



**Panel may Decide on Jet Bilaterals**

BRANDS: CREATING DESIRE >> 5

**Impeachment Bid Fizzles as Trump Attacks Dems**

AROUND THE WORLD >> 17

**WI Tour Selection Postponed After CoA's New Diktat**

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**SITHARAMAN'S REPLY TO DEBATE ON FINANCE BILL**

## FM Sticks to Proposals, No Relief to FPIs in Trust Form



Says fears of capital flight due to higher tax surcharge baseless, asks affected FPIs to shift to company structure

Our Bureau

New Delhi: Finance minister Nirmala Sitharaman stuck to her budget proposals and declined to relent on the demand for foreign portfolio investors (FPIs) structured as trusts that they be exempted from a higher surcharge. She said they should adopt a company structure in order to avoid the surcharge. She also said the government believed that the richest should contribute more to society and nation building.

Fears that the surcharge would lead to a flight of FPIs were baseless, she told Parliament in her reply to the debate on the Finance Bill. The government's tax proposals are aimed at giving a greater push to Make in India, ease of doing business and young entrepreneurs who want to establish startups, she said.

"The fear of flight of FPIs from India is not well-founded," she said. "Increase in effective tax rate applies only to individual

taxpayers, including other forms of FPIs such as trusts," she said, winding up the discussion on the Finance Bill in the Lok Sabha on Thursday. About 40% of FPIs investing in the country are structured as trusts or associations of persons (AOPs).

In the July 5 budget, Sitharaman had proposed to increase the surcharge levied on top of the applicable income tax rate to 25% from 15% for those with taxable incomes between ₹2 crore and ₹5 crore, and to 37% for those earning more than ₹5 crore. This takes the effective tax rate for these two groups to 39% and 42.74%, respectively. The BSE Sensex has declined 2.5% since the budget.

Experts said switching from a trust to a corporate structure wouldn't be easy.

**Tax Risks Post Conversion >> 12**

Surcharge on super rich to apply to FPIs organised as trusts

**60%** FPIs organised as corporates not covered by surcharge

Nearly **40%** FPIs will face this levy

FM says FPIs should convert themselves into corporates to avoid levy

**A MONTH AFTER FITCH TRIMS FORECAST**

### ADB Cuts India's FY20 Growth Forecast to 7%

The Asian Development Bank (ADB) has trimmed India's growth forecast for the current financial year to 7% from 7.2% estimated earlier. Last month, Fitch Ratings had cut India's growth forecast for FY20 to 6.6% from 6.8% earlier. >> 15

**Today on**

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Jio likely to face pressure on key performance metrics in Q1 results  
Is jackfruit the next superfood?  
BRANDS: CREATING DESIRE >> 5

**Governor tells HDK to Prove Majority by 1:30 pm Today**

Karnataka governor VR Vala set a deadline of 1:30 pm on Friday for HD Kumaraswamy to prove his majority, after the House adjourned on Thursday without deciding on a motion of confidence. The late evening communication to the CM came after the Speaker ignored an earlier message from the governor, suggesting the House complete the trust vote process "by the end of the day (Thursday)." >> 2

**Market Tracker**

LAST	% CHANGE
Nifty	11596.9 -0.78
Sensex	38897.46 -0.81
BSE Midcap	14363.7 -1.23
BSE Smallcap	13558.03 -1.15
Re/US \$	68.96 -0.21
Gold Std*	33250 -2.49
Silver (₹/kg)	40500 4.38
Brent (₹)	63.79 0.79

\*₹/10gm  
Compiled by ETIG Database

**ET INSTA POLL**

Should the decision on sharing of RBI's reserve rest with the central bank only?  
65% YES 31% NO 4% CAN'T SAY  
TODAY'S QUESTION: Is maintaining fiscal prudence really possible without cutting public spending?  
www.economicstimes.com

## SUVs are Automakers' Vehicle of Hope

**Weathering Slowdown** In a market down by 10%, bookings for new models shoot up

**Ketan.Thakkar@timesgroup.com**  
Mumbai: There may be a silver lining in the dark cloud that is the auto industry — the sports utility vehicle (SUV). Indian buyers have been lining up for SUVs, making 100,000 to 150,000 bookings. And while carmakers have seen a 10% market decline between January and June this year, SUV sales have shrunk by a much more modest 1.8%. New launches of MG Hector, Hyundai Venue, Kia Seltos, Mahindra XUV 300 and Tata Harrier have been greeted with enthusiasm by prospective customers. Kia got 6,000 orders on the day it opened bookings for Seltos. MG Motors has already secured 21,000 bookings for Hector, and has stopped accepting orders for this year. Hyundai has so far received over 50,000 bookings for Venue and some variants of Creta that were launched earlier. Mahindra & Mahindra has received over 35,000 bookings for

XUV 300. And including the company's Marazzo & Atturas, which were launched earlier, M&M's total bookings add up to 70,000 units. The caveat here is that not all bookings, which require small sums of money, translate into final purchases. But industry insiders said customer enthusiasm was still exceptional in current conditions. Rajeev Chhabra, president of MG Motor,

India, said Hector had received an overwhelming response. The company, he said, was unable to cater to such high initial demand and hence had closed bookings temporarily. This was to ensure timely deliveries to customers, Chhabra added. MG Motor plans to increase the production of Hector at its Halol plant to 3,000 units per month by October.

**In Hot Demand**

Booking numbers	
Kia Seltos	6,000
MG Hector	21,000
Hyundai Venue & Creta	50,000
Tata Harrier	21,000
Mahindra XUV 300, Marazzo & Atturas	70,000
<b>Total</b>	<b>1,68,000</b>

**ALLEGED DELAY IN LEVYING FINE**

### DoT Submits Probe Report to CVC

The telecom department has shared with the Central Vigilance Commission its probe report into alleged delay by some officers in imposing penalties of ₹3,050 crore on Airtel and Vodafone Idea as recommended by Trial in 2016. >> 7

**APPEAL TO FINMIN**

### DoT Seeks Relief Package for Telcos

The telecom department has sought a reduