particularly capital Chennai, have been left parched because of a deficient monsoon, lower water flow into the river Krishna from Andhra Pradesh and Kerala's refusal to raise the waters in the Mullaperiyar dam.

Tamil Nadu chief minister Edappadi K Palaniswami has come under severe criticism for inaction on part of the government. Chennai's large reservoirs Poondi, Cholavaram, Sengundram and Chembarambakkam were nearly dry as against 3 TMC (85 billion litres) of water in the same period last year.

As against a usual inflow of 12 TMC of water from the Krishna, Tamil Nadu may get only 2 TMC this year. A favourable Supreme Court verdict won during the Jayalalitha regime to raise the water level of the Mullaperiyar dam is facing headwinds from the Kerala government, Palaniswami said.

Chennai is being fed with 525 million litres of water every day from two desalination plants, agricultur-



ral wells off the city; the Veeranam reservoir and some other sources. The sheer demand has imposed a shortage upon the people and they should "be judicious in usage" to tide over the crisis, he said. Plans are afoot to bring 10 million litres a day through rail wagons from Jolarpetai in Vellore district.

"The city has been split into zones and top government officials have been placed in-charge of the zones. The officials will deploy more water tankers in areas within the zones where scarcity is acute," he told reporters.

Palaniswami said desilting process has begun in Chennai reser-

voirs, but experts and social pressure groups have blamed the government for not focusing on water body rejuvenation on time.

Controversy erupted on Thursday evening after Kerala chief minister Pinarayi Vijayan put out a statement that his government's offer of 2 million litres to Tamil Nadu was turned down. Palaniswami had thanked Vijayan, saying that 2 million litres were "not enough" at a time Tamil Nadu itself was providing 525 million litres a day. "It would be helpful if that amount is delivered every day and not a one-time delivery," he said.

Opposition DMK has leveraged the water crisis with plans to hold district-wise protests. Palaniswami countered the move by pointing to Congress leader Rahul Gandhi's statements in Karnataka ahead of the elections about affirmative action in building a dam across the Cauvery in Makeddam. Meanwhile, DMK parliamentarian and chief of VCK Thol. Thirumavalavan raised the issue in the Lok Sabha, opposing Karnataka's moves to build the dam, amid attempts from MPs from the upper-riparian state to shout him down.

## Additional Draft NRC to be Published on June 26

Bikash.Singh@timesgroup.com

Guwahati: Authorities engaged in updating the National Register of Citizens (NRC) in Assam have finished hearing of claims and objections over the draft NRC and are set to publish an additional list on June 26.

The additional list will have names of people who were included in the final draft published on July 30, 2018, but were later found to be ineligible, a senior officer, who did not want to be named, told ET.

The NRC is meant to identify the original residents of the north-eastern state and check illegal migration. During the verification process, authorities found many people to be ineligible to be included in it, for being doubtful voters or declared foreigners, unable to prove family-tree claims or having cases pending at the foreigners' tribunal.

There are around 1.20 lakh doubtful voters. This tag was first used during the preparation of electoral rolls in 1997. Doubtful voters is a category of voters in Assam who are disenfranchised for lack of citizenship credentials and barred from contesting elections and casting votes.

## Pilgrims Toe PM Footsteps to Kedarnath Cave

Online booking available for ₹1,500/slot; cave sold out for next ten days; 2nd cave being constructed

Aman.Sharma@timesgroup.com

New Delhi: Prime Minister Narendra Modi's cave meditation at Kedarnath seems to have started a trend with people seeking to follow in his footsteps. They can pay Rs 1,500 online, book a slot, undergo medical tests at Guptkashi and Kedarnath and stay alone to meditate in the cave for 24 hours like the Prime Minister. The cave is sold out for the next 10 days at least.

"The response is phenomenal," said BL Rana, general manager of the Garhwal Mandal Vikas Nigam (GMVN) in Dehradun that administers the facility. "Close to 20 people have already stayed in the cave and we have lots of bookings



and enquiries from across the country. All bookings are being taken online."

A second cave is now under construction as demand is high, he said.

"Since this is not a fully artificial cave - and a natural rock is modified to create the cave - it is taking some time to build the second cave," Rana said. Prime Minister Modi was the first to occupy the Rudra Meditation Cave on May 18, about a kilometre up and to the left of the Kedarnath temple. That distance has to be covered on foot.

Those seeking to stay in the cave have to reach Guptkashi, the base camp of the Kedarnath shrine, at least two days before the scheduled booking. They have to undergo

medical tests, as do all pilgrims to the Kedarnath temple. After the trek to Kedarnath or flying there by chopper, they need to pass another medical test at the shrine before being allowed to stay in the cave as the authorities want to be sure about the guest's medical fitness. A detailed briefing about the "process and precautions" to be followed is also conducted. The cave cannot be booked for more than three days at a stretch.

Only one person can stay at a time in the cave, given its size and that it's meant for meditation. GMVN says the "modern meditation cave" faces the Kedarnath temple as well as the Bhairavnath temple that is located on the opposite hillside.

## Week's a Long Time

ET takes a look at events that shaped national and state politics over the past seven days

ANIRBAN BORA





**ET Q&A** **DIRK VAN DE PUT**  
CEO, MONDELEZ INTERNATIONAL

# 'India Ranks Very High in Our Priorities'

Mondelez International, the company behind Cadbury, Bournvita and Oreo, has spent more than ₹1,800 crore over the past few years to set up a manufacturing and research hub in India, a country where it controls two-thirds of the overall chocolate category. In his maiden visit to India after being at its helm for nearly two years, Dirk Van de Put, chairman and CEO of Mondelez, said India holds extraordinarily high priority in terms of future growth and is one of the fastest growing countries for them globally. "It will be a country that will require more of our investment, so I need to make sure that I stay connected to that," he told **Sagar Malviya** in an interview. Edited excerpts...

**Your Indian business hasn't reached the billion-dollar sales mark yet. When do you expect that to happen?**

We are very close to reaching the billion-dollar mark. At the end of the year I can tell you for sure, I would say that the rate we are going about, we should be doing well. If I look at the growth rate we are currently seeing, India is the highest in the world of any of our businesses. I'm already thinking about India being a \$2 billion business and we need to get the people ready for that. The question is how much time is it going to take us. India is an important country for us and size-wise, it ranks into our most important business unit. If you think about snacking around the world in the future, 80% of the growth in snacking around the world will come from the developing markets, and as you can imagine, the role that India will play and the relationship that the Indian consumer has is important.

**Despite being a snacking company globally, Mondelez is largely a chocolate maker in India...**

Chocolate is one of our top two categories in the company and we are the leader in chocolate globally. In India, it is more the development of the other categories that still has lot of potential and, over time, we expect that biscuits, candy, and particularly, our beverages business will continue to grow at a faster pace than our chocolate business, and we get more balanced as it relates to our different categories.

**Since the previous government has returned to power with a stronger mandate, do you think it will help your business?**

What's important for us is the ease of doing business and whether we can grow our business in the political climate. Is it easy for us to register new products and things like that, and what I would say is that in the past years, this government had certainly improved the ease of doing business here and significant progress was made; so with the government being reconfirmed, we assume that stability will continue with the country which would make India a high priority for us. Certainly, in the top ten as it relates to size of the business, and in relation to the future, it is certainly the top three for us.

**What makes the country so important when chocolates are still considered discretionary and unaffordable for everyday consumption?**

There are many factors. Per capita consumption of chocolate, for example, is 130 grams per year in India, while in the UK, it is over 10 kilos per year. So, the potential is high: we look at these countries in two ways - one is what is the current size, and second, what is the future potential of it. If you look at India in that sense, taking into account our position, our market share, our brands, the strength of our people, the strength of our operation, the width of our distribution, India does rank very high in our priorities.



# JET, SET, GONE...

## How To Sell What's Left Of The Airline

Jet Airways' lenders, led by State Bank of India, gave up on efforts to revive the airline that has been grounded for two months. The lenders have started bankruptcy proceedings. **Mihir Mishra** looks at the consequences:



**1 Once Premier Airline: GROUNDED**  
The airline was grounded on **APRIL 17, 2019** It was struggling with bad finances since July last year

**2 Big Fleet - DISAPPEARING FAST**  
119 aircraft at its peak Long-haul Boeing 777s  
Medium-haul Airbus 330  
As On Date  
70 or so of the Boeing 737s with SpiceJet and Vistara or repossessed by lessors 16 aircraft, including 10 Boeing 777, grounded and US Exim Bank plans to repossess these aircraft

**3 Airport Slots: GOING**  
750 SLOTS at various airports 480 SLOTS allocated to various airlines for 3 months 270 could be allocated depending on request

**4 Foreign Flying Rights: AIR INDIA HAS MOST OF THESE**  
70,000 international seats /week operated by Jet Mostly medium-haul and long-haul sectors Only Indian carrier other than Air India to do so Air India has most of these rights now Some private airlines may get these for 3 months

**5 Value For Equity Investor: NOT MUCH LEFT**  
MARKET CAP OF JET AIRWAYS  
WEALTH EROSION  
5000 4000 3000 2000 1000 0  
June 19, 2018 June 19, 2019  
₹376 cr

**6 People And Jobs: BIGGEST LOSS**  
22,000 people in various departments at one time Most of them are without jobs now GM and above not paid salaries since November last year

**7 Lenders: SCRAPING THE BOTTOM**  
DEBT FROM BANKS ₹8,500 CRORE OTHER DUES ₹14,000 CRORE

**8 Regulatory Issues: MOUNTING TROUBLE**  
Enforcement Directorate: Lens on Etihad's investment into airline's frequent flier programme  
Income Tax Department: Suspects tax avoidance  
MCA: Suspects airline siphoned off money

Due to these investigations, former Jet chairman Naresh Goyal was stopped from leaving the country and deboarded from an Emirates flight at Mumbai airport

**9 Some Value - JET'S LOYALTY PROGRAMME**  
Jet's stake in Jet Privilege Programme Ltd (JPPL): 49.9%  
This is valued at ₹1,250 crore  
Jet brand value: Still has interest for anyone seeking to revive it

**SOME HOPE**  
THERE MAY STILL BE RESOLUTION AND IT COULD TAKE TO THE SKIES  
THEY MAY SUPPORT A RESOLUTION PLAN UNDER IBC  
BANKS WERE NOT ABLE TO TAKE BIG HAIRCUT ON THEIR OWN  
POTENTIAL INVESTORS MAY GET THE AIRLINE A LOT CHEAPER THIS WAY

IMAGING: ANIRBAN BORA

# NCLT Clears RP Appointment for RCom, 2 Units

Directs RP to submit report on insolvency process by July 23

**Our Bureau**  
Mumbai: The dedicated bankruptcy court has cleared the appointment of Anish Nanavaty of Deloitte as the Resolution Professional (RP) for Reliance Communications (RCom) and its two units - Reliance Telecom and Reliance Infratel—even as claims worth over ₹66,000 crore have been verified. On Friday, the National Company Law Tribunal (NCLT) presided over by VP Singh and Ravikumar Duraisamy, in an oral order, approved the appointment of Nanavaty, replacing Manish Kaneria of RBSA Advisors, and directed the new RP to submit the progress report of the insolvency process for the three firms by July 23. "The lenders have approved the appointment of Anish Niranjan Nanavaty for Reliance Communications and its two units with 81.37% voting," said the counsel, who was appearing for the telcos' lenders, led by

State Bank of India (SBI). "We are seeking to appoint one RP for all three companies, since all three companies are interconnected, and they can get better chance of revival if one single RP conducts insolvency resolution process," the counsel added. So far, the interim resolution professional (IRP) which saw through the claims submitted and also verified them was RBSA Advisors. The new RP appointment was made since lead banker SBI wanted to replace RBSA with Deloitte. The telco, which renewed its bankruptcy proceedings after pausing it for a year—hoping for a wireless asset sale deal with Reliance Jio—has become one of the biggest insolvency cases in India Inc. Financial creditors including China Development Bank, Standard Chartered Bank (London), Deutsche Bank (Hong Kong), DBS Bank and SBI have in all demanded claims upto ₹57,382 crore, of which ₹49,223.88 crore was verified. Including operational creditors like tower firms, equipment vendors and the Department of Telecommunications (DoT), the total claimed amount is as much as ₹88,000 crore, of which over ₹70,000 crore has been verified.



# 'Airtel's Stake in its African Arm to Fall to 55-57% After IPO'

**Kalyan Parbat**  
@timesgroup.com

Kolkata: Bharti Airtel's stake in its Africa arm will fall to 55-57% after the upcoming initial public offer on London Stock Exchange priced at a 32% peak discount to its pre-IPO fundraising, analysts said. The price band of 80-100 pence (or \$1.26) a share for Airtel Africa's London IPO works out to a 15-32% discount to the \$1.48 a share at which the company undertook pre-IPO placements to raise \$1.45 billion. Airtel Africa raised \$1.45 billion last fiscal in two rounds of pre-IPO placements to seven foreign investors, including Warburg Pincus, SoftBank Group International, Singtel, Temasek and Qatar Investment Authority at \$1.48 per share. Analysts say the steep discount to the pre-IPO price is aimed to ensure Airtel Africa's IPO is a success, given the lacklustre market conditions in the UK with the country still in political limbo over Brexit, especially as investors await more clarity on Britain's future relationship with the European Union. "The move to set Airtel Africa's IPO price band at a sharp discount to the pre-IPO placements price, even at a time when Bharti's Africa business is doing well appears aimed to get things attractive for investors to ensure a successful fundraise for Bharti amid weak market conditions in the UK," Rajiv Sharma, co-head of research at SBICAP Securities, told ET. Airtel Africa did not reply to ET's

queries till press time. On Friday, parent Bharti Airtel's shares closed 1.3% down at ₹344.25 on BSE.

Another analyst, who did not wish to be named, said the dismal performance of two fairly recent London market listings such as Aston Martin and Funding Circle have also induced some scepticism about the immediate outlook for UK floater, which could be the rationale for the sharply discounted pricing of Airtel Africa's IPO. Analysts at Motilal Oswal said in a note the steep discount to the pre-IPO price pegs "the equity valuation of Airtel Africa at \$3.9 billion at the lower end of the IPO price band, which is well below the pre-IPO equity value of \$4.6 billion".

The brokerage also said at the 80-100 pence a share price range, Airtel Africa would issue 595 million to 744 million shares to raise \$750 million (₹5,240 crore), which would lead to a post-issue dilution of 16.1-19.4%, leaving "Bharti Airtel's stake in its Africa arm in the 55.2-57.4% range from the present 68.5%".

Post-IPO, the combined stake of Airtel and the global investors would stand diluted to 75%, while the public holding would be 25%. At present, the seven global investors own around 31.5% in Airtel Africa, which will drop to around 18-20%, post-IPO.

# 'No H-IB Visa Caps for Data Localisation'

**Washington:** The US has no plans to impose caps on H-IB visas for nations that force foreign firms to store data locally, according to a state department official who said the Trump administration's review of worker visa programmes is separate from the ongoing talks with India over the free flow of data. The State Department spokesperson's remarks came after reports emerged that the US told India it was considering capping H-IB visas at 10-15% for countries that had a data localisation policy. The H-IB visa is a non-immigrant visa that allows US companies to employ foreign workers in speciality occupations that require theoretical or technical expertise. "The Trump administration's Buy American Hire American Executive Order called for a broad review of US worker visa programmes, including the H-IB programme," the spokesperson said. In New Delhi, the external affairs ministry spokesperson Raveesh Kumar on Thursday said that no communication had been sent from the US regarding the issue.

**EAST CENTRAL RAILWAY**  
**E-Tender Notice**  
CSTE/CON/ECR/ Mahendraghat/ Patna for & on behalf of presence of India are invited Open online E-Tender.  
E-Tender No.: S&T/CON/DHN-9  
Name of work: Design, Manufacturing, Supply, Installation, Testing and Commissioning of Electronic, Testing and Commissioning of Electronic Interlocking System (Indoor & Outdoor) at Mahumail Station to suite connectivity with Biratoli Station in Dhanbad Division of East Central Railway. Approximate cost: Rs. 8,84,49,288.80 Earnest Money: Rs. 5,92,300/- Cost of Tender document: Rs. 10,000.00 Completion Period: 06 Months, Last Date & Time of submission of online E-Tender: 15.07.2019 up to 12.00. For details information, may kindly see the tender notice and tender documents which are available at Indian Railways website http://www.irps.gov.in.  
CSTE/CON, MXX Patna  
PR/00545/CON/S&T/ T/19-20/28

**KOLKATA METROPOLITAN DEVELOPMENT AUTHORITY**  
e-NIT No.: KMDA/Civil/Housing/SE/C-IV/01 (2nd Call) of 2019-20  
The Superintending Engineer, Circle-IV, Housing Sector, KMDA, Unnayan Bhavan, 2nd Floor, 'L' Block, Salt Lake City, Kolkata-700 091 invites online e-tender from reliable, resourceful, bonafide and experienced firms/companies/individual contractors/Joint Ventures/Consortium for the work: **Name of Work:** Structural and ancillary civil works for Part-III of the building for Proposed (G+5) Storied Logistic Hub at Garden Reach (2nd Call). **Estimated Amount:** ₹ 20,29,99,822/-. **Earnest Money:** ₹ 40,59,996/-. **Time of Completion:** 08 (Eight) months. **Online bid submission last date and time:** 19.07.2019 upto 17.00 hrs. For further details please contact above office or visit our both websites. **KMDA-T-122/RA(4)/19-20**  
[www.wbtenders.gov.in](http://www.wbtenders.gov.in) or [www.kmdaonline.org](http://www.kmdaonline.org)

**SOUTHERN RAILWAY**  
**MATERIAL MANAGEMENT DEPARTMENT**  
E-Tender Notice for the supply of stores No. 08/2019  
Dated: 19/06/2019  
Southern Railway has implemented an e-system. All advertised tenders will be dealt through e-procurement system only. No manual offer/postal offer will be entertained. These tenders can be accessed under the link [www.irps.gov.in](http://www.irps.gov.in) → SR → COS  
Sl. No. E-Tender No. Description Tender Closing date & time  
1. 82/19/S803/EOT TRANSFORMER 18/07/2019 @ 14.30 Hrs  
Railway reserves the right to issue any corrigendum to the tenders.  
Important Notice to Vendors: e-procurement is in the link [www.irps.gov.in](http://www.irps.gov.in)  
Deputy Chief Materials Manager, Construction, Egmore, Chennai - 600 008.

**EAST CENTRAL RAILWAY**  
**E-Tender Notice**  
The Divisional Railway Manager (Mech.) /E.C. Railway/Samastipur for and on behalf of the president of India invites Open e tender under two packet system from experienced and financially capable tenderers for the following works in E-tendering mode of IREPS web portal of Indian Railways:  
SN.1. Tender notice No.: MTC/33 of 2019 (Open e tender), dated 19.06.2019 Name of work: Mechanised and manual cleaning and removal of garbage from Jaynagar station for four years. Tender value (In rupees): 2,44,00,076/- Earnest money (In rupees): 2,72,000.00 Cost of tender document (In rupees): 10,000.00 Completion period of the work: 1460 days. 1. Pre-bid meeting: 26.06.2019 from 11.00 hrs to 14.00 hrs. 2. Receiving date and time for e-tender mode on IREPS web portal: 17.07.2019 upto 12.00 hrs. 3. Opening date and time for e-tender: 17.07.2019 at 12.30 hrs. 4. Web site particulars where complete details of tender and tender document can be seen on web site: [www.irps.gov.in](http://www.irps.gov.in)  
Sr. Divisional Mechanical Engineer (C&W) East Central Railway, Samastipur  
PR/00548/SP/MECH/ T/19-20/36

**WEST BENGAL ESSENTIAL COMMODITIES SUPPLY CORPORATION LTD.**  
(A GOVT. OF WEST BENGAL UNDERTAKING)  
11-A, Mirza Ghalib Street, Kolkata-700 087  
Ref. No. ECSC/Sugar/1050/2019/92 Date: 20.06.2019  
**Tender Cancellation Notice**  
Sub: Supply of Sugar for distribution through PDS in West Bengal  
Tender Reference No.: ECSC/Sugar/1050/2019/78 dt. 30.05.2019  
It is hereby notified that the tender for supply of S-30 Sugar for AAY quota for eight (08) months and one time Puja Festival (Durga Puja, Kali Puja, Diwali, Chhat Puja) Package, 2019 bearing Reference No. as mentioned above has been cancelled.  
Sd/-  
Managing Director

**KERALA WATER AUTHORITY**  
e-Tender Notice  
Tender No: 1-4/SE/PHC/PKD. KIIFB & NABARD- WSSs to Elavanchery, Ampalappara, Karimpa, Kongad, Koppam, Vilayoor panchayaths - Construction of WTP, OHSR, RWPM, Pumphouse, pumpset, distribution line etc. EMD: Rs. 20,000.00-50,000.00. Tender fee: Rs. 11,200-16,800. Last Date for submitting Tender: 24-07-2019 03:00 pm. Phone: 0491-2544927. Website: [www.kwa.kerala.gov.in](http://www.kwa.kerala.gov.in), [www.etenders.kerala.gov.in](http://www.etenders.kerala.gov.in)  
Superintending Engineer PH Circle, Palakkad  
KWA-JB-GL-6-60-2019-20

**WEST BENGAL STATE ELECTRICITY DISTRIBUTION COMPANY LIMITED**  
(A Govt. of West Bengal Enterprise)  
Regd. Office: Vidyut Bhavan, Block-DJ, Sector-II, Bidhannagar, Kolkata - 700 091  
CIN: U40109WB200756C113473, ceorpmont@gmail.com, [www.wbsecl.in](http://www.wbsecl.in)  
**EXTENSION OF TIME**  
Ref. NIT Nos.: WBSECL/RE/DDUGJ/SS/UG CABLE/2019-20/NIT-2 & 3 Dated: 24.05.2019 originally published in this newspaper on 01.06.2019. The key dates of the above NITs are hereby extended as follows: (A) Bid Submission End Date: 28.06.2019 (up to 13:00 hrs.); (B) Bid Opening Date (Part-I: Techno-Commercial): 01.07.2019 at 12:00 hrs.; (C) Price Bid Opening Date: Shall be intimated later. All other aspects of the original NITs will remain unchanged. Interested bidders can download the documents available at [www.wbsecl.in](http://www.wbsecl.in) & [www.wbtenders.gov.in](http://www.wbtenders.gov.in)

**WEST BENGAL STATE ELECTRICITY TRANSMISSION COMPANY LIMITED**  
(A Govt. of West Bengal Enterprise)  
Registered Office: Vidyut Bhavan, Block-DJ, Sector-II, Bidhannagar, Kolkata-700 091  
CIN: U40101WB200756C113474 - web: [www.wbsetcl.in](http://www.wbsetcl.in)  
**E-TENDER FOR ENGAGEMENT OF RECRUITMENT AGENCY FOR CONDUCTING SELECTION PROCESS FOR WBSETCL**  
NIT NO.: CORP/HR&A/TENDER/RECT/2019-20/26  
General Manager (HR & A) invites e-tender from large and resourceful Recruitment Agencies for conducting entire process of selection of candidates under WBSETCL as per the details given in the tender documents. Interested bidders may obtain the bidding documents by registering themselves to the e-tendering portal (<https://wbtenders.gov.in> or <http://etender.wb.nic.in>) or download from the Company's website ([www.wbsetcl.in](http://www.wbsetcl.in)) from 24.06.2019 (11.00 a.m.). Last date of submission: 13.07.2019 (3.00 p.m.)  
ICA-T3972(3)/2019

**WEST BENGAL STATE ELECTRICITY DISTRIBUTION COMPANY LIMITED**  
(A Govt. of West Bengal Enterprise)  
Regd. Office: Vidyut Bhavan, Block-DJ, Sector-II, Bidhannagar, Kolkata - 700 091  
CIN: U40109WB200756C113473, ceorpmont@gmail.com, [www.wbsecl.in](http://www.wbsecl.in)  
**EXTENSION OF TIME**  
Ref. NIT Nos.: WBSECL/RE/DDUGJ/SS/UG CABLE/2019-20/NIT-2 & 3 Dated: 24.05.2019 originally published in this newspaper on 01.06.2019. The key dates of the above NITs are hereby extended as follows: (A) Bid Submission End Date: 28.06.2019 (up to 13:00 hrs.); (B) Bid Opening Date (Part-I: Techno-Commercial): 01.07.2019 at 12:00 hrs.; (C) Price Bid Opening Date: Shall be intimated later. All other aspects of the original NITs will remain unchanged. Interested bidders can download the documents available at [www.wbsecl.in](http://www.wbsecl.in) & [www.wbtenders.gov.in](http://www.wbtenders.gov.in)

**UTTARAKHAND SUGARS**  
Near Railway Crossing, Badripur Road, Jogiwala (Dehradun)  
Email: [usugars@rediffmail.com](mailto:usugars@rediffmail.com), [uttarakhandsugars@gmail.com](mailto:uttarakhandsugars@gmail.com)  
Ref. No. 209/CP/ Dated: 21.06.2019  
**DATE EXTENSION NOTICE FOR EXPORT SUGAR**  
Tender for Export Sugar were invited on 17.06.2019 vide this office advertisement no. 171/CP/2019-20 dated 05.06.2019. The last date of submission and opening of tenders was extended to 24.06.2019 vide notice no. 183/CP/2019-20 dated 11.06.2019. Due to some unavoidable circumstances the date of submission and opening of tender is extended to 03.07.2019. Rest of the terms and conditions shall remain the same.  
Contact Person: R.K. Seth  
Contact No.: 9412089227  
R.K. SETH  
GENERAL MANAGER

**business**  
**FOR SALE**  
**STEEL PLANTS FOR SALE**  
(1) Stone Furnace (electrotherm) large 900sqm; power 4000 KVA, CCM (electrotherm) 12 kms from Ponda, Goa.  
(2) TMT Rolling Mill Power 1800KVA, Land 25000 sqm.  
(3) 12Tons Furnace (electrotherm) 500KVA, CCM (electrotherm), Land 9800 sqm.  
(4) Section Rolling Mill Power 1100KVA, Land 5700sqm (sub lease).  
Units 2,3&4 are located 15 kms from Margao, Goa. All units are in industrial estate and are operating currently.  
For further details viz email: [steelunitsforsale@gmail.com](mailto:steelunitsforsale@gmail.com)



### Fitch Affirms Tata Steel's Default Rating at 'BB' with 'Stable' Outlook

Our Bureau

Kolkata: Fitch Ratings has affirmed Tata Steel (TSL) long-term issuer default rating (IDR) at 'BB' with 'stable' outlook. Tata Steel UK Holdings' long-term IDR has also been affirmed at 'B' with stable outlook.

The agency said all ratings have been removed from Rating Watch Evolving (RWE), on which they were placed on April 1, 2016. While 'BB' underlines sensitivity to changes in the economy, 'B' denotes noticeable changes in financial situation.

The affirmation of TSL's ratings follows the European Commission's rejection of a proposed 50:50 joint venture with Thyssenkrupp AG on antitrust concerns. The venture was tipped to reduce TSL's exposure to high costs and weak demand growth in Europe. "However, we have not assumed any cut in exposure to Europe for our assessment of TSL's overall business and financial profile in the absence of further clarity," Fitch said.

TSL's ratings, according to Fitch, were underpinned by its high profitability in India, and its market position as the largest domestic steelmaker by sales volume. However, a moderation in domestic steel prices in tune with decline in global prices since October 2018 and rising risks to global steel demand in the wake of trade disputes, could rein in prices and margins in FY20, though TSL will retain advantage of captive raw materials base, Fitch reasoned.

Acquisitions, a key rating factor, have also strengthened TSL's focus on India, which now contributes to around 60% of capacity from around 50% in FY18 through acquisitions like Tata Steel BSL (formerly Bhushan Steel) in April 2018 and Usha Martin in April 2019.

Another driver was a pick-up in TSL's capex in FY19 after a slide in FY15-FY18, with the start of a ₹23,500 crore project to raise capacity at Kalinaganagar by 5 million tonne per annum (mtpa), including a 2.2 mtpa cold-rolling mill to produce high-end steel for automobiles.

### SHORT TAKES

#### M&A Deal Value Plunges 87% in May: Grant Thornton

NEW DELHI: The merger and acquisition activity recorded an 87% fall in terms of value and a 27% drop in volume last month, due to weakness in the rupee, spike in crude oil prices and indecisiveness among investors until results of the general elections, according to a report. "While the nation was warily polling and awaiting for the election results, the month witnessed 33 M&A (merger and acquisition) transactions aggregating to \$3.4 billion translating into a decreased deal activity compared to May 2018 with 27% fall in volume and 87% drop in value," according to monthly M&A Dealtracker report by Grant Thornton.

#### India Seeks Mkt Access from China for Pharma Exports

BEIJING: In an unusual move, India on Friday used a hugely popular Chinese movie to seek enhanced market access for Indian medicines in China as the drug regulators of both countries held their first-ever meeting in Shanghai and brainstormed on removing the road blocks. India for long has been pressing China to open its huge pharmaceutical market, which is under pressure from the public for the high prices for cancer and generic drugs, for Indian pharma exports to address the yawning trade deficit which last year according to Chinese figures, crossed \$57 billion.

#### Jet Airways Case: Etihad Seeks Open Offer Waiver

MUMBAI: SBI on Friday said Etihad Airways had sought waiver of open offer and assurance of flying slots for take over of Jet Airways, but the lenders to the debt-ridden carrier had no authority to accommodate the relaxations sought. State Bank of India (SBI) chairman Rajnish Kumar had Thursday defended the lenders' decision to take Jet Airways for bankruptcy saying "it was their last effort to find a resolution" for the grounded airline and did not rule out the possibility of liquidation.

# 'Ed-tech Cos may Get \$500 m in VC, PE Funding this Year'

Untapped market for online learning gives enough room for the educational technology companies to scale up, say experts

Prachi.Verma@timesgroup.com

New Delhi: Educational technology companies are likely to attract at least \$500 million in venture capital and private equity funding this year, experts say, as the untapped market for online learning gives enough room for these companies to scale up.

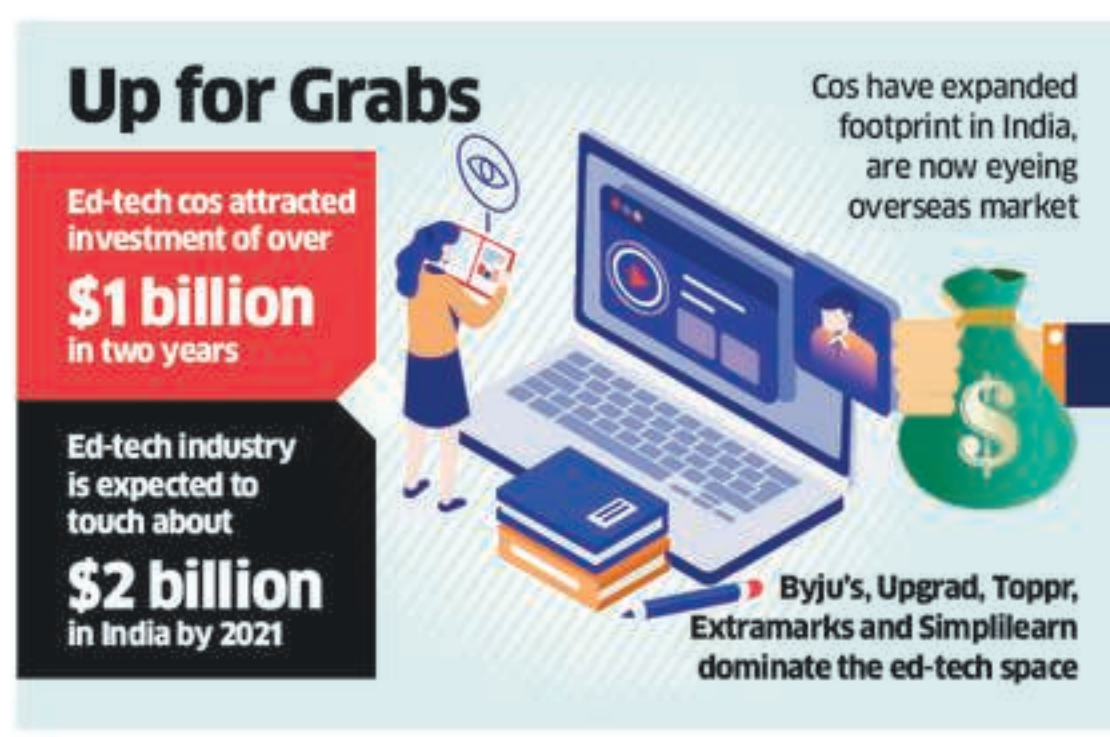
Ed-tech companies, dominated by players such as Byju's, Upgrad, Toppr, Extramarks and Simplilearn, among others, have attracted more than \$1 billion in investments over the last two years.

These companies, along with Unacademy, CueMath, Meritna-

tion, Imarticus and Vedantu, have not only made significant headway in expanding their footprint in India but are also eyeing the overseas market. A bunch of companies from this list are further looking to raise more investments from VCs and PEs.

"Almost \$1 billion was invested in 2018 alone, with Byju's taking the lion's share of about \$500 million, followed by Embibe receiving about \$180 million," said Amitabh Jhingran, partner, EY-Parthenon. "Based on the observed flow of investments in ed-tech, we can expect \$0.5 billion to \$0.75 billion to be invested in the coming year."

Byju's, one of the big ones in this



space, is hungry for more capital. "We will raise more funds, if needed, for expansion," said Mrinal Mohit, chief operating officer. In the next phase, Byju's is looking to become a leading ed-tech player globally, he said.

Vedantu received \$11 million in its last funding round from Accel Partners, Tiger Global, Omidyar Networks and TAL. "We will be using the funds to scale our business and are open to funding," CEO Vamsi Krishna said.

The ed-tech industry is expected to touch about \$2 billion in India by 2021, industry trackers said. "PE/VC funds continue to be interested across sub-segments of

the space (K-12, reskilling and upskilling, test preps, etc). India is an underpenetrated market in the ed-tech space and is ripe for disruption," said Ankur Pahwa, Partner and National Leader, e-commerce and consumer internet, EY India. "India is no doubt set to be one of the leading players in the global ed-tech space with innovation taking centre-stage."

"The industry is, however, dealing with a slew of challenges, including insufficient digital infrastructure beyond tier 1 cities, low PC penetration, a highly fragmented market, and weak IP protection laws," said Aurobind Saxena, vice president, Technopak India.

### MINISTER SENDS OUT A STERN MESSAGE

# Go by the Spirit of the Law: Goyal to India Inc, Audit Cos

Don't misguide investors; govt to take violations such as round-tripping seriously, says minister

Our Bureau

New Delhi: In a stern message to India Inc and big four consultancies, commerce and industry minister Piyush Goyal has said the industry should not violate the spirit of law, and that the government will take violations such as round-tripping seriously.

In an interaction with members of industry body Confederation of Indian Industry (CII) on Friday, Goyal also advised lawyers as well as consultancy and audit firms not to misguide investors.

Citing the example of foreign direct investment (FDI) norms in the multi-brand retail sector, the minister said companies should respect the law and not try to circumvent them by finding loopholes. The government allows 51% FDI in multi-brand retail but bars foreign investment in the inventory-based model or multi-brand retailing. "We stand by that and we are firm on that, and I would urge everybody to follow that, to respect that. The moment you recognise that reality and make your business accordingly, there will be no problem," he said.

Goyal's statement assumes significance in the wake of concerns raised by the government about e-commerce platforms circumventing FDI norms. "If there are any lawyers in the room, please pardon me and if there are those four 'biggs' in the room, double pardon



We stand by that (FDI rules) and we are firm on that and I would urge everybody to follow that, to respect that. The moment you recognise that reality and make your business accordingly, there will be no problem

PIYUSH GOYAL  
Commerce Minister

me, but please stop giving advice which is not in the spirit of the law that is prevalent in India," he said, and told them to not try to misguide any investor into finding loopholes to circumvent the norms.

"Go by the spirit of the law. Spirit of the law takes round-tripping very seriously... Don't try to evade law of land," he said, and advised them to not find some comma and full stop which can give an exit route to do a backdoor entry as the government will not overlook that.

The Big Four firms are PwC, Deloitte, KPMG and E&Y. He told Parliament that a group has been constituted under the secretary of the department for pro-

motion of industry and internal trade for ensuring inter-ministerial coordination on resolving issues related to e-commerce as the government works to finalise a national policy on e-commerce.

**EXPORTS AND MANUFACTURING**  
Goyal raised the issue of some "onerous" clauses in India's free trade agreement with Asean (Association of South East Asian Nations) and said he had flagged these with the 10-member bloc.

To boost manufacturing, the minister said he has asked the department for promotion of industry and internal trade (DPIIT) to identify 50 sectors and work on those. He also asked the

industry and exporters not to depend too much on government subsidies and instead focus on improving competitiveness and quality of products.

#### GSP WITHDRAWAL IMPACT

India exported goods worth \$6.3 billion to the US in 2018 under the Generalised System of Preferences (GSP) programme, which it terminated from June 5. The impact of the withdrawal of the incentives will vary across products, Goyal said. "The total duty concessions accruing on account of GSP were \$240 million in 2018, which was 3.8% of the value of India's exports to the US availing GSP benefits in 2018," he said in a written reply to the Rajya Sabha.

India is a beneficiary of the GSP provided by Armenia, Australia, the European Union, Japan, Kazakhstan, New Zealand, Norway, Russia, Switzerland and Turkey. "The US did not accede to India's request for withdrawal of duties imposed on certain steel and aluminium products, Goyal said in a separate reply.

Goyal said that India is well placed to handle the "crossfire" from the trade war between the US and China. "In a situation when the world is seeing trade wars across nations, across continents, India will come in the crossfire. But it is a crossfire which we can handle," the minister said during question hour in Rajya Sabha.

# ED Rejects Choksi's Affidavit, Offer to Join Probe in Antigua

Agency offers to fly the PNB scam accused home in air ambulance instead

Rashmi.Rajput @timesgroup.com

Mumbai: Calling the affidavit submitted by jeweller Mehul Choksi wanted in the alleged fraud involving Punjab National Bank (PNB), as 'erroneous, misleading and wrong', the Enforcement Directorate (ED) has rejected Choksi's offer to join investigation in Antigua; instead the central agency has offered to arrange for an air ambulance along with a team of medical experts to ensure a 'safe journey back home'. The ED has said so in its counter affidavit submitted before the Bombay High Court.

Moreover, the ED has accused Choksi of 'misleading' the court by bringing to its notice a discharge report issued by Lenox Hill Hospital in New York in February

geography and coronary angioplasty stating that, "he could return to work in 3 to five days".

Disregarding his claim that he cannot travel "post surgery and he has been advised bed rest and specifically advised not to travel", the ED has contended that the court should make a note that the petitioner has travelled to Antigua from New York post surgery.



ED has accused Choksi of 'misleading' the court by bringing to its notice a discharge report issued by Lenox Hill Hospital in New York in February

"...with regard to his medical condition appears to be a facade being erected merely to mislead the court in an obvious attempt to delay the lawful proceedings. However it is assumed that his medical issues cited by the petitioner and the medical report of Dr. HA Marcos to be true, it is not at all safe and advisable for the petitioner to stay in Antigua as Dr. Marcos has specifically mentioned that unfortunately in Antigua there is no interventional cardiologist, ne-

urologist or hematologist and there is no facilities with cardiac catheterization. In such a situation, in case of any medical emergencies, there might be a danger to the health and life of the petitioner," the ED reply reviewed by ET reads.

The ED has requested the court to direct Choksi to return to India, "at the earliest preferably within one month from the date of the order". "... his affidavit should mention the exact date of his intended return to India".

Choksi along with his nephew, Nirav Modi are wanted for their alleged roles in the fraud of ₹13,570 crore. While the Enforcement Directorate is probing the money laundering aspect of the case, the Central Bureau of Investigation (CBI) is concentrating on the criminal conspiracy and misuse of office by government officials by the accused.

Earlier this week, Choksi through his counsel Vijay Aggarwal filed an affidavit before the Bombay HC claiming that he is willing to join investigation and subject himself to interrogation by the crack team in Antigua or was willing to appear before the investigating officer by way of video conferencing.

# Runwal to Buy Land in Borivali for ₹550 crore

Kailash.Babar @timesgroup.com

Mumbai: Realty developer Runwal Group is set to buy an 8-acre plot close to the Sanjay Gandhi National Park in Mumbai's Borivali suburb for around ₹550 crore, people familiar with the matter said. The land is part of 22 acres owned by Cable Corporation of India. CCI Projects, an associate company of Cable Corporation of India, was earlier looking to develop the entire land.

"Runwal has recently concluded the due diligence for this transaction and has also signed the term sheet for the same. The buyer is expected to pay the consideration over the next three months," one of the people said.

Cable Corporation of India didn't respond to an email seeking comment till press time Friday, while Subodh Runwal, a director at Runwal Group, declined to comment.

In the backdrop of increasing preference for forming alliances and undertaking joint developments of land holdings, this will be one of the few instances of an outright purchase.

Several realty developers have reworked their business strategies to focus on asset-light models such as joint developments to reduce upfront capital costs.

# Ashok Leyland Eyes Top 10 CV Slot with Organisational Rejig

Co forms position of two COOs to oversee clearly defined role of 'core business' and 'growth business'

Ketan.Thakkar @timesgroup.com

Mumbai: In a bid to achieve its objective of breaking into the top 10 commercial vehicle makers in the world, Ashok Leyland, the country's second largest truck maker, is restructuring the organisation after the high-profile exit of its MD, Vinod Dasari.

As part of the new structure, which will be overseen by Dheeraj Hinduja, the chairman himself, the company has formed a position of two chief operating officers who will oversee a clearly defined role of 'core business' and 'growth business'.

Anuj Kathuria, the current president for the medium and heavy commercial, will take over as the COO of the core business which is the domestic truck and bus business, while Nitin Seth, the current president for light commercial vehicles, will supervise future growth areas such as LCVs, defence and international business.

In a statement issued to the employees, Hinduja said that in order to achieve the vision, it is imperative that we build structures and processes which enable creation of differentiated products and solutions, while staying focused on the customers as well as creating centres of excellence which will help us deliver our reliability promise, achieve global scale and enhance stakeholders' value.

The move will ensure that the company reinforces its core - i.e., domestic trucks and bus business, where it has seen its market share grow to 33-34%, and explore bigger opportunities in light commercial vehicle business, where it has committed to an all-new architecture, Phoenix, to bring in the incremental volumes.

Ashok Leyland will have to more than double its volumes to close to half a million units if it were to achieve its vision of making it to the world's top 10 commercial vehicle makers. And the only way to do so is to grow the LCV

### New Strategy

ANUJ KATHURIA to take over as COO core business

NITIN SETH will be COO overseas future growth

RESTRUCTURING WILL ensure that the co reinforces its core

MOVE TO help the co explore opportunity in light commercial vehicle business

business over four to five folds and increase its reach in the global markets.

Announcing these organisational changes, Hinduja said, "At Ashok Leyland, we have always believed in nurturing and rewarding internal talent. We have a robust pipeline of leaders who are ready to take on greater challenges and these appointments are a fitting recognition of their contribution and capability."

Gopal Mahadevan, who was recently appointed as wholtime director in addition to his current role as CFO and president, customer solutions business, will also be responsible for Information Technology (IT), corporate strategy & business analytics.

N Saravanan, who was recently appointed as chief of technology officer in addition to his current role, will also be responsible for the electric vehicles (EV) business, the company said.

To strengthen the M&HCV business, Sanjay Saraswat who was currently heading the bus business, will take charge as the head of medium and heavy commercial vehicle business and will be responsible for sales and product functions.

P Harihar, head of manufacturing and project planning, will become the head of operations of all plants and will be responsible for manufacturing, sourcing and supply chain. He will also continue to head the foundry division. Both Saraswat and Harihar will report into Kathuria.

# Niti Asks Auto Firms for E-mobility Plan in 2 Wks

Said to have told industry that if it fails to curb pollution, courts would step in

Sharmistha.Mukherjee @timesgroup.com

New Delhi: The government think-tank Niti Aayog has directed the two-wheeler and three-wheeler manufacturers to submit a concrete proposal to move towards e-mobility in the next two weeks.

According to source in the know, Niti Aayog told automakers in a meeting Friday that if the industry fails to undertake measures to curb vehicular pollution, courts would step in.

The meeting was attended by Niti Aayog chairman Amitabh Kant, Bajaj Auto managing director Rajiv Bajaj, TVS Motor company chairman Venu Srinivasan, Society of Indian Automobile Manufacturers (SIAM) director general Vishnu Muthur, among others.

In the meeting, Niti Aayog held that the government and the industry have to come together and resolve issues related to vehicular pollution, given that 14 out of the 15 most polluted cities are in the country. A concrete road map for transition to electric mobility has to be outlined to achieve the objective. The source informed that Niti Aayog was of the view if established players failed to seize

the opportunity, new-age entrepreneurs would. Niti Aayog has put forth a proposal to electrify all three-wheelers and two-wheelers (below 150 cc) in the country by 2023 and 2025 respectively.

While the move has been welcomed by startups such as Revolt Intelligence, Ather Energy, Okinawa Autotech, industry veterans from Bajaj Auto managing director Rajiv Bajaj, Hero MotoCorp chairman Pawan Munjal, HMTSI president Minoru Kato to TVS Motor Company chairman Venu Srinivasan had heavily criticised the government's plan of setting a 2023 deadline for three-wheelers and 2025 for two-wheelers up to 150cc engine capacity to run on batteries. Industry captains had called the deadline 'unrealistic' and said such a move if implemented would risk derailing auto manufacturing, which supports millions of jobs in the country.

"Coming close on the heels of the implementation of BS-VI norms in 2020, this move could have serious implications on the industry and the millions who are dependent on it," Munjal had said in a statement earlier this month. Bajaj has held an appropriate transition would be mandating the corporate average fuel efficiency (CAFE) norms for all vehicle categories. This will prompt the manufacturers to introduce clean-energy vehicles such as hybrids and EVs to improve average fuel efficiency. "Basis the learnings from that experience a collective plan can be put together to scale up as desired," he had said.

# Rental Startups to Soon Start Rating Customers

Move to help cos such as Drivezy, Furlenco and Rentomojo to predict customer behaviour as well as reduce wear & tear

Sanghamitra.P@timesinternet.in

Bengaluru: Rental startups will soon start rating customers to predict behaviour and reduce wear and tear, taking a leaf out of financial services players that use credit ratings to understand if a customer is creditworthy and sell products accordingly.

Y-Combinator backed Drivezy, a car and bike self-rental startup, will soon start giving scores to users. It has partnered with other companies including self-drive car rental firm ZoomCar and Wicked Ride, a luxury bike rental startup, to launch a blockchain-based platform to rate customers. The platform is expected to be launched by year-end.

Others like Furlenco and Rentomojo, which are furnished rental companies, have shared their user data among themselves and may

formalise a 'rental score' system going forward.

Drivezy is building a platform that will be free initially, but will work as a service-based model after a gap of two-three years when it gets sufficient customer data. The company has been working on this platform for the last one year. The platform will create a profile and add a score to the user, based on a customer's past behaviour.

In addition, the profile will be validated through an Aadhaar-based KYC verification.

"At the moment, we do not have a way to predict customer behaviour. The problem is, when a company blacklists a customer, he or she can very easily move to another (rental startup), which is why this is being built in collaboration so that we can avoid such customers," said a Drivezy spokesperson. The system will work like the

### Weighing On a Scale

CIBIL system for the banking sector, which has helped the fintech sector verify customers and avoid losses. "So, if a driver or the customer has a bad track record, the companies can charge a premium or a security deposit in order to protect its assets," he added.

The move could resolve many trust-based issues for these startups, but will be challenging to implement, say experts.

For such a system to work, an independent body would need to act as the central scoring utility, said Mahesh Makhija, EY partner and



Market Trends

Table with columns: STOCK INDICES, % CHANGE, Nifty 50, Sensex, MSCI India, MSCI EM, MSCI BRIC, MSCI World, SX 40, Nikkei, Hang Seng, Strait Times.

Table with columns: OIL (\$), DUBAI CRUDE, BOND, 10-YR YIELD.

Table with columns: GOLD RATE, Prices per Troy Ounce (\$), US, India, OPEN, LAST.

At 10.30pm. After adjusting for import duty, Indian spot gold lower by \$11.94 to US Comex gold price on Friday. The premium on local gold is due to tight supply following import curbs.

Table with columns: FOREX RATE (₹/\$ Exchange Rate), OPEN, LAST.

Market on Twitter@ETMarkets

SHORT TAKES

Forex Reserves Decline by \$1.3 b to \$422.2 b

MUMBAI: India's foreign exchange reserves declined by \$1.35 billion in the week to June 14 due to fall in foreign currency assets, RBI data showed. Foreign exchange reserves had increased by \$1.686 billion to \$423.554 billion in the previous reporting week. Forex reserves had touched a record high of \$426.028 billion in the week to April 13, 2018. In the reporting week, foreign currency assets, which is a major component of the overall reserves, decreased by \$1.353 billion to \$394.44 billion. Expressed in dollar terms, foreign currency assets include the effect of appreciation/depreciation of non-US units like the euro, pound and yen held in the reserves. Gold reserves remained stable at \$22.958 billion, according to the RBI data.

NCLT Tells Bandhan to seek Shareholders' Nod

The National Company Law Tribunal (NCLT) has directed Bandhan Bank to convene a meeting of its equity shareholders to approve the proposed merger with Gruh Finance. The Kolkata-bench of NCLT has dispensed with requirement of the meeting of the unsecured creditors of the bank. The proposed merger has already received clearance from regulators the Reserve Bank of India and the Securities & Exchange Board of India.

COVERED UP Deal, which values the mutual fund arm of the Mahindra and Mahindra group at ₹500 cr, is second inbound transaction in local MF industry in recent times Manulife Picks Up 49% in Mahindra AMC for \$35 m

Our Bureau

Mumbai: Toronto-headquartered Manulife has picked up 49% stake in Mahindra Asset Management for \$35 million, marking its entry into the 43-member strong Indian mutual fund industry. The deal values the mutual fund arm of the Mahindra and Mahindra group at ₹500 crore.

Mahindra Asset, which started operations in July 2016, manages assets of ₹5,000 crore across nine schemes, and is ranked 29th in terms of assets in the industry. Manulife manages \$849 billion of assets globally.

"Manulife fits as the right strategic partner for Mahindra Asset Management as they bring an enormous pool of fund management talent, backed by global best practices and processes," said Ashutosh Bishnoi, MD & CEO, Mahindra Asset Management

Mahindra Asset Management

Table with columns: Started Operations, JV with, Mahindra Asset Management stake, Manulife stake, Amount paid by Manulife, Assets under management, Number of Schemes, Rank in MF industry by assets under management.



Company. "Mutual fund penetration is low, while high growth is expected as Indians move from physical assets to financial assets in the coming years. This is attracting foreign players, who prefer the joint venture route," says Kaustubh Belapurkar, director (fund research), Morningstar India.

The mutual fund industry asset under management (AUM) has shown a 2.5-fold increase from ₹10.11 lakh crore in May 2014 to ₹25.94 lakh crore in May 2019. Most of the deals in the industry in recent years, however, have been those where a promoter has exited. Recently, Nippon Life bought out the Anil Ambani group's stake in Reliance Nippon Asset Management Company A year ago. BlackRock exited its AMC joint venture with DSP in India. Over the last decade, many foreign asset managers like Morgan Stanley, JPMorgan, PineBridge, ING, Goldman Sachs, Deutsche Asset management and Fidelity have left the Indian asset management industry as regulations were tightened and margins shrunk.

Most foreign asset management companies prefer to operate through joint ventures with Franklin Templeton and Invesco being the exceptions.

BOFAML REPORT

'Public Sector Cos' Borrowing Impact on Inflation Overblown'

Report affirms Governor Das' view that such borrowings don't add to fiscal risks

Our Bureau

Kolkata: Reserve Bank of India governor Shaktikanta Das has received support from Bank of America Merrill Lynch (BoFAML) on his view that fiscal risks from raising extra-budgetary resources are mostly overdone and that the borrowings of state-run enterprises should not be included into that of the sovereign.

The six-member RBI Monetary Policy Committee (MPC) was divided in its view of fiscal slippage and its impact on inflation trajectory. While the inflation trajectory has been within the central bank's comfort level, prompting every MPC member to vote unanimously for a 25-basis point policy rate cut in June, any disruption on prices may change the way MPC members see the possibility of further rate reductions.

Minutes of the June MPC meeting showed that two members, including deputy governor Viral Acharya, flagged off concerns over upside risk, which was downplayed by the Governor.



"Government securities are typically funded by bank liquidity, whereas PSU bonds are financed by a leverage on bank deposits. This does not impact either banks' deposits, asset books or money market liquidity," BoFAML said in a note, in support to Governor Das.

The firm explained that when a bank bids in a g-sec auction, it has to carve the investment out of its loan or investment book. As the money flows to the government account with the RBI, money market liquidity shrinks. On the other hand, when public buy a quasi g-sec or PSU bond, funds flow from fixed deposits to the PSU's current account.

"Public sector borrowings include several public sector enterprises which have their own revenue streams to service their debt and take care of their liabilities.

Borrowings by such public sector enterprises are mostly for capital expenditure. Hence, such borrowings should be viewed differently," Das had said.

Deputy governor Viral Acharya had opined that public sector borrowings impair monetary policy transmission due to crowding out effects on market financing through public bonds and on bank deposits through small savings, which continue to offer rates that are significantly higher than market yields. This channel bites particularly when the domestic savings rate is on a decline and increases economy's reliance on external sources of funding.

"We do not agree with conventional wisdom of adding up the government's issuance of g-secs and quasi government borrowings to measure crowding out, as they have very different liquidity effects," BoFAML said.

Among MPC members, Ravindra Dholakia supported the governor while Chetan Ghatge showed concerns over fiscal risks. Pami Dua and Michael Patra did not mention anything on fiscal risks.

"There has been growing divergence within the MPC on whether higher fiscal deficit (public sector borrowings) will result in higher inflation. MPC is also split on whether the rise in food inflation will sustain. Governor Das is not worried on either counts," Nomura observed.

under management (AUM) has shown a 2.5-fold increase from ₹10.11 lakh crore in May 2014 to ₹25.94 lakh crore in May 2019.

Most of the deals in the industry in recent years, however, have been those where a promoter has exited. Recently, Nippon Life bought out the Anil Ambani group's stake in Reliance Nippon Asset Management Company A year ago. BlackRock exited its AMC joint venture with DSP in India. Over the last decade, many foreign asset managers like Morgan Stanley, JPMorgan, PineBridge, ING, Goldman Sachs, Deutsche Asset management and Fidelity have left the Indian asset management industry as regulations were tightened and margins shrunk.

Most foreign asset management companies prefer to operate through joint ventures with Franklin Templeton and Invesco being the exceptions.

Sebi Asks Clearing Corps, Bourses to Put Penalties on Margins Shortfall in Core SGF

PTI

New Delhi: To bring uniformity in depositing penalties levied on clients for short collection or non-collection of margins in the commodity derivatives segment, Sebi Friday asked clearing corporations and exchanges to deposit such penalties in Core SGF. Earlier, the regulator had asked to deposit such penalties in Investor Protection Fund (IPF), but Sebi noted that while a few clearing corporations and exchanges are crediting the penalties to IPF, others are crediting the same to Core SGF.

Core Settlement Guarantee Fund (SGF) is a fund which is available to meet settlement obligations of clearing corporations in case clearing members fail to honour settlement obligation.

Accordingly, "it is hereby clarified that all penalties levied on short-collection/non-collection of margins... shall be credited to Core SGF only," the regulator said in a circular.

In futures market, members or brokers are required to collect the margin money from clients, which is later deposited with the exchange.

Margin money refers to the minimum amount of capital that must be available in the account to trade futures contracts.

TARGET PRICE CUT TO ₹5,800 FROM ₹8,000

Maruti Stock Slips 3.4% After UBS Downgrade

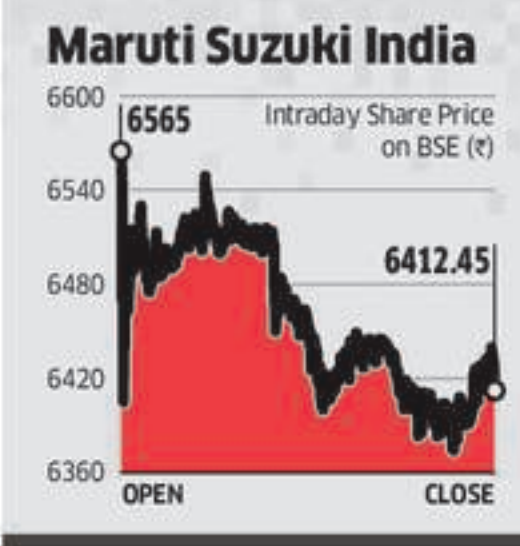
Brokerage says car co unlikely to benefit from BS-VI transition, volume growth slip a concern

Our Bureau

Mumbai: Shares of Maruti Suzuki India ended down 3.4% at ₹6,412.45 after global brokerage UBS downgraded the stock to 'sell' from 'buy'.

The brokerage cut target price to ₹5,800 from ₹8,000, saying that it was surprised by 20% plus decline in volumes in April and May. UBS said Maruti Suzuki India is unlikely to benefit from transition to BS-VI. "Our buy on Maruti was predicated on the expectation that the company would benefit from an industry shift towards petrol with the BS-VI transition. However, we did not anticipate that Maruti would discontinue diesel (at least temporarily)," said UBS.

"...margins have further downside, given weak demand and rising capacity. While Maruti has



been resilient in the face of sharp earnings downgrades, we believe further earnings cuts are not priced in," said UBS.

Maruti Suzuki is trading at 27 times FY21 estimated price-to-earnings, is at 50% premium to other Indian original equipment manufacturers, leaving limited room for multiple expansion, said UBS.

Recently, Kotak Institutional Equities reduced fair value on the stock to ₹6,000 from ₹6,600 and retained reduce rating.

"Even as MSIL (Maruti Suzuki India) will gain marginal market share, we have cut our FY20-21 EPS estimates by 4-9% led by downward revision to PV (passenger vehicle) industry volume growth estimates and a 70bps cut in our market share gain assumptions," said UBS.

Analysts Discount Trade War, Swine Fever Impact on UPL, Stock Recovers

Say agrochem major's comfortable debt profile, diversified business are positives

Our Bureau

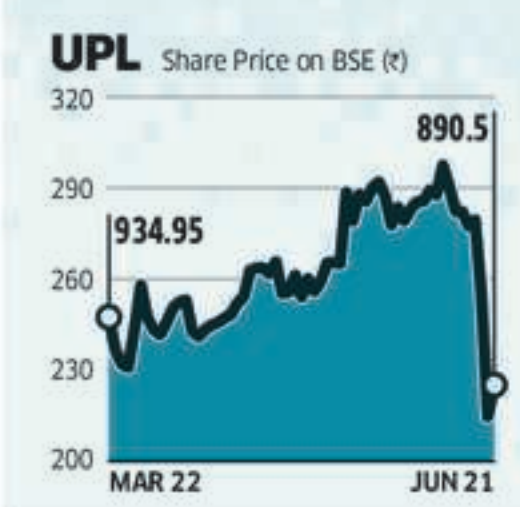
Mumbai: Shares of UPL, the producer of crop protection products, recovered on Friday after analysts said the company will not be impacted much because of the trade tensions and an outbreak of African swine fever.

Shares of agrochemical major fell 8.5% on Thursday over concerns of lower exports to Latin America due to trade tensions between the US and China and outbreaks such as the spread of African swine fever, which could impact soybean demand in China. However the near-term impact of these events should be non-material, according to analysts.

"Trade tensions could cause pesticides imported from China to become expensive in the US due to higher tariffs, potentially benefiting glufosinate-based products, which would be a positive for UPL's herbicide portfolio in US," said Saurabh Jain, analyst, HSBC Securities. "UPL derives 35% of its revenues from LatAm and we would expect the impact of lower China demand to be non-material."

The UPL stock, which has surged 38% since January 1 to a high of ₹1,034 on June 11, declined 13% in the last three trading sessions before closing at ₹890.50 on Friday, up 2.5% over the previous close.

Historically, UPL has a strong growth profile in LatAm in times of crisis, led by market share gains. Thus, lower prices could be



a silver lining given farmers' preference for high quality and low priced products, where UPL has an advantage, analysts said.

"US-China trade war concerns are overblown while African swine fever in China is expected to have limited impact on Brazil's soybean acreages and pesticide volumes," said Lakshminarayana Ganti, co-head of research, SBICap Securities. "UPL's diversified business model across geographies, crops and products shields it well from exogenous shocks."

On the debt side, UPL faces no redemption pressure. All debt has been denominated in the dollar. The \$3-billion acquisition debt carries interest of L+160 bps and has a 5-year bullet repayment in January 2024. It only has a \$200 million loan repayment due in FY21.

Analysts believe UPL is in a comfortable situation to easily prepay ₹3,500-crore debt in FY20 and FY21 each, as per management guidance.

"Debt/EBITDA should come down from 4.2x in FY19 to 2.4x in FY21, within the 2.25-2.5x covenant of rating agencies and our conservative estimates of synergies of \$150 million in FY20 and \$225 million in FY21 should be sufficient to repay the interest on acquisition debt," said Ganti of SBICap Securities.

Slow Inflation, Mfg Slump Could Draw Early BOJ Action

Reuters

TOKYO: Japan's core consumer inflation slowed in May and factory activity shrank in June, underlining the growing stress on the economy and keeping the central bank under pressure to expand its radical stimulus programme, possibly as early as next month.

The soft batch of data highlight the challenge the Bank of Japan faces in spurring inflation towards its 2% target, as trade frictions and slowing global growth threaten to derail the country's economic recovery.

The core consumer price index, which includes oil products but excludes volatile fresh food costs, rose 0.8% in May from a year earlier, government data showed on Fri-

day, matching a median market forecast and slowing from a 0.9% gain in April.

A separate private survey on Friday showed manufacturing activity contracted again in June as new orders fell at the fastest pace in three years, a sign slowing Chinese demand was taking a toll on Japan's export-reliant economy.

The BOJ kept monetary policy steady on Thursday but signalled its readiness to ramp up stimulus, joining central banks across the world that are shifting towards more easing as the escalating US-China trade war raises fears of a global recession.

"If companies cannot translate rising costs to households, core consumer inflation could slow to around 0.5% to 0.6% in the latter



half of this year," said Mari Iwihara, chief market economist at Daiwa Securities.

"The BOJ may respond to negative developments in overseas economies in July by changing its forward guidance and pledging to keep ultra-low interest rates longer," she said.

The so-called core-core CPI, which strips away the effects of vol-

atile food and energy costs, was up 0.5% in May from a year earlier, the government news data showed.

JULY EASING?

Japan's economy expanded by an annualised 2.1% in the first quarter but many analysts predict growth to slow in coming quarters as the U.S.-China tariff row hurts business sentiment. A scheduled sales tax hike in October may also

curb consumption, they warn.

Any downturn in business spending could cast doubt on the BOJ's argument a sustained economic recovery will gradually prod firms to boost prices and wages, helping inflation accelerate.

BOJ Governor Haruhiko Kuroda signalled on Thursday his readiness to ramp up stimulus "without hesitation" if the economy loses momentum, fuelling market expectations of action as early as next month.

"The BOJ may be forced to take action if the yen comes under upward pressure, as European and U.S. central banks are leaning toward more accommodative monetary policies," said Takeshi Mami, chief economist at Norinchukin Research Institute.

Market Intelligence Powered By: ETIG Database www.etintelligence.com

MARKET SNAPSHOT: Table with columns: SENSEX, NIFTY, High, Low, Open, Close, Change, 52WK High, 52WK Low, 3Y High, 3Y Low.

ADVANCE & DECLINE: Table with columns: ADVANCES, DECLINES, UNCHANGED, Total, Turnover Cash Market, ET Indices.

HIGHS & LOWS: Table with columns: ADVANCES, DECLINES, UNCHANGED, Total, FII ACTIVITY, MF ACTIVITY.

FII ACTIVITY: Table with columns: EQUITY, DEBT, Net, Buy, Sell, Date, Volume, Avg. Vol, % Days Close.

F&O Corner-NSE: Table with columns: Positive Trend, Negative Trend, Active Calls, Active Puts, Future of Gainers, Future of Losers, Market-Wide Position Limit, Top Sectoral Gainers.

Disclaimer: The content hereof does not constitute any form of advice or recommendation by the newspaper. 'BCL' or its affiliates will not be liable for any direct or indirect losses caused because of readers' reliance on the same in making any specific or other decisions. Readers are recommended to make appropriate enquiries and seek appropriate advice before making any decisions.



# Leading with Likes and Powering Through Posts

Young leaders are using social media to build personal brands, network and grow their business. Anjali Venugopalan reports

Young leaders have found a powerful partner in social media — from finding business partners via a tweet to mentoring and managing work on WhatsApp — and are fast becoming influencers themselves. Social media brings out a humane, authentic side to business, these young leaders say.

“Social platforms provide a great opportunity for leaders to not just broadcast their perspectives, but to listen, connect and engage with individuals at a scale not possible before,” says Rekha M. Menon, chairman of Accenture India, who has 130,000+ followers on LinkedIn and 4000+ Twitter followers. With digital media, a leader’s reach has broadened and deepened to a much larger audience instantly, she says.

Swati Bhargava, co-founder of Cashkaro, is active on LinkedIn, Twitter, Instagram and Facebook. She has 25,000+ followers on Instagram, which she also uses to connect with team members. “I let them into my life, and they let me into theirs,” she says. Bhargava has 30,000 connections on LinkedIn — the maximum allowed — and once got in touch with a major e-commerce platform through a tweet.

Recently, she even downloaded TikTok. “I think corporates, especially young leaders, need to understand this medium,” she says, although admitting she may not post content on TikTok. Arun Pattabhiraman, global vice-president (growth and marketing) at Freshworks, who has 11,000+ LinkedIn followers, says, “I use it not just to build my personal brand, but to also help others in the network who reach out for career and professional advice or support.”

For Dharmil Sheth, the co-founder of Pharmeday with 5,000+ LinkedIn followers, platforms such as LinkedIn and Instagram help him to showcase the effort that goes on “behind the scenes” at the company.

Busy schedules also mean that bite-sized information on social media is a quick and easy way to keep abreast of the latest market trends.

Rahul Garg, CEO of Moglix with 6,000+ LinkedIn followers, follows a number of other influencers like Bill Gates, and networking groups.

“I live with my phone,” says Akshay Mehrotra, CEO of EarlySalary, who is on the phone for about six hours daily as most work has shifted to Whatsapp and

## Social Strategies

- LINKEDIN FOR**
  - ▶ Becoming an influencer
  - ▶ Mentoring, encouraging team-mates and partners
  - ▶ Keeping up with market trends
  - ▶ Posting job openings
  - ▶ Networking
- INSTAGRAM FOR**
  - ▶ Showcasing “behind-the-scenes” of business
  - ▶ Posting recommendations
- TWITTER FOR**
  - ▶ Posting personal views and news
  - ▶ Promoting brand



business dashboards are now available on cellphones. Young leaders are also using their hefty social media following to boost the visibility of colleagues and partners, and keep

them motivated. Varun Jha, chief marketing officer of Zoomcar with 3,000+ LinkedIn followers, posts encouraging comments on colleagues’ and partners’ work, as well as personal replies to others’ comments about his own work.

Bhargava of Cashkaro posts product recommendations related to any brand that she has tried out, while Pattabhiraman of Freshworks puts up job postings, posts about the company’s activities and the occasional news piece — including one on fixing social media addiction.

A real concern for these young leaders is how information overload and screen-time are taking over people’s lives.

“One strategy is to meticulously choose the content preferences on various platforms and subscribe to sites like AFAQs etc... and receive only the most relevant updates,” says Jha.

They use the Do-Not-Disturb or ‘down-time’ feature on phones very often.

Bhargava of Cashkaro stays away from her phone in the morning when she does yoga, meditation and chanting, and during dinner-time.

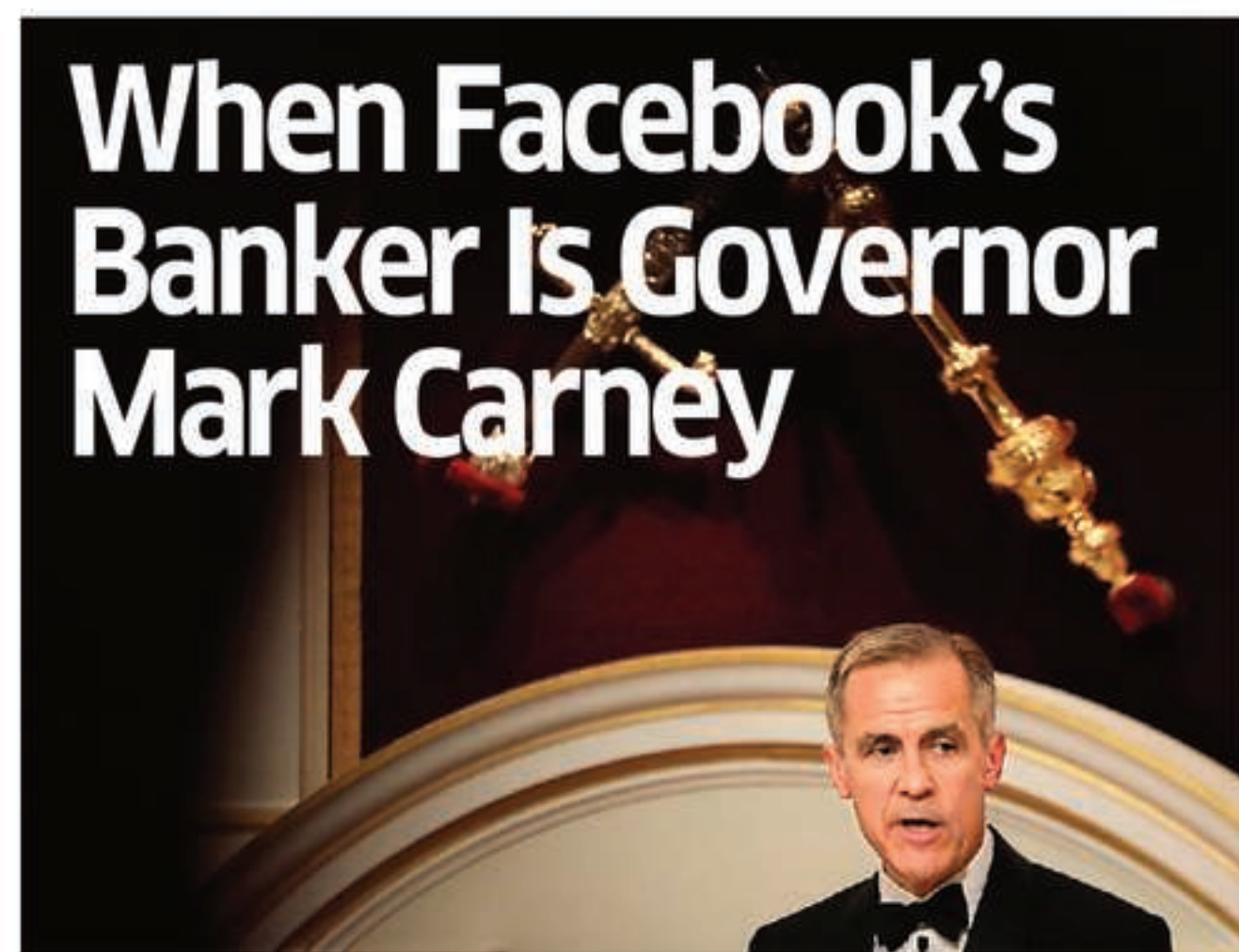
Social media is also accommodating the needs of young leaders.

Sudeep Singh, the CEO of GoWork with 3,000+ LinkedIn followers, says that most of his interactions happen on WhatsApp, but he uses subscription-based encrypted messaging app Confide for super-confidential and high-value communication.

Although young leaders are social-media savvy, they draw the line when it comes to their children. Most let children use only iPads, and not more than for an hour or two.

Nishant Pitti, CEO, EaseMytrip, ensures he doesn’t use gadgets around his family, and found validation for this practice when he noticed that a friend of his young daughter always came over on Sundays to play. The reason being, the girl’s family was mostly on their phones and didn’t really talk to each other much.

EarlySalary’s Mehrotra, however, has a different take. He restricts his daughter’s screen use, but also wants to teach her to code. “That’s my next project.”



Lionel Laurent

Central banks and financial regulators have been on high alert since the launch of Facebook Inc.’s proposed cryptocurrency, Libra. It’s still at the conceptual stage, but the prospect of a tech giant with 2.6 billion users shuffling digital money around and backing it with piles of dollars, euros and pounds is a potential heart attack in the making for those trying to keep the financial system stable, governable and predictable. That means setting the rules now, before Libra’s born.

One idea as to how officials might keep CEO Mark Zuckerberg’s dreams grounded in reality is to get under the hood of what goes into the digital currency in the first place. Given Libra wants to back every digital cent with a mix of real-world reserve currencies, that might be the best place to start. Bank of England boss Mark Carney hinted at this in his Mansion House speech on Thursday, proposing that tech firms and other non-banks be allowed to hold funds directly at the central bank.

You can see why this idea would appeal. If central banks start to hold deposits for the likes of Facebook and other Libra backers, officials will get a first-hand view of the assets held in reserve (though they’ll have to coordinate for a complete picture). And for the tech companies, having the central bank’s blessing is the ultimate seal of approval and trust something Zuckerberg could benefit from. It would all require a fair bit of readjustment in terms of what a central bank does and how it does it, but it makes sense.

While this will all seem like a specific issue of financial plumbing off the back of a crypto project, there’s a much bigger point here about finance and tech in general and not all of it comforting for bankers.

Carney’s push for new tech companies to be embedded more deeply in the financial system will raise competitive pressure on incumbent banks. The regulatory barriers to entry in finance

are already high think of the billions spent on compliance and it’s a reason why Silicon Valley hasn’t yet posed an extinction threat for banks. But officials want more firms to clear those barriers, “leveling the playing field between old and new,” Carney says.

Hence, he also talked up the central bank’s payments system overhaul, with a view to plugging in tech firms. Libra could just be a face that launches a thousand ships of new payments ideas the crypto bit might never take off, but other ideas will.

Banks have done a decent job of fending off fintech over the past decade: 35 percent of British consumers have had the same account for at least two decades, according to UBS. But that’s partly because their opponents have been pretty under-powered: No amount of glitzy tech conferences featuring entrepreneurs kitted out in lederhosen can disguise that. Start-ups have been forced down a risky path to grow fast in a market that’s highly regulated and concentrated.

Facebook, as well as Apple Inc., Amazon.com Inc. and Alphabet Inc. are different. They have size. Apple is in “a billion pockets,” as Oprah Winfrey

put it. They have money: Alphabet’s revenue in a single quarter could cover the market cap of Deutsche Bank several times over. And they have data: Amazon has our credit card details, and indeed its own card. With their main businesses drawing tough criticism over monopoly concerns, more diversification even into a very regulated sector is investor-friendly.

Libra specifically may well be a pipe dream that may never be implemented in its current form. But Facebook’s size means that central banks already have to take it seriously or they face being unprepared to ensure financial stability. Bankers themselves aren’t powerless to respond to the tech threat, and they have the financial firepower to develop services and products. But as after dinner speeches go, this was a sobering one.

Bloomberg

## UK Junior Minister Suspended after grappling with eco-protester

Mark Field has been suspended as a government minister after violently grabbing a Greenpeace protester by the neck.

The Foreign Office minister was widely criticised after video emerged of the incident at a City of London dinner on Thursday night.

It showed him jumping out of his seat to block the activist, grabbing her around the back of her neck, pushing her up against a column and then marching her out of the room.

The incident took place at the black tie Mansion House Dinner on Thursday night, where Philip Hammond, the chancellor, was giving a speech.

Amid a growing backlash over his actions, Mr Field referred himself to the Cabinet Office and is also being investigated by police.

Downing Street said he would be suspended as a minister “while investigations take



place”. A spokesperson said: “The prime minister has seen the footage and found it very concerning. The police have said they are looking into reports of this mat-

ter and Mark Field has reported himself to the Cabinet Office and Conservative Party.

“He will be suspended as a minister while investigations take place.” The spokesperson said the Cabinet Office’s propriety and ethics team would look into whether there had been a breach of the ministerial code.

They said: “We would like it to happen swiftly. I can’t put a time on it, but as quickly as possible.”

It is understood that Theresa May spoke with Julian Smith, the government chief whip, about the incident after flying back to London from the European Council summit in Brussels on Friday morning. Mr Smith passed on her decision to suspend Mr Field to the minister. The prime minister has not spoken to Mr Field herself.

Sadiq Khan, the mayor of London, said: “It is truly shocking to see this kind of behaviour

from an MP. Violence against women is endemic in our society and this behaviour is unacceptable. He should consider his position.”

But some Conservative MPs defended their colleague.

Sir Peter Bottomley said: “I think there’s no reason to criticise Mark Field... Of course it wasn’t an assault, it was a reversal of direction.”

The protest took place as Mr Hammond was beginning his speech at the dinner and lasted for several minutes, before the chancellor was able to finish his remarks.

Greenpeace said around 40 of its activists had interrupted the event.

It tweeted on Friday morning to say the activist involved in the incident with Mr Field “had a good sleep and is doing fine”.

The Independent

## Planning R&D Centre in India: Asus Chairman

Danish.Khan@timesinternet.in

New Delhi: Taiwanese handset maker Asus has made India its top priority to boost its smartphones business globally and is now aiming to get into the top three players in the next three years. It is also evaluating the possibility of opening a full-fledged research and development centre in India.

“We aspire to become a top technology brand in India... we are not immediately trying to get large volumes but want to be among top three players in India,” chairman Jonney Shih told ET. He said Asus treats the Indian market as its home market. The company on Wednesday launched its latest flagship smartphone, Asus 6Z, which was previously launched outside India as ZenFone 6. It had to change the name of the device following the Delhi High Court’s order to restrain sales of all its products that carry the Zen branding.

The case involves Telecare Network, which owns Zen Mobiles. Telecare had filed a trademark infringement case against Asus for using the Zen branding for its smartphones. Asus is expected to present its side on the next date of hearing. Shih said he is happy with Asus’ growth in India after it changed its strategy to become an online-first brand last year. It, however, continues to sell devices in multi-brand retail outlets. Counterpoint Research said Asus did well in the January-March quarter of this year. Its lean portfolio with a focus on battery life and design in a competitive ₹8,000-15,000 segment helped it to differentiate from the competition. With Asus 6Z, the handset maker is trying to take on players like OnePlus in the premium segment.

“This is an attempt to make an entry in the premium segment, but it will be difficult to grab customer attention due to stiff competition from OnePlus... they need to do heavy marketing to get market share. Although, any impact of the recent court order is unlikely,” said Anshika Jain, research analyst at Counterpoint Research.

### CAPEX BOOST ESTIMATED AT ₹28,000 CRORE

## Airtel’s India Biz to Grow 15-20% in FY20: Fitch

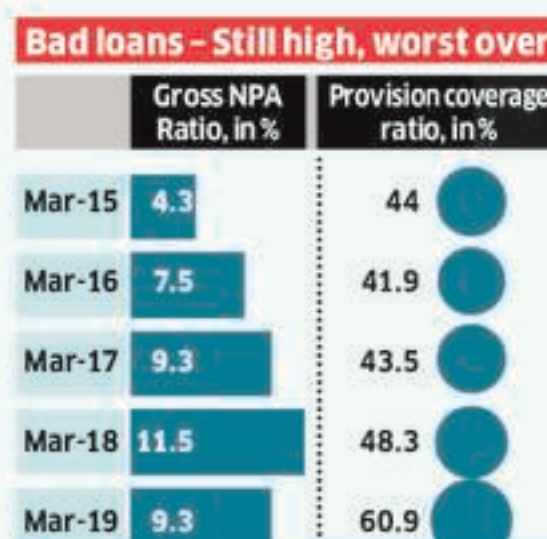
Our Bureau

Kolkata: Bharti Airtel’s global revenue and operating income (Ebitda) is likely to grow by mid-single digit percentages in FY20, during which the Sunil Mittal-led telco is also estimated to pump in a whopping \$4 billion (₹28,000 crore) of capex to bolster 4G networks and fibre infrastructure, ratings agency Fitch said.

In a release on Thursday, the agency said the strong revenue show would be spurred by better av-

## The Name is Bond, Bank Bond

True, state-run banks’ bad loan problem has peaked, But banks are in far from good health. And credit growth and industrial investment are somnolent. IBC notwithstanding, the drag on the economy from lending-shy banks is huge. And a radical but sensible solution is called for. ET takes a look ahead of the budget



Source: Care Ratings

Category	Count
Admitted by NCLT	1,858*
Settled	152
Withdrawal	91
Resolution approved	94
Liquidation process underway	378
Pending cases	1,143

\*as on March 31, 2019

Year	Capital to risk-weighted assets ratio
Mar-16	13.3
Mar-17	13.7
Mar-18	13.8
Mar-19	14.2

- Escaped RBI’s prompt corrective action framework (PCA)
- Allahabad Bank
  - Bank of India
  - Bank of Maharashtra
  - Corporation Bank
  - Oriental Bank of Commerce



- Credit growth – PSU Banks still unable to step up**
- Pvt banks providing most of the growth in credit
  - Most growth going to retail and services sectors
  - Industrial sector credit growth is muted
  - NBFC crisis has added to the squeeze

**GDP GROWTH – Lack of credit hurting growth**

6.8% GDP growth in FY19, a 5-year low

- WHAT NEXT: Another big capital infusion**
- Big capital infusion will allow banks to clean up completely
  - They will be able to write off bad loans aggressively
  - The NPA ratios will decline
  - Banks will be able to lower interest rates and step up lending

**How do recap bonds work**

- Govt issues recapitalization bonds
- Banks subscribe to the bonds
- Govt uses the proceeds to provide capital to banks
- Clearer and better banks will see their valuation rise
- Govt can sell the shares later to repay the bonds

Illustration: Anirban Bora

## Indians Shifting to Hybrids on Green Policies, Carmakers’ Push



Sharmistha Mukherjee @timesgroup.com

New Delhi: Indian consumers are increasingly looking to buy a hybrid or an electric vehicle over conventional powertrain-driven ones on the back of supportive environmental policies, big-brand bets and shift in buyers’ mindset, shows a report by global consultancy firm Deloitte.

As many as 39% of the respondents in the co-

untry said they would prefer a hybrid, a battery or an alternate powertrain-powered vehicle when buying their next vehicle (up from 31% in 2018) as per the 2019 Deloitte Global Automotive Consumer Survey. Around 21% of the buyers though said that they would prefer a hybrid electric vehicle to resolve issues related to range anxiety. About 6% said they would opt for full-electric vehicles while 12% would go for some other technology.

Rajeev Singh, partner and automotive sector leader at Deloitte India, said, “Hybrid vehicles allow consumers to experience battery-powered vehicles but do so in an environment they are comfortable in. There are no related issues pertaining to range anxiety. From a supply perspective too, hybrid vehicles would give automakers time to set up a vendor base to move on to full electrics. It is a good intermediate technology.”

Given the current challenges arising from affordability of full electric vehicles and lack of adequate charging infrastructure, Singh said that e-mobility among private users of four-wheelers will remain limited mid-term. “We will see electrification take off in a big way first in three-wheelers, followed by two-wheelers and fleet taxi operators in India,” he said.

**Government of Jharkhand**  
**Department of Health, Medical Education & Family Welfare**  
 Nepal House, Doranda, Ranchi-834002

**Advertisement for the post of Director, RINPAS, Kanke, Ranchi**

Applications are invited for the post of Director, Ranchi Institute of Neuro Psychiatry & Allied Sciences (RINPAS), Kanke, Ranchi an autonomous Institution under the Government of Jharkhand. This Institution is being developed into a Modern Treatment-cum-Teaching and Research Institution for Mental Health.

**1. Job Profile:-**

(i) The Director of the Institute will be the Chief Executive of the Institution and will be responsible for its management along with preparation and execution of the Development Plans. He will be the Member Secretary of the Management Committee of this Institution. He would report to the Additional Chief Secretary/Principal Secretary/Secretary, Department of Health, Medical Education and Family Welfare, Government of Jharkhand.

(ii) The incumbent to the post must have thorough understanding and wide experience in the field of mental health / neuro sciences.

**2. Eligibility Criteria:-**

(i) Educational Qualification: Post Graduate Medical degree in Psychiatry /Neuro Sciences from recognized university or Institute as per the guidelines laid down by the MCI.

(ii) Experience: Teaching, research work and practical experience in Psychiatric department of any Psychiatric Institution/Medical college under health department (State government or Central government) in which 5 years work experience on the post of Professor/Additional professor and at least 15 years of total work experience in any Psychiatric Institution/ Medical college under Central government/State government.

**3. Age limit and tenure :-**

(i) The age of candidate should not exceed 60 years on the date of advertisement.

(ii) The tenure of the post will be up to the age of 5 years or 65 years from the date of appointment, whichever comes first.

**4. Salary and other allowances :-**

(i) The post carries the pay scale PB-IV 37400-67000 G.P. 10000 sixth central revised pay scale (level -14 minimum salary Rs. 1,44,200/- seventh central revised pay scale)

(ii) NPA will also be provided as per State Govt. rules.

(iii) Rent free accommodation shall be provided.

**5. Appointment is open for deputation basis also.**

**6. The advertisement may be seen on the website: <http://jharkhand.gov.in> → Department → Health, Medical education & Family Welfare department → Publication & Announcement → Recruitment**

**7. The interested candidates are required to send their full Bio-data in the prescribed format available on the above mentioned website along with photocopies of supporting documents countersigned by Gazetted Officer to the Secretary, Dept. of Health, Medical Education & Family Welfare, Govt. of Jharkhand, Ground Floor, Nepal House, Doranda, Ranchi - 834002 by Registered / Speed Post so as to reach on or before 20.07.19 up to 06.00 PM.**

**8. Late application shall not be considered.**

Enc.-As above format.

**(Dilleshwar Mahto)**  
 Deputy Secretary  
 Govt. of Jharkhand Department of Health, Medical Education & Family Welfare

PR 209522 Health Med Edu and Family Welfare (19-20)\_D



## Give Unto Sebi What's Legally Sebi's, NCLT

A turf battle would harm, not help, investors

Capital markets regulator Sebi is right to move the Supreme Court to seek clarity over who gets to deal with fraudulent deposit cases following its reported turf war with the National Company Law Tribunal (NCLT). The SC must clear the air to end the dispute. Sebi, without a doubt, has the powers to clamp down on Ponzi schemes where gullible investors are tapped by unscrupulous operators. The regulator was given the legal backing both to oversee collective investment schemes (CIS) and also attach assets in the case of non-compliance nearly six years ago. So, it is inexplicable why the NCLT wants to play arbiter in depositors' quest to recover monies owed to them by unscrupulous promoters. It is not as if NCLT does not have its plate full, with insolvency petitions to resolve corporate distress. It simply does not have the capacity — personnel or financial — to take on Ponzi schemes. Sebi must be left to do the job.

In the specific case, Sebi had passed an order to attach the assets of a New Delhi-based company and the promoters who allegedly raised cash from scores of individuals through a scheme but defaulted on repayment. Reportedly, facing delay in recovery, investors moved the NCLT that admitted their petition. Holding that the insolvency and bankruptcy law overrides the Sebi Act, it asked Sebi to hand over the assets to an insolvency professional. This merits a review. The need is to also ensure that Sebi does a professional and speedy job of investigation. This will prevent depositors from moving insolvency courts for redressal of their problem.

The company law tribunal is definitely the judicial authority that holds sway over companies. But Sebi is the regulator that is mandated to supervise corporate conduct as far as their relations with investors are concerned. It should be Sebi's job to identify and remedy wrongdoing in this sphere of corporate conduct. If Sebi fails, then it would be right for NCLT to take up the problem, so as to provide relief to the aggrieved investor. The investor's cause is not helped by the regulator and the judicial authority battling for turf control.



Sebi and NCLT are in a turf war over assets of a New Delhi-based company and its promoters.

## GST Council Meet: Could've Done Better

The first meeting of the GST Council under Nirjala Sitharaman's stewardship has proved a mixed bag. It has done some rate reduction, as in the case of electric chargers, but failed to reduce irrationally high rates, such as on cement and air-conditioners. It has simplified filing of returns, which is a good thing. The council has permitted use of Aadhaar for GST registration, even for companies. Since GST registration leads to payment of money to the Consolidated Fund of India, it falls within the use of Aadhaar permitted by the Supreme Court.

But the government should pass an amendment to the Aadhaar law that allows use of Aadhaar for purposes other than transferring money to and from the Consolidated Fund of India, and get it passed by the Rajya Sabha as well, removing the restriction on Aadhaar's use arising from the original Aadhaar law being introduced and passed as a money Bill. The council has extended the Anti-Profiteering Authority's life by two more years, in an avoidable genuflection to the superiority of regulation over market competition. When technological change leads to reduction in the cost of production, it is competition in the marketplace, not any authority, which brings down the price of the product, sooner rather than later. There is no reason to assume that competition would not result in passing on of cost reduction from lower taxes. In any case, the authority focuses on only the most obvious layer of tax, while GST eliminates the cascade of taxes on inputs and their production as well.

The council has failed to extend the reverse tax facility to all purchases by large enterprises from small ones, so that small enterprises are spared having to borrow money to pay GST and pay interest on the loan for months until the buyer makes the payment.



A pilot asking a cabin crew to wash a tiffin box takes haughtiness to new heights

## That's High-Altitude High-Handedness

The news that some pilots of our national carrier bring along tiffin boxes from home rather than partake of what is dished out to their passengers should not be taken as a damning indictment of the quality of the airline's flight catering. It is normal for pilots to be served different food as they often fly the same route every day, which means the same on-board menus every day. No wonder some pilots try to ward off ennui by ordering smoked salmon or guacamole for their in-flight nibbles. But a surfeit of such specially ordered goodies would inevitably lead to some of them falling back on simpler home-cooked khana. After all, many airline passengers, especially frequent flyers, also bring along their foil-wrapped spicy go-bhi parathas or vadai to munch on during flights. Indeed, it is quite touching that while some pilots allegedly order special food items to be served to them such as smoked salmon, hummus and guacamole on our swadeshi airline, other pilots bring meals from home.

Of course, passengers quietly stash away their empty containers, never daring to tell the cabin crew to wash the vessels before they do so. But when a pilot is called a commander, self-service can become a problem. Considering aircraft are almost totally automated these days, what else can the commander, well, command except the crew anyway?

India and US must develop an optimal alternative to the Chinese or EU models of digital economy

## Hyperlink a Grand Alliance



Pradeep S Mehta & Robert D Atkinson

With two of largest economies in the world — the European Union (EU) and China — developing their own digital economy frameworks and governance systems, and seeking to export those to their respective spheres of influence, the US and India risk being isolated. With its comprehensive digital economy regulatory regime, including limits on cross-border data flows, onerous privacy rules and aggressive anti-trust enforcement directed at US internet companies, EU is seeking to export its digital governance model globally. China is doing the same.

China's strategy of a protected domestic market, coupled with a State that is a massive provider of data to Chinese IT firms, is being exported through its digital Silk Road initiative. If India and the US don't want to live in an increasingly bipolar digital world — with some nations in the EU digital regulatory block and others as digital colonies of China — it is time for a high-level digital alliance between India and the US.

Today, the two countries are already partners in areas ranging from trade and investment, defence and counterterrorism, science and technology, and energy and health. Goods and services trade between the

two countries topped \$142 billion in 2018, with a joint resolve of taking it to \$500 billion by 2024.

As India is a leader in IT services, fielding global leading companies like Wipro, Tata Consultancy Services (TCS) and Infosys, and the US is home to the world's leading digital economy firms, becoming partners in digital is the next logical step.

However, increasingly, economic policy in the two countries is fuelled by 'nation-first' rhetoric. Such an approach has the potential of putting both countries at loggerheads. For instance, India's position on local storage of sensitive data of its citizens, particularly in payments, e-commerce and social media sectors, has raised the hackles of American companies, as have a series of restrictions against US firms from entering the e-commerce market.

### Mutual Strengths

Yet, apparent discord is no reason to weaken the resolve of deepening engagement in existing areas and expanding in others. In fact, such episodes must prompt a course correction through comprehensive review of causes, and designing of mechanisms to prevent and promptly resolve possible discords in future.

One key Indian position is primarily informed by the difficulty of its law enforcement agencies to get timely access to data of potential rogue elements that may be stored outside India. Yet, rather than ban cross-border data transfers to the US, a well-negotiated arrangement between the two countries that inter alia minimises restrictions on cross-border data flow, maintains high levels of data protection, and does not compromise the ability of GoI to access necessary data in genuine cases, will



Take that, EU firewall!

be a win-win situation for both countries. Resolving these kinds of existing and potential disputes through formalised mechanisms like advance notification and structured consultation could go a long way in deepening the partnership.

However, the scope of digital alliance need not be limited to dispute resolution. The emerging new IT-based innovation wave is bringing stakeholders across jurisdictions closer than ever. A range of intermediaries has emerged to increase convenience, safety, speed and economy of digital experience, with in and across borders. Regulation on accountability, dominance, grievance redress and taxation in digital economy will need greater cooperation among governments than ever before.

India and the US can lead the way in working towards establishing best practices by entering into early engagements at senior government levels on these issues, under a broader digital alliance. The ongoing 2+2 dialogue on defence and security issues could be a good template. The digital alliance can also benefit from close partnerships between industry and civil society of the two nations.

Finally, each nation leads in certain

areas, with India ahead of the US in programmes like smart cities and digital identity systems. Also, India has taken important steps in fighting digital piracy, with the Delhi High Court's recent decision that provides a new tool for rights-holders to better protect the creativity tied up in their copyright.

### Digital Partners

The US leads in broadband and progress to 5G and e-government. When it comes to these kinds of digital policy innovations, a formal partnership can help two-way learning and implementation with appropriate customisation.

India and the US are not only naturally placed to develop a shared global vision for digital economy, but they are also equally equipped to present an optimal alternative to the Chinese or EU approaches. The leadership in both countries needs to actively work towards achieving this before it's too late.

Mehta is founder secretary general, CUTS (Consumer Unity & Trust Society) International, Jaipur; and Atkinson is president, Information Technology & Innovation Foundation, US

Increasingly, economic policy in India and the US is fuelled by 'nation-first' rhetoric, which has the potential of putting both countries at loggerheads

### INDIA-US TRADE DISPUTE

## One Way to Calm a Bully Down



Arghya Bhattacharya

India has responded to Trump tariffs. Tariffs on aluminium and steel imposed last year and the Donald Trump government's ultimatum to India to cease import of crude oil from Iran have the potential of hurting India's economic interests. After keeping negotiations open for almost a year, it is the US' withdrawal of duty-free access to Indian exporters under the Generalised System of Preferences (GSP) that has acted as the proverbial straw that broke the camel's back.

When a big bully throws a punch at you, what do you do? Do nothing, or stand your ground and resist? By imposing tariffs on 28 items originating from the US, India has resisted Washington's unilateral escalation of trade impediments. From a purely political standpoint, it makes sense. But what about the economic implications of a potential tariff war for a relatively smaller economy like India?

One of the key drivers of trade is

the concept of comparative advantage — the home country (India) would import products relatively easier (and cost-effective) to produce in a foreign country (US), and export those items relatively easier to produce domestically. The reverse is true for the foreign country.

In his seminal 1953 paper, 'Optimum Tariffs and Retaliation', Harry G Johnson concluded that a country will win a tariff war if its relative monopoly power in world trade is sufficiently large — that is, the odds are greatly in favour of the bigger economy. Using a different economic framework, in 2002, Constantinos Syropoulos concluded that if the bigger economy exceeds a certain relative threshold size, then it would prefer a world with tariff war than a world with free trade, to the detriment of the smaller economy. However, these results of Johnson and Syropoulos hold only in a static environment — when at least one government is impatient, cares only about short-run gains and doesn't plan for longer horizons.

In a 2010 paper, Marcus M Opp studies tariffs and retaliation in both static and dynamic settings. His conclusions in the short-run setting are very similar to Syropoulos', but his framework also yields an interesting result. As the degree of comparative advantage of the



Keep the gloves on

smaller economy (India) increases, across goods, the relative threshold size beyond which the bigger economy (the US) would prefer tariff war also increases.

This means, with continued economic growth, if India undergoes structural and economic reforms that will allow its industries to produce more efficiently, then the US will have to be a lot bigger than what it is to want to engage in a tariff war. This is easier said than done and will require some years to achieve. However, such long-term planning on India's part will make it immune to unilateral hikes in tariffs on its products by foreign countries in the future.

But what would the imposition of tariffs by India on these 28 US items achieve? In the short run, not much really beyond being a political gesture. It shows the world, especially Washington, that India is no pushover. However, economically, the harmful side effects of India's

tariffs on US items (through a drop in US exports) will be more or less offset by US' better relative production capacity, and the short-term gains it will reap by restricting India's exports.

International trade is not a zero-sum game and there is always complex dynamics at play. However, these tariffs could possibly achieve one important thing: bring Washington back to the negotiating table.

Senator Dianne Feinstein has expressed concern over the tariffs' impact on California almond growers. It is unlikely that a Democrat like Feinstein will have any persuasive power over the current federal government. However, if tariffs are imposed selectively such that Republican constituencies are adversely affected, then that might rally enough Republican senators to persuade Washington to adopt a more far-sighted approach and sort out differences at the negotiating table.

Perhaps this is a far-fetched thought, but an option that could be explored. In a dynamic setting, with governments that plan for longer time horizons, the long-run benefit of cooperation exceeds the short-run gains from a tariff war.

The writer is assistant professor, economics, Ashoka University, Sonapat, Haryana

### HEALTHCARE

## Safety Kit for Doctors & Patients



Nilotpal Mukherjee

The recent strike by junior doctors in Kolkata sparked off a nationwide protest by doctors about something very basic and fundamental: safety at the workplace. But the incident — a mob beating up hapless doctors — is not just a Kolkata or West Bengal phenomenon. It's a familiar one all over India. And it's not a healthcare problem. It's a law and order problem.

A thousand service delivery mechanisms are wrong in this country and don't provide customer satisfaction. And, yet, those errant professionals aren't beaten up by mobs. So, why doctors? The standard response is that doctors are 'soft targets'. The dictionary definition of 'soft target' is 'a person or thing that is relatively unprotected or vulnerable'.

Now, doctors, by and large, are as protected or unprotected as the rest of us. They are thought to be a regular part of the citizenry who don't require extra protection. But that assumption also presupposes there is no unusual threat to doctors. This, as we can see from recent

incidents, is not the case. Which brings us to vulnerability.

West Bengal chief minister Mamata Banerjee, in her meeting with the striking junior doctors earlier this week, mentioned that she treats doctors 'at par with god'. Now, this is not an abstract random utterance from someone trying to assuage doctors and normalise a situation. This is how most of us have been made to understand the doctor-citizenry relationship while growing up. Doctors have the power to save lives, ergo, they resemble divinity.



Prescribe law as treatment

Doctors never created this pedestal they were put on. Millions have been greatly benefited by them doing their job have put them there. Well, this pedestal now seems to be crumbling.

Doctors are not outside of society, they are part of it. And like people in any profession, you will find good ones, bad ones, lazy ones, hard-working ones, corrupt ones and honest ones. In this context, it must be underlined that medical malpractice and negligence is real. There are commissions being paid by diagnostic centres for tests done, pharma companies offering cash or freebies to doctors for prescribing their drugs, hospitals fudging bills, and many other such deplorable acts.

These acts are nothing new. It is just that in today's day of 24x7 media trying to outdo each other with their covfefe, these acts are getting reported far more frequently. Communication — mostly, the lack of it — also adds to the situation. Doctors come from all sorts of backgrounds and needn't always be good communicators. This is often construed as rudeness and arrogance by patients and their families. This is also a contributing factor to the recent level of intolerance against doctors. Maybe there is a case for introducing 'soft skill' classes in medical colleges.

Having said that, to generalise and

categorise the entire healthcare fraternity as bad due to the acts of a few rotten apples is downright unfair. By and large, most doctors are sincere, hard-working, law-abiding, taxpayer citizens of this country. But thanks to media coverage, lumen elements in society now think that beating up doctors is, well, not just kosher but fashionable. Most of the times, they do it to avoid paying hospital bills or doctor's charges. This is not just wrong, but also illegal.

Medical malpractice as well as hooliganism are both issues of law and should be dealt with strictly. Law and order being a state subject, it is incumbent on each state government to crack down on malpractice, on one hand, as well as prevent attacks on doctors on the other. Vigilant and alert policing can prevent attacks and prompt action taken against miscreants leads to deterrence.

And when in a democracy the State fails to do so, a doctor has every right to protest. As citizens, we should demand the State to act to protect its citizens. The State must act decisively and the citizens must act lawfully and let doctors do the humane job of treating and caring for patients. They aren't 'next to god', they are one of us and deserve to be treated equally. Nothing more, nothing less.

The writer is a Kolkata-based advertising professional



THE SPEAKING TREE

## Do It From Your Heart

DENISE MIHALEK

"Holy people like you, Swami, are the problem with the world," said a powerful Indian politician to my teacher, Radhanath Swami, at the Mumbai airport. "You're not doing anything but asking people to pray and chant. What about the pollution, the poverty, the wars, the problems of the world?" Radhanath Swami answered simply, "... We can clean up the entire world today but until we clean up our own hearts, tomorrow it will all be polluted again."

Wow. What a simple and powerful answer: The child in me wants to say, "... tell her about the programmes you have developed to feed children, educate farmers and preserve the earth's natural resources!" But his message was so much more important.

And, so, as I walk along the shoreline picking up trash, I look ahead and see that my one bag is hardly going to make a difference. Discouraged, I begin to cry. "Could I ever influence the consciousness of these polluters as I walk the shores alone?" But, then, remembering Radhanath Swami's words, I begin to chant gently, reach for another discarded plastic straw, and pray, "Please purify my heart and let this action in some way help and teach others."

What you do matters. How you do it also matters. Perhaps no one will notice, perhaps no one will applaud. Do it without asking for anything in return. Do it from your heart.

### Citings

## Global Policy Dynamics

MAHMOUD MOHIELDIN

We face a big challenge, especially since heads of state and country leaders agreed in 2015 to eliminate extreme poverty by 2030 (as part of the 17 Sustainable Development Goals). We only have 11 years to go. The success in halving the number of the poor under the World Bank's Millennium Development Goals has been attributed to different countries achieving higher growth that enabled better jobs and higher incomes, especially in China and India. Now, the struggle is in countries in Africa and other low-income countries, which are not growing sufficiently. We need to invest in human capital, in infrastructure, and in systems of social protection to deal with economic shocks or natural disasters. Economic growth (in those countries) has been in decline during the last couple of years, and the World Bank and the IMF have revised their growth estimates for 2019 and for the next two years. ...By some estimates, the funding gap to achieve the 17 Sustainable Development Goals was between \$4 trillion and \$6 trillion. In only five areas — education, health, and three areas of infrastructure like water and transport and energy — the IMF estimates a gap of around \$2.6 trillion. Those gaps are part of a bigger story. The global system today has more than \$100 trillion of available funds and assets, but many of those assets have negative yield or zero return.

From: "How Localisation Can Help Overcome Extreme Poverty"

### Chat Room

## Railways are on the Right Track

Apreros the Edit, 'Railway Reform Must Pick Up More Steam' (Jun 21), the Indian Railways mulling privatisation of passenger trains operations on select routes is welcome. This would be a small step in the right direction to pull the country's largest employer from the depths of inefficiency, sluggishness and dismal customer service. The aim would be to bring in more agility and improve customer satisfaction. But this would also mean a tighter walk, in terms of framing appropriate pricing structures and well-defined criteria for awarding contracts to avoid another privatisation fiasco.

SUNIL OVELIL  
Pune



QUICK HITS

FB Accused of Copying Calibra Logo from Online Bank

San Francisco: Social networking giant Facebook has been accused of using a logo for its new cryptocurrency play, similar to the logo of an online banking company called 'Current'.

Rolls-Royce Chief Looks to the Electric-Jet Future

Paris: Rolls-Royce Holdings Plc's Warren East said he's keen to lead the engine maker into a new age of electrically powered aircraft after spending years focused on costs cuts and restructuring.

Lloyds Fined \$58 mn Over HBOS Fraud Disclosure Failings

London: Britain's financial watchdog has fined Lloyds Banking Group 45.5 million pounds (\$58 million) for failures at one of its businesses to disclose suspicions of fraud.

Trump Approves Strikes on Iran, but Then Abruptly Pulls Back

US President said he held back when told that 150 people would likely die in the attack

By Michael D. Shear, Eric Schmitt, Michael Crowley and Maggie Haberman

WASHINGTON: President Trump approved military strikes against Iran in retaliation for downing an American surveillance drone, but pulled back from launching them on Thursday night after a day of escalating tensions.

As late as 7 p.m., military and diplomatic officials were expecting a strike, after intense discussions and debate at the White House among the president's top national security officials and congressional leaders, according to multiple senior administration officials involved in or briefed on the deliberations.

Officials said the president had initially approved attacks on a handful of Iranian targets, like radar and missile batteries.

The operation was underway in its early stages when it was called off, a senior administration official said. Planes were in the air and ships were in position, but no missiles had been fired when word came to stand down, the official said.

Germany: It's up to Huawei to Show it Meets our Needs

BERLIN: Germany expects Huawei to demonstrate it can meet its security requirements for participating in the building of the country's 5G network, the economy minister Peter Altmaier said after meeting with the company's chief executive officer on Friday.

In March, Germany set tougher criteria for vendors of telecoms network equipment, stopping short of singling out Huawei for special treatment and instead saying the same rules should apply to all vendors.

In March, Germany set tougher criteria for telecoms vendors stopping short of singling out Huawei

That decision came after months of debate over whether to side with the United States and some allies in barring Huawei, the global market leader, from 5G networks due to concerns over the firm's ties to the Chinese government.

After meeting Huawei CEO Ren Zhengfei in Shanghai, German Economy Minister Peter Altmaier said: "I made it very clear that telecommunication security is of high importance, that we expect all operators to fulfil our security requirements and that it is now Huawei's duty to show us that they are able to do so."

A spokeswoman for Altmaier said he had also stressed that the protection of citizens' data and compliance with German law were key.



President Donald Trump

Trump had struck twice at targets in Syria, in 2017 and 2018.

It was not clear whether Mr. Trump simply changed his mind on the strikes or whether the administration altered course because of logistics or strategy. It was also not clear whether the attacks might still go forward.

Asked about the plans for a strike and the decision to hold back, the White House declined to comment, as did Pentagon officials. No government officials asked The New York Times to withhold the

article. The retaliation plan was intended as a response to the shooting down of the unmanned, \$130 million surveillance drone, which was struck Thursday morning by an Iranian surface-to-air missile, according to a senior administration official who was briefed on the military planning and spoke on the condition of anonymity to discuss confidential plans.

The strike was set to take place just before dawn on Friday in Iran to minimize risk to the Iranian military and civilians.

But military officials received word a short time later that the strike was off, at least temporarily.

The possibility of a retaliatory strike hung over Washington for much of the day. Officials in both countries traded accusations about the location of the drone when it was destroyed by a surface-to-air missile launched from the Iranian coast along the Gulf of Oman.

Mr. Trump's national security advisers split about whether to respond militarily. Senior administration officials said Secretary of State Mike Pompeo, John R. Bolton, the national security adviser, and Gina Haspel, the CIA director, had favoured a military response but top Pentagon officials cautioned that such an action could result in a spiraling escalation with risks for American forces in the region.

Congressional leaders were briefed by administration officials in the Situation Room.

The destruction of the drone underscored the already tense relations between the two countries after Mr. Trump's recent accusations that Iran is to blame for explosions last week that damaged oil tankers traveling through the strait, the vital waterway for much of the world's oil. Iran has denied that accusation.

New York Times

Global Airlines Reroute Flights after US Warning

DUBAI: Major airlines from around the world on Friday began rerouting their flights to avoid areas around the Strait of Hormuz following Iran's shooting down of a US military surveillance drone there, as America warned commercial airlines could be mistakenly attacked.

The Federal Aviation Administration warned of a "potential for miscalculation or misidentification" in the region after an Iranian surface-to-air missile on Thursday brought down a US Navy RQ-4A Global Hawk, an unmanned aircraft with a wingspan larger than a Boeing 737 jetliner and costing over \$100 million. The US said it made plans for limited strikes on Iran in response, but then called them off.

Australia's Qantas, British Airways, Dutch carrier KLM, Emirates, Germany's Lufthansa, Malaysia Airlines and Singapore Airlines said soon afterward that they will avoid the region as well.



Boeing 737 Max Planes Sit Parked At Boeing Field In Seattle, Washington

"The threat of a civil aircraft shootdown in southern Iran is real," warned OPSGROUP, a company that provides guidance to global airlines.

Iran had no immediate reaction to the US announcement.

Qantas said it would reroute its London flights to avoid the Strait of Hormuz and Gulf of Oman. British Airways, KLM, Malaysia Airlines and Singapore Airlines said their flights would avoid the strait. Lufthansa said it would avoid both

the Strait of Hormuz and the Gulf of Oman, as well as nearby land. However, it said it would continue its flights to Tehran.

The Persian Gulf is home to some of the world's top long-haul carriers, who already have been battered by Trump's travel bans targeting a group of predominantly Muslim countries, as well as an earlier ban on laptops in airplane cabins for Mideast carriers. Etihad, the Abu Dhabi-based long-haul carrier, said it had "contingency plans" in place, without elaborating.

Emirates, the long-haul carrier in Dubai near the Strait of Hormuz, said in a statement to AP that it was "rerouting all flights away from areas of possible conflict." Its sister airline, the low-cost carrier Fly Dubai, said it "adjusted some of the existing flight paths in the region as a precautionary measure."

Qatar Airways did not immediately respond to requests for comment. AP



Hong Kong Protesters Swarm Police Building as Crisis Drags

Hong Kong Protesters Swarm Police Building as Crisis Drags

Hong Kong: Emboldened protesters turned their focus on the Hong Kong Police Force in a new round of rallies, surrounding the agency's headquarters and demanding authorities to drop charges against demonstrators over clashes with law enforcement last week.

Hundreds of protesters, many clad in black T-shirts and wearing surgical masks to conceal their identities, converged on the police complex in the Wan Chai district Friday in the latest demonstration to disrupt services in the Asian financial hub.

The group had walked over from the nearby central government complex, which Chief Executive Carrie Lam pre-emptively shut amid protest threats, and also occupied the city's immigration building.

As of 7 pm, hundreds remained gathered on the streets outside the government headquarters. Some threw eggs at the building. The rallies showed the Beijing-backed government was still struggling to quiet unrest almost a week after Lam decided to suspend controversial legislation that would've

EU Fails to Agree on Top Jobs, More Talks on June 30

Jan Strupczewski and Gabriela Baczynska

BRUSSELS: European Union leaders will meet again on June 30 to seek agreement on who should inherit the bloc's top jobs - including the head of its central bank - after failing to get a deal at the second attempt in talks dragging into the small hours on Friday.

The 28 national leaders meeting in Brussels for secret deliberations - no aides or phones allowed - remained at odds on who should steer the bloc in coming years.

"There was no majority for any candidate," summit chairman Donald Tusk told a news conference. "We will meet again on June 30."

The prominent positions, including the head of the European Central Bank and the EU's executive European Commission, lead the bloc's policies on issues ranging from monetary policy to migration and Brexit to trade.

For the European Union, the Commission presidency is a pivotal job. The body acts as the bloc's competition watchdog, oversees national budgets and proposes policies from climate change to tech regulation - big areas as member states struggle with a range of challenges at home and abroad.

"I note with certain amusement that it is not easy to replace me," said Jean-Claude Juncker, whose term as the Commission chief expires at the end of October.

The bloc's top five jobs - including the head of the European Council tasked with crafting compromises between member states, whose particular interests often vary - are all changing hands later this year after an EU-wide election.

Power centres Berlin and Paris clashed over who should take over at the helm of the Commission, with German Chancellor Angela Merkel backing compatriot Manfred Weber, a deputy head of her centre-right sister party CSU. French President Emmanuel Macron is campaigning to block Weber over lack of government experience. Paris and Madrid want more prominent EU jobs for liberal and socialist candidates after a change of the parliamentary guard.

Any new Commission chief must not only get the backing of a clear majority - or, preferably, unanimity - of national leaders but must also be accepted by the new European Parliament, which will sit for the first time on July 2. The newly elected legislature has refused to rally behind Weber, even though he heads the biggest faction there, the European People's Party (EPP). Possible consolation prizes for Weber include the presidency of the European Parliament, or a deputy head of the next Commission, diplomats said.

The fifth job in the package of prominent postings up for grabs is the EU's chief diplomat. Reuters



Germany's Chancellor Angela Merkel

Foxconn Picks Chip-unit Head for Chief, as Gou seeks Taiwan presidency

TAIPEI: Apple Inc supplier Foxconn chose chip-unit boss Liu Yong-Way as chairman on Friday to succeed Terry Gou, who is preparing to contest Taiwan's presidential elections next year.

Liu was tipped to take over from Gou, who said in April he planned to step down to pave the way for younger talent to move up the ranks of the world's biggest electronics contract manufacturer. He retained a seat on the board of the com-

pany, formally known as Hon Hai Precision Industry Co Ltd. The change of guard comes as Foxconn, with its big factories in China and large roster of US clients, navigates a trade war between Washington and Beijing. But Liu's appointment does not portend big changes in strategy and Gou is likely to keep control of the company he founded 45 years ago, analysts have said. Reuters

TIPS, TRIVIA & TRENDS YOUR DAILY DIET OF FUN AND FACTS

No MJ Costume for Brussels' Peeing Boy

Brussels has decided against decorating its iconic Manneken-Pis statue in a Michael Jackson costume as planned for the 10th anniversary of the US pop icon's death, officials said Friday. The decision was made in the wake of a new documentary, "Leaving Neverland", which since its release this year has revived claims the singer sexually abused children.

Study: Lethal Plastic Trash Now Common in Greece's Whales

Scientists say a study of whales and dolphins that have washed up dead in Greece over a 20-year period has found alarmingly high levels of plastic trash in the animals' stomachs, which can condemn them to a slow and painful death.

Spain's Supreme Court Examines Infamous Sex Abuse Case

Spain's Supreme Court on Friday examined a case so controversial it sparked mass protests when five men accused of gang-raping a woman were convicted of the lesser crime of sexual abuse. Five judges, including two women, at the Madrid court sat and listened as the prosecution and defence made their respective cases in a hearing broadcast live on television, before retiring for deliberations.



"We maintain that the facts are constitutive of rape," prosecutor Isabel Rodriguez told the court in Madrid. Defence lawyer Agustin Martinez, for his part, asked for the acquittal of his clients, saying it was consensual sex. At the heart of the case is whether in the eyes of Spanish law, the five men raped a woman, then aged 18, at the entrance to an apartment building in Pamplona in July 2016 at the start of the popular San Fermin bull-running festival.

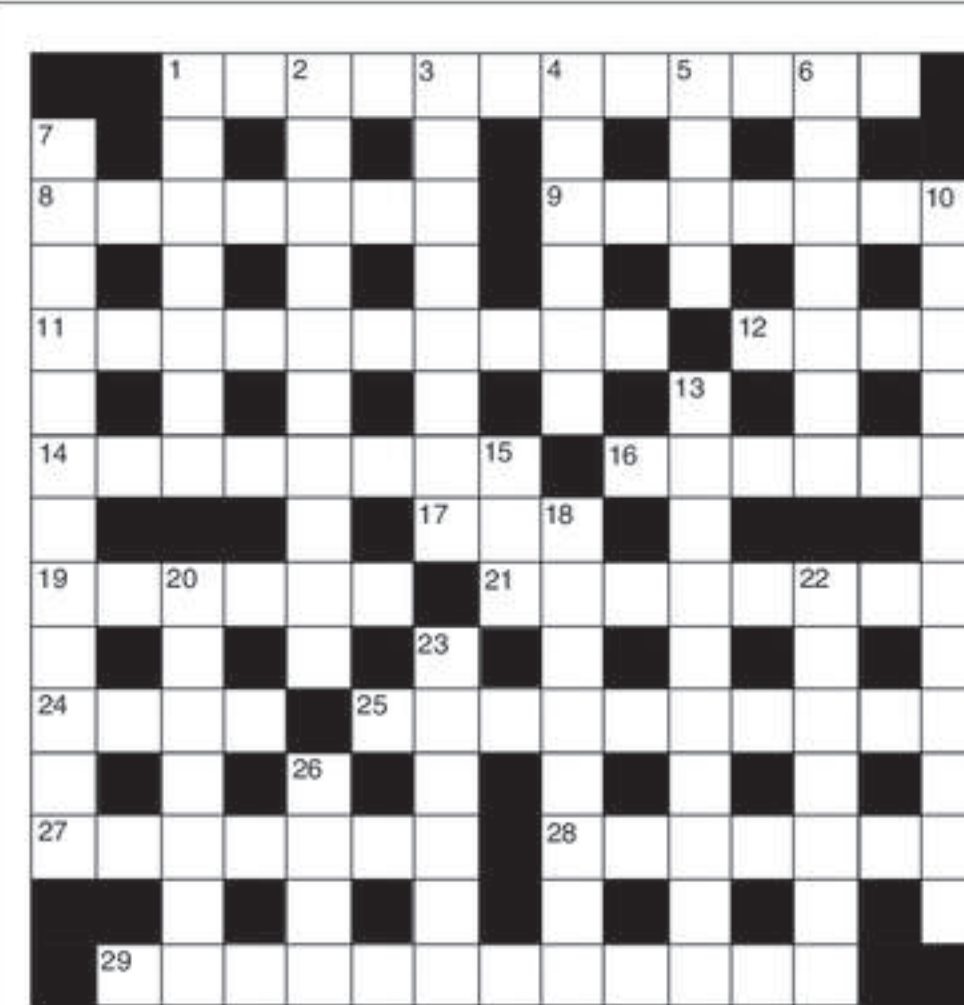
Voice-activated Monopoly Tells Players: 'You're Bankrupt!'



What fictional financial wisdom might the mustachioed, top-hat-wearing billionaire Mr Monopoly dole out to a regular board-game player? It will soon be possible to find out, with a new voice-command version of the iconic game available in the US on July 1. It's cash-free, all the better to thwart cheating players - or the risk of losing the classic colorful slips.

Crossword

7440



ACROSS: 1 How to sell lots at knock-down prices? (5,7) 8 I beat hooking boxer, European (7) 9 Rice Sam prepared, a bit rough at the edges? (7) 11 Wimp longing to retain rare way of removing water (4-6) 12 German song told a story (4) 14 Pack soldiers into social event and song rally (8) 16 Compete with woman over capital (6) 17 Make mistake taking part in 25 (3) 19 Everyone follows peer making poor delivery at Lord's (2-4) 21 Gaze at girl holding good lens (8) 24 Russian leader's current transport (4) 25 Brown runs into tower loft perch? (6,4) 27 Where spread may go, having lots of success (2,1,4) 28 Consistent and even-handed extracting it (7) 29 Time invested in CID cop scams smashed records (7,5)

DOWN: 1 Sum laid out for heretical belief system? (7) 2 Our planet's developing countries? (5,5) 3 He crossed Boyne battling with English colonist (8) 4 Free top-class wine store in northern Germany (6) 5 Check big match (4) 6 Address induction of priest, ignoring din (7) 7 Big port smelts iron ore with jade I gathered (3,2,7) 10 A dimmer sun in unusual period of fine weather (6,6) 13 Add spice to bananas and biscuits (6,4) 15 One's been exiled from Ireland before (3) 18 Cereal product cooked by reader (3,5) 20 Showing off, Virginia appears in underwear party (7) 22 A graduate probes some weird tiny animals (7) 23 Well-known inn with large disco occasionally (6) 26 Small retired person briefly in TV series (4)

SOLUTION TO No 7439: ACROSS: 1 Outside. 5 Rhombi. 9 Blarney. 10 Pierrot. 11 Tan. 12 Rotogravure. 13 Run-up. 14 Spare part. 16 Cocked hat. 17 Fargo. 19 Lollipop man. 22 Auk. 23 Brewpub. 24 Swagger. 26 Sentry. 27 Replete. DOWN: 1 Orbiter. 2 Training college. 3 Inn. 4 Egypt. 5 Repugnant. 6 Omega. 7 Bermuda Triangle. 8 At rest. 12 Rupee. 14 Schoolboy. 15 Eflin. 16 Celebs. 18 Oak tree. 20 Input. 21 Miser. 25 Alp.

Dilbert

by S Adams





# Problems of Prickly Heat

It takes one cramped journey in a non-airconditioned car or time spent outdoors and the red blisters burst across our skin, sharply painful when touched and annoyingly scratchy. **Vikram Doctor** reports

The British exploited India in endless ways, committed colonial crimes in abundance and provided little in terms of apology or reparations (or the Kohinoor). But India did inflict one type of revenge that was, literally, very small, yet deeply felt at that time: our climate gave them prickly heat.

Many of us have forgotten the pain of prickly heat. We live in dry, air-conditioned surroundings and the light clothes and regular showers we take in summer mostly keep it away. Yet it takes just one cramped journey in a non-a/c car or train or time spent unavoidably working outdoors and the small red blisters burst across our skin, sharply painful when touched and almost impossible not to scratch painfully.

For the British it was hell, and never more so than now, in that period just at the onset of the rains. Pre-monsoon showers have brought moistness to even dry interior areas, but not yet the cooling onslaught of the full rains. And since it's still so hot everyone sweats and stifles and ends up with prickly heat.

"In ten years of Calcutta hot weather I have never before seen such an epidemic of prickly heat," wrote a Times of India (ToI) correspondent in June 1915. The afflicted complained they "might as well have measles as far as looks go." A group of theatrical performers "looked quite pathetic on their opening night with scarlet necks and arms, and the poor Territorials (soldiers) stationed at the Fort and at Barrackpore, without punkahs, mosquito nets, or any other comforts are a greatly mottled crew."

The sufferings of the soldiers are a reminder of the callousness of British hierarchies, but prickly heat affected the powerful too. Hobson-Jobson, the compendium of British-Indian slang, notes that it was nicknamed "red dog" and describes Sir Charles Napier, the conqueror of the Sind "standing, when giving an interview during the hot weather, with his back against the edge of an open door, for the convenience of occasional friction against it."

An even more vivid image is provided by Lord Minto from 1807 who describes how "Lord William (Bentinck) has been found sprawling on a table on his back; and Sir Henry Gwillim, one of the Madras Judges... was discovered by a visitor rolling on his own floor, roaring like a baited bull." Anyone who has suffered a bad attack knows how maddening the sensation of being pricked with burning needles can be, pushing you to scratch, even when you know that makes it worse.

Prickly heat isn't special to India. It occurs in all warm, moist climates and ETC Renbourn in his essay "The History of Sweat and the Sweat Rash from Earliest Times to the End of the 18th Century", traces an early mention in Western texts to a treatise written by the Greek botanist Theophrastus (c.371-c.287 BCE): "it breaks out in travellers especially on the limbs, and sometimes on other places... exertion makes it worse as shown by an inflammation."

The multiple small blisters resembled the many small grains of millet, and this led to the formal name for prickly heat: Miliaria, which meant "presumably any rash of papules or vesicles the size of millet seeds," writes Renbourn, noting its use in the early medical Hippocratic texts. The term "prickly heat" betrays to the British colonies, who might have been translating the Spanish term "calor picante", or burning heat.

Renbourn explores how prickly heat helped early scientists understand how sweat is produced in the body and the role it plays. Theophrastus identified early on that prickly heat,



for all the pain it caused, was essentially harmless—and that it was the scratching that made it worse: "Scratching produces a bad quality of sweat and is followed by a profuse rash." And he noted that rubbing on liquids, for ostensibly medical purposes, just irritated the rash.

This is close to what doctors still advise today. Dr. Nina Madhani, a Mumbai based dermatologist explains that, for all the agony it causes, prickly heat is not seen as a serious issue by doctors: "It is usually ignored as it is a self-resolving condition and does not cause long term complications." Anything that brings down body temperature will help, she says, and powders have some value simply because "they work by providing a soothing feel."

The problem is this sensible advice is of little comfort to people suffering the full agonies of prickly heat. The British, in particular, had an overwhelming desire for immediate solutions, and came up with many over their decades in India. The pre-monsoon season regularly saw articles and letters in ToI discussing prickly heat solutions.

"Borax dissolved in hot water," advised one reader in 1879, confidently adding that the price of borax would rise as people realised its value. Substitute soap with coconut oil advised a reader in 1901, noting that "since then I have been able to keep free from prickly heat, though I live in the steamy climate of Lower Bengal." But other writers countered that this was terrible advice, since sticky oil would clog up the skin pores and,

*But each day I'm getting worse, which explains this scratchy verse  
So my own advice I'll sell you for a song  
Every nincompoop you meet,  
has a cure for prickly heat  
And every single one of them is wrong!*

A CONTRIBUTOR OF VERSES WROTE IN TOI

moreover, attract insects.

Some ToI writers gave detailed directions for anti-prickly heat recipes. "Two teaspoonfuls of Eau de Cologne in ten ounces of one in two thousand solution of perchloride of mercury," directed one writer in 1922. More alarming was a suggestion from 1913 to use a very dilute solution of hydrochloric acid. Branded versions of Listerine and Milk of Magnesia got in on the action, touting their cleansing power. But perhaps the best answer came from a correspondent in 1923 who recommended rubbing with plain gin: "It's a great waste of gin, but it gets rid of the pickles."

An alternative approach suggested that the treatment should be internal. Prickly heat couldn't be seen as a neutral, natural reaction to heat and moisture, but a consequence of personal weakness. Prickly heat was not a skin disease, asserted a ToI writer in 1876, but the result of "excesses either in eating or drinking, which produce derangement of the liver. The rash is an effort on the part of overburdened organs to relieve themselves." If the victim suffered it was because they deserved it; if they tried to stop the suffering the body couldn't cleanse itself and the problems would become worse. A particularly cruel variant of this

approach links the summer pain of prickly heat to one of the benefits of an Indian summer, the abundant joy of mangoes. An article in ToI in 1952 warned ominously that the luscious fruit "are one of the chief sources of boils and prickly heat. Their content of sugar is very high. They must be eaten sparingly." It is good sense, of course, to eat lightly in summer, but depriving oneself of mangoes for a non-proven link with prickly heat is just tragic.

With so many cures, mostly unlikely to work, it's little surprise that one contributor of verses to ToI moaned: "But each day I'm getting worse, which explains this scratchy verse/Somy own advice I'll sell you for a song/ Every nincompoop you meet, has a cure for prickly heat/ And every single one of them is wrong!" Yet the answer to containing prickly heat, if not quite curing it, was always in plain sight in India, and it was an American who understood this.

Dr. Jack M. Planalp's report 'Heat Stress and Culture in North India' was produced in 1971 for the US Army Research Institute of Environmental Medicine. Planalp was an anthropologist who had done extensive field work in villages in North India, and he realised in 1962 that his fieldwork could be converted into a study on

how people coped with the intense heat of Indian summers, which would be of value to the emerging field of environmental medicine.

Planalp's work came at a time of transition, when electrical cooling methods were becoming available, but were still far from replacing traditional techniques. Much of what he describes may seem simple common sense, yet there is a real value in describing the traditional means here— the houses with open windows and cool deep courtyards, the ways in which work life changed in summers, so people slept during afternoons, and soon. As an anthropologist he is also open-minded, describing ayurvedic and homeopathic solutions without the judgments a medical doctor might give.

Prickly heat is an acknowledged summer risk in the report, and some of the solutions used in villages might sound unusual. Villagers, he notes, treated it with a powdered clay called kothvar "derived by pulverising the wall material of an old grain storage bin." These bins were built from clay mixed with dried straw and rice husks, and when powdered this material was absorbent but non-sticky—a homely equivalent of the medicated powders of today.

But Planalp didn't just look at village practices. He was also interested how others, like the British, had dealt with the heat, and as an American approached them in the same anthropological style he had looked at Indian villagers (though since the Raj was over his main sources were old British reports, journals and memoirs). And the picture he creates is of almost comical incompatibility with the climate—and as a consequence, almost assured ailments like prickly heat.

The British in India, Planalp notes, "were seemingly often torn between the impulse for comfort and the sometimes rigid prescriptions of their own traditions, suitable to a much colder climate." Early British colonists quickly realised the value of light Indian clothing, but as the Raj took control of India it was felt that an image of authority, and of superior difference had to be projected. And this meant dressing formally, with no concessions to Indian climate.

This meant that judges had to sit in Indian court rooms for long hot hours in full gowns and with wigs, officials needed similarly formal outfits and, worst of all, soldiers had to wear full dress uniforms while out in the heat of the Indian sun. It was little surprise then that the British were tortured by heat related ailments, including prickly heat.

Planalp noted that new arrivals in India were strongest in sticking to heavy clothing. This neatly explained one common myth about prickly heat—the idea that it was like measles, a disease that everyone had to get at least once, to get a kind of inoculation. In fact, the inoculation worked by getting used to India, so after a few summers the heavy clothing was put inside for lighter garments.

Prickly heat, in Planalp's telling, seems less like an ailment than a metaphor for the heat of an Indian summer. You can try to fight it, as the British did, and it will drive you mad with its insidious, inescapable irritations. You can avoid it, as we do today, ducking into a/c rooms and cars, but it will catch you in the moments when you let down your guard.

Or you can accept the heat and moisture by embracing and adapting to it—living in houses designed for it, wearing clothes appropriate for the season and seasonal foods that deliver the light, liquid heavy nourishment that is needed.

When prickly heat happens, you deal with it, not by scratching or slathering on medicines, but with traditional remedies, like sandalwood powder or multani mitti (for those who don't have grain stores to scrape clay from). And the prickly heat will pass, just like these last, steamy weeks of summer, and the monsoon will begin.



PM performs yoga on International Yoga Day

## Owning our Legacy India Celebrates with the World

We forgot our unique holistic legacy at home and were uninterested in its progress abroad, though it offered a perfect way to align bodies and minds in an increasingly stressful world

### Silk Stalkings



Reshmi Dasgupta

Growing up, not many of us gave much thought to yoga. In Delhi in the 1970s, in fact, yoga had a faintly sinister tinge, thanks to the presence of the bearded, flowing garment-clad Dharendra Brahmachari near Prime Minister Indira Gandhi. His yoga ashram in central Delhi near my primary school was also regarded with suspicion. We stuck to "proper" exercises during P/T periods, thank you very much.

My mother, now 87, recalls that her childhood in Delhi also did not include yoga in school. However, a 'swamiji' (sanyasi) friend of my grandfather did insist on teaching her and two other siblings yoga for some years. Needless to add, the three girls hated being woken up at

**Swami Vivekananda had expounded on yoga to India and the world well over a century ago, and even brought out a book on it, Raja Yoga, which includes explanations of Patanjali's seminal Yogashastra, yet most of us seem unaware or disinterested in the fact**

3.30am to do yoga asanas, and none of them ever continued with the practice. Ditto for my father, growing up in faraway East Bengal.

As my parents' childhood was during the Raj, a disinterest in yoga and other Indian traditions was not surprising. It is said that Jawaharlal Nehru roped in Brahmachari to teach his daughter Indira yoga to improve her frail health. Unfortunately, the then PM did not bring yoga on par with dams and steel factories to energise a newly independent India. And Brahmachari's image further tainted yoga for many.

Yet, Swami Vivekananda—a fixture in all Indian school textbooks—had expounded on yoga to India and the world well over a century ago in lectures, and even brought out a book on it, Raja Yoga, which includes explanations of Patanjali's seminal Yogashastra. Yet I do not recall this being mentioned to us as children or adoles-

cents. Then we may have taken to it as a superior alternative mindless PT.

Of course, a distinction must be made between the vastness of yoga in its entirety and the specific practice of asanas—a part of yogic philosophy that deals with posture and control—as an option for healthy exercise. Just the mention of kundalini and chakras (aspects widely publicised by media and certain types of devotees and gurus) would inevitably spook many, given its connotations of sexuality.

Maybe that is why yoga became huge in the west before it wended its way back to India. Thanks to the Beatles and Mahesh Yogi, yoga was soon imbued with cult status, and became part and parcel of the cool, hippie eco-system. Practitioners like BKS Iyengar and the controversial Bikram Choudhary further fuelled the yoga craze there at a time when most of India remained paradoxically uninterested if not unaware.

Indeed, identification of yoga with hirsute charismatic men in flowing robes probably inhibited its progress in some 'modern' and progressive circles. Perhaps the same circles were more willing to accept 'phoren-turned' yoga because it was often spearheaded by gurus who did not conform to the stereotypical—and often shifty—image. Moreover, unlike in India, many of these western yoga teachers were women.

Even as yoga gained popularity abroad, in our time at our embassies around the world, neither my parents nor I recall India promoting or laying claim to it. This year, even before the 5th International Yoga Day on June 21 (an Indian initiative), 1500 people took part in yoga, organised by the Indian Embassy at the Washington Monument in the US capital. Other Indian missions did the same around the world.

And for once, India is no longer lagging behind at home either. Adults and children are all taking to at least some asanas that improve posture and flexibility. After all, time was when most Indians could easily sit cross-legged on the ground, a basic asana; today many can only do so for 15 minutes before feeling that familiar hamstring pain. I ascribe that to time wasted on P/T in our formative years rather than doing yoga!

Some will crib that today yoga is a Modi initiative and thus might have an ulterior motive. But what made us let go of our unique holistic legacy in the 20th century anyway? Hirsute men? We forgot it at home and were uninterested in its progress abroad, though it offered a perfect way to align bodies and minds in an increasingly stressful world. Thank goodness we've been made aware of yoga again in the 21st century.

# Fight for the Charts

The clash for Billboard glory between Tyler, the Creator and DJ Khaled is posing questions about what sounds lead the industry and is bringing about unseen changes in the album sales rules. This is something that has never been disputed in the music industry, writes **Shashwat Kumar**

A polarising chord has been struck on the Hollywood charts as avid listeners find themselves asking the questions that the industry is currently facing. Although every record label knows the answer, the choice of the masses still plays a big role in what is to prevail.

Tyler, the Creator dropped his much-awaited album Igor on May 17, coinciding with DJ Khaled's release, Father of Asahd, named after the industry giant's son and of course, they were both looking forward to see what comes out of the clash.

And, it is brimming now. Tyler has been an influential figure who came up as a part of the counter culture in his times. He's been dropping albums every couple of years, consistently showing growth in the number of sales he's achieved with each release. His work is driven by his childhood experiences which involved a lot of moving around, a lot of change. Although, known to most as a rapper, Tyler has always shown keenness to explore with the art. It's so the difference between being just a rapper and an actual artist that he bases his music off. His ability to experiment with new sounds and develop ideas around those dynamics has been crucial in developing an organic fan base, which has ultimately brought him up to the current scenario. DJ Khaled is a big part of mainstream

pop music that plays on the radios today. Having been in the industry for a fairly long time, Khaled has built his brand up from the roots. Helping the likes of Lil Wayne and Birdman before they blew up, Khaled has been involved with a huge part of the industry. He worked his way up as a DJ, eventually releasing his own record label, We The Best Music Group. The entire brand was based on positivity and empowerment, values which Khaled went on to extensively showcase on various social media like Snapchat and Instagram. He was promoted as the president of Def Jam records in 2009.

Igor has been a heavy breath of fresh air from music that has been coming out lately, especially on the Billboard charts. As soon as you start the album, you can feel the darkness of the sound design with blaring synths that make up the theme of the project, especially with Lil Uzi Vert as a featured artist. 'Earfquake' featuring Playboi Carti entered the Billboard at No. 13 and is probably the most 'pop' song you'd hear on the album. What seems to be the brighter side of the album hits an absolute dark turn at 'New Magic Wand', featuring ASAP Rocky and Schoolboy Q. The vocals on the track initially seem stagnant, giving off a monotonous feel, perhaps intentional. 'A Boy is a Gun', is like the meat in the middle of two buns. Placed right in the centre of

the album, it oozes flow and bounce, with lush jazzy piano chords and laid out backing vocals. The album goes on to keep brewing this concoction of different moods as 'Puppet' featuring Kanye West rolls on and one can't really tell if it's tensed up or not—probably that is the intention of the piece. Reminiscent of old school hip-hop, 'What's Good' is the dark chocolate to the milk chocolate, that is 'Earfquake'. It's bitter throughout, but oddly comforting as it fades out. The next two songs continue on with these 'mind games' that Tyler seems to be playing with his audience, with absolutely contrasting emotions being portrayed in succession. The last track on the album brings back a very 80s/90s ballad vibe on 'Are We Still Friends?' featuring Pharell Williams. All in all, the album follows a story and people related to it, as it debuted at No. 1 on the Billboard charts in the first week.

Father of Asahd had been in the making for a while and we all heard about the features on the projects—high-level artists, with great producers. Watching the music videos felt like it is more of a commercial venture than an artistic one, which doesn't really come as a surprise. The first track 'Holy Mountain' is probably the most creatively adventurous of the lot, yet it doesn't really set a tone for the album. Cardi B comes in

featuring 21 Savage, and it instantly sounds like something we've heard from the pair before. We see brands like Fashionnova and Ciroc being flashed, which is something highly unusual. Visually advertising brands in music videos feels like Khaled really takes the "music business" word for word. Moving forward there's a scene on 'Jealous' featuring Jennifer Lopez about jealousy and hate, which are values Khaled bases his entire persona on. Chris Brown, Lil Wayne and Big Sean are full of energy as they



further emphasise the dialogue in the beginning. Outkast's beat for Ms Jackson was sampled on 'Just Us' as SZA gives a powerful performance reminding us of the classic from the 90s. It's one of the three songs on the album featuring only one artist. Khaled pays tribute to the much-respected rapper, Nipsey Hussle, on 'Higher' along with John Legend, Nas and Ceelo Green come together on 'Won't Take My Soul' and get in pretty tight together. Meek Mill sounds really inspired with some great

**Tyler is an influential figure who has come up as a part of the counter culture in his times. His work is driven by his childhood experiences which involved a lot of moving around, a lot of change.**

**DJ Khaled is a big part of mainstream pop music that plays on the radios today. Having been in the industry for a fairly long time, Khaled has built his brand up from the roots**

lyricism on 'Weather The Storm', giving off one of his stronger performances since his prison release. 'Top Off' featuring huge artists like Jay-Z, Beyoncé and Future had been released along with 'No Breainer', featuring Justin Bieber, Chance the Rapper and Quavo as singles way back in 2018. Coming to the end of the album felt like finishing a Top 40 playlist. There seemed to be no theme to the music, no outline to steer the album creatively, but it ultimately comes down to the fact that 'Father of Asahd' is a commercial act.

This is where the audience find themselves being polarised into having opinions about either project. The fact that Khaled got the biggest names in the industry, that too in numbers, and yet Igor topped the charts in the first week somehow has taken everyone by surprise, including Producer DJ Khaled himself. He was reported to have stormed into the Epic Records office fuming. This subsequently led to him posting a video on Instagram subliminally calling Igor "mysterious s\*\*t". Fans instantly started talking about how ironic it is that someone who bases his brand on positivity and good vibes could be

so affected by someone overtaking his album. During the second week, 'Father of Asahd' jumped back on to the No. 1 spot, but was it too late? Khaled sued Billboard over album sales counting issues. Unlike 30 years back, in today's world, there are barely any physical sales of albums and hence all of online streams, free streams and physical sales are converted into one figure to compare and rank albums. Tyler bundled his album with merchandise like t-shirts, stickers, etc., while the Louisiana DJ did the same with Monster energy drinks. Billboard found an issue with the latter and stated that Khaled had overplayed his bundling in order to get a better chart placement. This is a completely new question for the industry, about something that has never been disputed. This has led to Billboard making more clear outlines around bundling is legal. In a way, the whole controversy has helped the industry move forward. But, more importantly, we saw something different happen briefly. The audience gave a new sound more importance than the one that already existed, thus changing the meaning of what pop music is, even if just for a week. Does this mean that we are going to see more creatively free projects dropping around as artists can experiment more, or do we keep driving down the same road?



# WPP to Work with Clients on How to Reduce Single Use Plastic

**Q&A** **MARK READ**  
CHIEF EXECUTIVE OFFICER, WPP

Almost a year has passed since Mark Read took over as the chief executive of one of the largest global marketing communications firm WPP after the sudden and acrimonious exit of his predecessor Sir Martin Sorrell. Read has been steadily, and in his characteristic low-key way, putting in place the future roadmap for the company that owns creative and media agencies like Ogilvy, Wunderman-Thompson, GroupM and Grey. It started with rebranding WPP to a "transformation" company a few months ago and two big mergers of its legacy agency brands. At the Cannes Lions Festival of Creativity, the WPP beach was buzzing with activity that included "candid" chats with executives from Facebook and Snap Inc. The holding company also joined, along with 16 major advertisers, the Global Alliance for Responsible Media that will focus on "digital safety". Then the WPP chief pledged to remove all single-use plastics from its 3,000 offices by 2020. After an action packed week, Read spoke exclusively to **Brand Equity's** Amit Bapna on the sidelines of Cannes Lions. Edited excerpts.

three-year time, have we managed to attain the creative spirit of the so-called creative agency and the tech spirit of the so-called digital agency. All I do know is that the client does not want to continue to buy from multiple siloed companies.

Our industry is going through a period of structural change and we need to evolve and adapt. The consultancy firms are going through the same change. Recently we had Vodafone Ziggo pitch in Holland, possibly the biggest pitch in the last five years, in that market. They were looking for the customer experience agency on record and the final two companies in the pitch were WPP and Accenture. We won it.

**Can you tell us more about the genesis of the Global Alliance?**

There were reports that you decided to pull out of the World Economic Forum in Davos this year and instead focus on enhancing WPP's presence at Cannes Lions? (For the first time in its long history at Cannes Lions, WPP has set up a branded beach venue, a stone's throw from tech company cabanas.)

What it means is that they will be effectively putting a part of their budgets behind the initiatives this alliance undertakes so that we can speak collectively with one voice to the tech companies. All the media companies are on-board and while it was launched at the WPP beach, very clearly it is just a WPP initiative.

**for Responsible Media?**  
The impetus came from conversations we had with lot of our clients like Unilever and Mars who pushed us in this. It comes from recognition that technology companies can't solve all the challenges on their own and therefore all of us need to work together.

**What would it mean for brands and creative partners once the alliance takes shape?**

Our focus is around eliminating single use plastic at the offices. At the same time, we work with our clients to help them do the same thing. The impact that we can have can be broader, but it has to start with what we do at home. We will start work with the clients on not just communication but even on product design, business design, etc. on how they could reduce the use of plastic. We need to think about packaging in a different way. For instance, could you go from providing shampoo to providing hair wash? A number of our offices like Mediaco and AKQA have already done it.

**There's a lot of talk around purpose and cause-led campaigns. The issue is that few brands walk the talk. Tell us what led to the very recent plastic purge at WPP?**

Our focus is around eliminating single use plastic at the offices. At the same time, we work with our clients to help them do the same thing. The impact that we can have can be broader, but it has to start with what we do at home. We will start work with the clients on not just communication but even on product design, business design, etc. on how they could reduce the use of plastic. We need to think about packaging in a different way. For instance, could you go from providing shampoo to providing hair wash? A number of our offices like Mediaco and AKQA have already done it.

**There were reports that you decided to pull out of the World Economic Forum in Davos this year and instead focus on enhancing WPP's presence at Cannes Lions? (For the first time in its long history at Cannes Lions, WPP has set up a branded beach venue, a stone's throw from tech company cabanas.)**



**How far along are you in WPP's restructuring journey and the mergers of JWT and Wunderman, and VML and Y&R?**

We are pleased with the progress and still believe it is the right thing to do. The test of a brand is what you make it. We can't be nostalgic about the past. Really the question is what we make these brands mean – not what they meant in the past. The test will be, in

## BITS & BYTES

### Google Grilled on Hot-button Topics



Google executives faced a barrage of questions about the company's workplace policies and controversial business projects during its annual shareholder meeting on Wednesday, even as the company's cofounders skipped the event and Google's CEO kept mum during a sometimes testy round of questions. Several employees of Google-parent company Alphabet joined other shareholders and addressed senior management at the meeting, seeking reforms and commitments. Google CEO Sundar Pichai gave a presentation about the company at the start of the meeting, but sat silently on-stage during the 30-minute Q&A portion as his lieutenants fended off queries on hot-button topics like censorship in China. "As we said, we have no plans to offer a search engine in China, and we'll be... open to input from all stakeholders there," a spokesperson said.

### Alexa may Detect a Heart Attack



Researchers at the University of Washington are developing new AI technology that could be used on smartphones and smart speakers to detect whether someone is having a heart attack by listening out for unique sounds. People suffering from a cardiac arrest initially struggle with irregular gasps of breath, which is known as agonal breathing, agencies said. "This kind of breathing happens when a patient experiences really low oxygen levels," Dr Jacob Anshine, assistant professor of anesthesiology and pain medicine at the University of Washington School of Medicine said. "It's sort of a guttural gasping noise, and its uniqueness makes it a good audio biomarker to use to identify if someone is experiencing a cardiac arrest," he said. The devices will be trained to detect this specific sound and contact emergency services to send someone to help.

## TECH TALES Aditi Shrivastava & Vikas SN dive deep into how businesses are rethinking consumer marketing experiences with more video-format stories in apps and how the format has evolved

# Stories, Tech & Your Business

More than a billion people across the world see or share a Story every day on smartphones, using popular apps such as Facebook, Instagram, TikTok, WhatsApp and Snapchat. These Stories — one of the top ways to share content on social media and a mainstay of most social and messaging apps — are slowly making their way into e-commerce app categories, including food and travel aggregators. Once there, they are playing a role in advertising the service or to drive brand recall among consumers.

In fact, from being static, swipe-worthy images on full-screens, these Stories are now promising to drive user engagement with short-video formats. Entrepreneurs and investors say the next logical step for internet companies is to build a video engagement layer with in apps. Already, video Stories are seeing early signs of adoption among niche apps, with video expected to permeate all types of apps, from content to rapidly expanding into commerce, communication and community products, including peer-to-peer communication and sectors like telemedicine and education, they say.

3 million advertisers are using Stories Ads to reach customers across Instagram, Facebook and Messenger



**SHERYL SANDBERG**, Chief Operating Officer, Facebook

they communicate with their users."

Consumers have less time and shorter attention spans than ever. So, platforms that can integrate interactive formats across videos, articles and images to provide users with information, and prep them about a product without being intrusive, will eventually end up being successful.

E-commerce in travel, fashion, food and health are areas where video Stories will help customers discover products and services, and up the engagement quotient with brands. For example, food delivery app Zomato has videos of many of its restaurant partners, while Amazon India has a video product display for its high-value products. In May 2018, Airbnb launched a feature allowing users to create Stories from their travels and experiences. Last month, Spotify said it was testing a similar

feature for artists to share visual content with followers, while Uber added vertical videos of driver journeys to its app.

"We are seeing increasing interest in vertical videos from businesses of all sizes. Tech-savvy businesses are using our video automation to create Stories from existing content on their platform," said Sirur of Rocketium. Video streaming app Netflix has introduced vertical video previews of new shows and movies, while Medium, LinkedIn, Skype, and YouTube have also added their own spin to the Stories format. In India alone, YouTube is using more Stories to promote content. "Content and commerce can no longer be viewed as independent campaigns; video will be the combining force which will help intersect content and commerce apps," said Rohan Choudhary, vice-president, Product and Founding Team, Glance at InMobi, a mobile marketing and advertising technology platform.

**TECHNOLOGY LAYER**

For companies that want to add the Stories feature to products, especially video-format ones, the challenge lies in choosing the right platform

Will it be app-only or a combination of app and website? What devices and browsers to support? Should they have video or only images? Which are the regional languages that they need to support, and what unique creative features will they enable?

The answers to these will determine the user experience and have a bearing on how it is implemented technically. Regardless of these choices, however, the engineering teams will have to figure out how to store and process large amounts of images and videos. They will need to come up with a way of creating impressive-looking videos from user images, clips, text, and audio. They will also need to optimise the technical architecture so that every video gets rendered as quickly as possible.

Designers will have to come up with engaging video formats so that users have something unique to create each time. The engineering team will have to make it easy for designers to create and make new formats available to users.

In fact, new streaming and encoding formats like AV1, HEVC, DASH, HLS and others have made video delivery cost effective. New age Platform as a Service (PaaS) has also made it possible to encode and distribute video on the fly, which has made streaming much more accessible to all players.

This is an industry that hinges on predictive analytics to enable creators to evaluate customer preferences based on their viewing patterns. This is aimed at getting a greater understanding of their audience, determine the optimal length of content and altering the content in real-time to drive increased viewership on their platform.

"We are at the beginning of a whole new innovation cycle with video at the core of user experiences. Creating and distributing video content will become a lot easier as more apps and services build in features to allow video sharing," said Miten Sampat, vice-president - Corporate Development, Times Internet.

**STORY BEHIND THE SCENES**

For creators, vertical videos enhance video creation ability and Stories have emerged as a key way to get noticed, said video creator Sejal Kumar, who has over one million subscribers on her YouTube channel and more than half a million on Instagram. It also helps in getting instant opinions from viewers on what they would like to see, she said.

Video creators such as BB Ki Vines, Sejal Kumar and Ashish Chanchlani are adopting Stories to tell the story behind the scenes, share some daily moments with fans, and also give the audience a vicarious experience by taking them along on adventures. "Our trends suggest that when users opt for vernacular content, they are predisposed to consuming it in video formats, which indicates that the ability to understand content may be better through a visual medium instead of text when it comes to local languages," said Choudhary of InMobi.

Apps such as Myntra, Dunzo, Swiggy and Meesho are also increasingly using stories across platforms including Facebook, Instagram and Tiktok for advertising.

For instance, online food delivery platform Swiggy used ads in Instagram Stories to find new users and drive app installs. It achieved a 30% lower cost per install and a 17% increase in installs, data shared by Instagram shows.

Dineout, owned by Times Internet, a part of the Times Group that also publishes this paper, ran an app install campaign on Instagram feed and Instagram Stories that featured an animated video, which attracted a 17% lower cost per install. "It won't be too long before we see video-reviews

becoming a core part of mainstream e-commerce platforms as well," said Sampat of Times Internet.

**INTERACTIVE COMMUNICATION**

Stories have also emerged as a communications tool. For Taco Bell, the brand's content pillars, such as topical content, fan love, collaboration with influencers, and events are now exclusively showcased as Stories. "We have seen the views and engagements towards stories increase exponentially, way ahead of the other formats," Sambit Dash, head-marketing, Taco Bell India told ET.

Beverages major Pepsi, and a host of e-commerce sites such as Myntra, ShopClubs, Snapdeal, Meesho and delivery app Dunzo are also moving to popular Chinese short-video app Tiktok to drive traffic. "What makes Tiktok unique for brands is that a user is invested and engaging with the content on the platform, thus adding to the recall value of any brand campaign," said Sachin Sharma, Director-Sales and Partnerships, Tiktok India. In fact, Facebook believes the use of ads in stories to drive businesses will only increase in future. "With the addition of advertising within Facebook Stories, we have touched upon a more diverse audience, and in the coming years this will generate more Stories-first ads and showcase the existing creative opportunity in Stories for advertisers and businesses," the Facebook spokesperson said.

The interactive elements in Stories, such as polls and questions, further enhance



**MITEN SAMPAT**, VP - Corporate Development, Times Internet

We are at the beginning of a whole new innovation cycle with video at the core of user experiences. It won't be too long before we see video-reviews becoming a core part of mainstream e-commerce platforms

the ability of brands to influence audiences from inspiration to action, said Sandeep Bhusan, director and head of India Global Marketing Solutions, Facebook.

This phenomenon is being seen in industries driven by high involvement and deeper interests, such as technology, auto and fashion, he said. On some platforms, especially Instagram, Stories have also completely overtaken the News Feed.

In an Ipsos survey of Stories users commissioned by Facebook IQ, 68% said they use Stories on at least three apps regularly, and 63% plan to use Stories more in the future. More than 300 million people use Stories on Facebook and its Messenger every day. Millennials are more keen on sharing Stories that are personal, authentic and spontaneous, rather than ones that require significant effort for production. The same goes for the way they consume content. Millennials prefer looking at quick, snack-able content which gives them a sense of what peers are doing at the moment. Stories, static or otherwise, seek to fill that very need.

Aditi.Shrivastava1@timesgroup.com

**68%** users use Stories on at least three apps regularly, and 63% users plan to use Stories more in the future\*

**300 million+** people use Stories on Facebook and its Messenger every day

WhatsApp Status has **500 million** users

Instagram Stories has **500 million** users

SOURCE: SURVEY COMMISSIONED BY FACEBOOK IQ.





# WORLD OF CRICKET

LEADING RUN-SCORERS	
David Warner (Aus)	447
Shakib Al Hasan (Ban)	425
Joe Root (Eng)	424

LEADING WICKET-TAKERS	
Jofra Archer (Eng)	15
Mitchell Starc (Aus)	15
Mohammad Amir (Pak)	13

WATCH OUT! TODAY

**WI vs NZ**

6:00PM

Star Sports

India ready for walk in park against this World Cup's favourite 'whipping boys' Afghanistan

# After Tough Battles, a Breather

India's star-studded line-up could well break a few batting records when they face the tournament's favourite whipping boys Afghanistan in what threatens to be another lopsided contest at the ICC World Cup today.

One of the title contenders, India's match against Afghanistan could well be a glorified net session in which they would like to put up a resounding performance that not only eases their passage to the semi-final but also ensures a good net run-rate.

Afghanistan's controversial campaign, marred by poor on and off field decisions, has gone from bad to worse. And they now face the onerous task of squaring off against a galaxy of world class players, whose performance graph is on the upswing.

India is one team that endured tougher matches right at the beginning and Virat Kohli's men have looked quite invincible in their one-sided wins against South Africa, Australia and Pakistan. Such has been their dominance that even injuries to senior opener Shikhar Dhawan, speedster Bhuvneshwar Kumar or all-rounder Vijay Shankar have not had any impact whatsoever on the performance against the top teams.

Losing Dhawan due to a fractured thumb after his match-winning hundred against Australia

was being seen as a big blow but KL Rahul's composed half century against a rampaging Mohammed Amir dispelled any such doubts.

With Rohit Sharma in prime form, a fourth double hundred could be there for the taking against a hapless attack with their prime bowler Rashid Khan, horribly out of form.

Skipper Virat Kohli hit two half-centuries against Australia and Pakistan with such ease that the at least the first 35 runs in both the innings were scored before one even realised.

Shankar's injury is a slight concern but young Rishabh Pant, with his audacious approach, brings in a certain X-factor that is difficult to ignore.

In case Shankar doesn't get fit in time, the fight for that slot will be between Pant and the seasoned Dinesh Karthik, who was team management's original choice in the squad of 15.

Hardik Pandya, whenever pushed up as the floater, has been a success while Mahendra Singh Dhoni has been rock solid behind the stumps and steady in front.

This match could provide Kohli with an opportunity to promote Kedar Jadhav up the order as he is one batsman in the line-up, who has played only eight balls over three completed matches.

India would need Kedar's batting on days when the top order might not click and Afghanistan

gives the team management the best opportunity to give him quality match time. Ditto for India's bowling, which is being touted as the most balanced in the competition. "We don't treat any team lightly. Whether it's Australia or Afghanistan, we treat every team with equal respect. We focus on our strengths and what we need to do," team's premier bowler Jasprit Bumrah said.

Bhuvneshwar hobbled out with a stiff left hamstring after bowling only 16 deliveries against Pakistan. That hardly mattered as all-rounders Vijay Shankar and Hardik Pandya did the star turn with the ball.

Against Afghanistan, Mohammed Shami will get his first game in the tournament and his pace and movement could be more than a handful for the likes of Hazratullah Zazai, Hashmatullah Shahidi or Asghar Afghan.

The inexperienced Afghans may find Kuldeep Yadav or Yuzvendra Chahal's craft too hot to handle. However, aspired to show against India will certainly boost Afghanistan's confidence and some competitive edge to one-sided contests, which have taken some sheen off the global meet.



WATCH OUT! TODAY  
IND VS AFG 3:00PM  
Live on Star Sports  
The Rose Bowl, Southampton

ICC RANKINGS	
INDIA	2
AFGHANISTAN	10

HEAD TO HEAD	
MATCHES	2
INDIA	1
AFGHANISTAN	0
TIED	1

ASIA CUP 2014		ASIA CUP 2018	
Afghanistan	159 lost to	Afghanistan	252/8 tied
India	160/2	India	160/2

**STATOSPHERE**

1 Najibullah is the only Afghanistan player to average above 50 and strike at above 100 in ODIs this year.

18 wickets by Gulbadin Naib in ODIs this year, the most for an Afghanistan bowler beating Rashid, Nabi and Mujeeb ur Rahman

50 a win in today's match will take India's World Cup tally to 50 victories.

104 runs Kohli needs to become the fastest to score 20,000 runs in international cricket. He has 19,896 runs to his name from 414 innings (131 in Tests, 222 in ODIs and 62 in T20is). Currently, the record is jointly held by Sachin Tendulkar and Brian Lara, who both reached the milestone in 453 innings.

**LAST FIVE ODIs**

- INDIA vs PAKISTAN  
India won by 89 runs (DLS Method)
- vs NEW ZEALAND  
Match abandoned without a ball bowled
- vs AUSTRALIA  
India won by 36 runs
- vs SOUTH AFRICA  
India won by 6 wickets
- vs AUSTRALIA  
Australia won by 35 runs
- AFGHANISTAN vs ENGLAND  
England won by 150 runs
- vs SOUTH AFRICA  
South Africa won by 9 wickets
- vs NEW ZEALAND  
New Zealand won by 7 wickets
- vs SRI LANKA  
Sri Lanka won by 34 runs (DLS Method)
- vs AUSTRALIA  
Australia won by 7 wickets

**GULBADIN NAIB**, Afghanistan captain

We want to improve our experience, so we should play against the good teams like India, Australia, South Africa, Pakistan

## SHORT OF LENGTH



### Lloyd to West Indies: Learn from 'Terrific' Williamson

Clive Lloyd says the West Indies should learn the art of adaptability from New Zealand captain Kane Williamson as they fight to avoid World Cup elimination. Jason Holder's side have managed only one win from five matches ahead of Friday's game against New Zealand in Manchester. The Black Caps, unbeaten in the round-robin competition so far, are fresh from their four-wicket win over South Africa on Wednesday when Williamson made an unbeaten 106 to anchor a tense chase at Edgbaston.

With their hopes of reaching the semi-finals fading fast, Lloyd, the captain of the West Indies side that won the World Cup in 1975 and 1979, believes his country should take a leaf out of Williamson's "masterful" knock. "The West Indies need to raise their game if they are to have a chance against New Zealand at Old Trafford on Saturday," Lloyd wrote in his column for the International Cricket Council. "In Kane Williamson, the Black Caps have a terrific captain and an even more impressive batsman. His innings to knock off South Africa was absolutely masterful, one of the finest I have ever seen in an ODI game. He is a fantastic reader of the game and knows how to adapt to what is going on around him. The West Indies would benefit from learning a thing or two from Williamson."

### People Forget 10 Good Days But Remember One Bad Outing: Rashid

"People forget 10 good days and conveniently remember that one particular bad day," says Rashid Khan of the criticism that came his way after he recorded the World Cup's worst bowling figures in a forgettable outing against England. To top it all, there was also a mocking tweet by Iceland Cricket, a nation that is yet to find its feet in the sport. Used to being showered with accolades for game-changing performances, the ignominy of recording World Cup's worst-ever bowling performance (9-0-110-0), against England, has been a humbling experience for the world's top spinner. "I am not thinking too much about that match. People forget 10 good days and conveniently remember that one particular bad day. They don't like to remember what Rashid did on previous 10 days," Rashid said on the eve of their match against India.

Rashid is the world's number three bowler in ODIs and tops the T20 chart. "I would focus on the mistakes I committed in that match and rectify those in the coming matches. No point thinking about the criticism. I need to keep things simple," added the 20-year-old, putting up a brave front. Asked if his relationship with skipper Gulbadin Naib has strained for voicing his displeasure at change of captaincy, Rashid said, "Neither do I play for Gulbadin nor for the cricket board (ACB) but for Afghanistan".

## Going Off the Rails

Recent controversies have taken some sheen off of the Afghanistan story. But coach Simmons hopes of a better future



**Boria Majumdar**

There is little debate that the Afghanistan cricket story is one of the most heart-warming in the contemporary world of the sport. However, all of the recent controversies surrounding the team have taken some sheen off it and runs the risk of going downhill unless steps are taken to stem the tide.

It all started with the captaincy controversy ahead of the World Cup. Asghar Afghan, captain for years, was sidelined and Gulbadin Naib appointed leader for the World Cup. While players like Rashid Khan and Mohammed Nabi came out openly in favour of Afghan, the damage had already been done. Afghan's injury coming into the World Cup did not help. That things were dire was evident when the chairman of selectors Dawlat Ahmadzai and head coach Phil Simmons had a public spat on social media with the latter saying that he will speak out once the World Cup is over.

Poor on field performances against South Africa and England added to their misery and Afghanistan are desperately seeking inspira-

tion ahead of the match against India. "Things haven't gone well for us in the World Cup so far but it isn't just about this tournament. The way we have played in the last few years and the fact that we made it to the World Cup means a world to our fans back home. It is for them that we need to step up and play well in the remaining four games," said Phil Simmons when asked about the recent happenings.

What Afghanistan needs at this point is inspiration and not bickering. "We need to see each game as an opportunity. Yes, India is the best team in the tournament but we had played well against them in the Asia Cup. We need to look back at how we did it and approach the game with full intensity. The way we have played in this World Cup isn't a true index of Afghanistan cricket. We can do much better and that's what we need to do in the remaining games," said Simmons.

For Afghanistan to bounce back, their senior players need to step up. Rashid, who went for 110 in his 9 overs against England, and Nabi, who has all of a sudden gone cold, need to play to potential for them to challenge teams like India and the West Indies.

Rashid and Nabi, who were extremely vocal about the removal of Afghan, aren't on great terms with the selectors and that isn't helping either. Sources confirm that Afghan, more than Gulbadin, is still the leader in the team. "There is one captain and one leader in the

team at this point and they are different people," said a source.

"When Afghan speaks everyone listens for he is the one who commands respect. The moment he says something the entire team is attentive and focussed. In fact, because he is still around, Afghanistan are playing the World Cup. That the differences have not come out in the open and that we can still look forward to the remaining four games is largely because Afghan is still there with the team," confirmed one of the people in the know.

Simmons, who is all set to leave the job at the end of the World Cup, has much at stake in the remaining games. "I haven't lost to the West Indies since taking over as coach. We have beaten the West Indies four times out of four and that's something Jason Holder will be mindful of," said Simmons with a laugh. "It will be nice to beat them one final time."

For the record, Afghanistan has already beaten Pakistan once in England. Yes, it was a warm-up game but a win always gives a team confidence. They had beaten Bangladesh in the Asia Cup in September 2018 and that's something Simmons is drawing motivation from. "The boys are all asking me if they are playing the games. It is a sign they are keen to make amends and leave a legacy behind. No one is thinking of what has happened in the past. All focussed on the present and future," said Simmons.

For the fans back home, the games left are of huge importance. If the team is able to open their account in the wins column, the World Cup will be remembered with some fondness. But if the team ends up losing all of the games, internal bickering will soon take center stage and cause cardinal damage to the Afghanistan cricket story.

## VIA

### India Threatens to Pull Out of 2022 CWG

Disappointed at the dropping of shooting from the 2022 Commonwealth Games, the Indian Olympic Association on Friday said it will not be averse to taking an unprecedented step, including pulling out of the event. The Commonwealth Games Federation on Thursday left out shooting from the 2022 Birmingham Games in its Executive Board meeting while recommending the inclusion of three new sports. The decision to leave out shooting has dealt a big blow to India which had won as many as 16 medals out of 66 in the 2018 Gold Coast CWG. "The IOA Executive Council will take a decision within the next two weeks and we are not averse to taking a major decision," IOA Secretary General Rajeev Mehta told PTI.

### COPA AMERICA Uruguay Draw With Japan 2-2

Copa America favorites Uruguay drew 2-2 with Japan on Thursday and delayed until the last round of the group stage its likely qualification to the tournament's knockout phase. Japan, which is playing a young team, was ahead twice in the match at the Arena do Gremio in Porto Alegre thanks to midfielder Koji Miyoshi, one of the seven changes the Asian team made after losing 4-0 to Chile in its opening match. Uruguay has four points in two matches and leads Group C. Defending Copa America champion Chile can reach six points with a win over Ecuador on Friday. Japan has one point, and Ecuador has none.



### Abhishek Takle

The last race in Canada may have come as a wake-up call for reigning champions Mercedes but this weekend's French Grand Prix should see the German marque back at its dominant best.

Lewis Hamilton won in Canada but only after Ferrari's Sebastian Vettel, who had crossed the line first, was demoted to second by a penalty.

Had Vettel been allowed to keep the win, on a weekend when Mercedes suffered a number of technical issues, the Brackley-based squad's run of unbeaten success would have come to an end.

But Hamilton, inheriting the team's seventh win in Montreal, kept Mercedes' 100 per cent win-rate for the season intact, with the outfit favourites to extend that to eight win from eight races this weekend in France.

"Canada was something of a wake-up call for us," said Mercedes team boss Toto Wolff.

"After a run of very good reliability over the opening six races, we experienced a number of problems over the course of the weekend, almost all of which were of our own making."

"We expect another tough fight in France next weekend."

"However, unlike Canada, the corner characteristics are spread across a range of speeds, which should play to our advantage. We're looking forward to the chance to put a few things right again."

Hamilton heads into the weekend with a 29-point margin over team-mate Valtteri Bottas. He has won five races to the Finn's two. The pair have finished five of this season's seven races in one-two formation.

The long straights of Canada's Circuit Gilles Villeneuve played to Ferrari's straight line speed advantage.

But, while the Circuit Paul Ricard has its share of flat out blasts, it also has a lot in common with Spain's Circuit de Catalunya-Barcelona where Mercedes dominated last month.

Lewis Hamilton won at the track from pole position last year, which marked the French Grand Prix's return to the calendar after a decade's absence, while Ferrari, who are bring-

ing minor updates to their car this weekend, endured a dismal weekend.

"We know our car is very competitive in terms of straight line performance, but we lack a bit of grip in the corners, so we lose or gain time depending on which track we are at," said Vettel, who finished fifth in France last year after running into Valtteri Bottas at the start and picking up a penalty for the collision.

"Here we have a good mix of both elements, including some corners that could potentially be difficult for us, but we have some updates that should see us make a step forward."

Ferrari may have to look over their shoulders at Red Bull. The former champions' engine partners Honda are bringing an upgrade to their engines, their second of the season.

Unlike their last update which focused on reliability, this most recent change is expected to be all about performance.

"We have a new, third spec Honda (engine)," said Pierre Gasly, who has struggled to match team-mate Max Verstappen so far this year and could use a power boost.

"The last was more on the reliability side, this one will be a bit more focused on the performance."

"But we don't expect a massive gain from it. Let's see what we can do during the weekend which will give us a bit more in the race, but it's not going to be a massive difference in qualifying."

Gasly is one of two French drivers on the grid, the other being Haas driver Romain Grosjean. Both will be hoping for a good result but so will Renault.

The French manufacturer, which first tasted Formula One success with victory in the 1979 French Grand Prix, head into the weekend on a high after a strong showing in Canada where Daniel Ricciardo and Nico Hulkenberg finished sixth and seventh.

"France is clearly an important milestone," said team boss Cyril Abiteboul.

"Not only is it our home Grand Prix at Le Castellet, but also the opportunity to demonstrate a further improvement in our competitiveness."

## Pogba & the Domino Effect of Real Madrid's Next Signing

Eriksen and Ndombele's futures remain uncertain, with Real set to send a ripple effect around Europe after their next move

### Miguel Delaney

As Real Madrid continue to contemplate who they want to finally balance out their team, they have not just set another summer saga, but also set themselves one of those choices that will have all manner of ripples - and may be unbalance so much else for so many clubs beneath them.

It will be a classic domino transfer.

That choice ultimately comes down to Paul Pogba or Christian Eriksen, but now has the added twist that a third option is a big Tottenham Hotspur target, as well as a player Manchester United themselves have been considering: Lyon's Tanguy Ndombele.

And part of the reason for that choice is that Madrid have already spent so much on higher priorities.

If cash did not come into it - and if Zinedine Zidane actually wanted him as much as he and the club together wanted Eden Hazard - the choice would be Pogba. Madrid would pay the £150m-plus fee that United want and that would be that.

It is now far from that simple.

Having spent so much, Madrid want to go cheaper. It has already been made known to Pogba that he may have to lower certain demands - and maybe even push for a transfer - if he really wants to come to the Bernabeu. They meanwhile know themselves they can push a button to meet Daniel Levy's price, which is understood to be around £100m. There is then the possibility they go much lower, and

straight to about £70m for Ndombele.

This is what they are weighing up, as well as the different qualities.

Ndombele offers spark, but also much greater scope for improvement. There are meanwhile fair questions about whether Pogba has any more improving to do at 26, something that is a slight concern given his inconsistency. He probably has more natural talent than both, but certainly doesn't have Eriksen's consistency or composure. The Dane would be the more unimaginative choice, in almost all senses, but also the choice with the more proven track record in what Madrid require.

This is why many around the club - and some around White Hart Lane - feel they will eventually go for Eriksen.

That would likely leave the path cleared for Spurs for Ndombele, but also mean they have the money to go for Real Betis' Giovanni Lo Celso. It would also mean that Pogba - since he really is "desperate" to leave United - would have to look to Paris Saint-Germain or Juventus potentially causing more ripples in the market.

If Madrid ultimately go for the French star, though, it would mean United fairly drastically reshaping their plans. They could even challenge Spurs for Ndombele, although Youri Tielemans of Monaco is currently the No 1 alternative. That would in turn leave Eriksen in limbo, since he has been so unusually vocal about a move himself.

Even the move that causes the least upheaval, Madrid going for Ndombele, could cause a few shockwaves thereafter as both Pogba and Eriksen will be forced to look elsewhere if they really are insistent on this "new challenge".

Either way, the centre of the Madrid team is likely to be the source of a fair few tremors this summer.



### Torres Announces Retirement

Former Spain striker Fernando Torres says he is retiring after an 18-year career that included stints at Premier League sides Liverpool and Chelsea and Italy's AC Milan.

"I have something very important to announce. After 18 exciting years, the time has come to put an end to my football career," the 35-year-old announced on social media on Friday, saying he will hold a press conference in Tokyo on Sunday to explain further details.

Torres began his career with Atletico Madrid in 2001 and scored 75 goals in 174 La Liga appearances.

He was at his most prolific at Liverpool between 2007 and 2011, when he scored 81 goals in 142 games across all competitions.

Torres moved to Chelsea in 2011 and won the Champions League, FA Cup and Europa League before a brief stint at Milan in 2015.

Torres returned to Atletico in 2016 and then joined Japan's Sagan

Tosu last July.

He struggled to regain his scoring touch in Japan and had only three goals in 28 games over two seasons.

Torres made his Spain debut in 2003 and scored the winning goal in the 2008 European Championship final against Germany before helping his country win their first World Cup in 2010.

He scored 38 goals in 110 appearances for Spain, making him the country's third-highest goal scorer behind David Villa (59) and Raul (44).

Torres returned to Atletico in 2016 and then joined Japan's Sagan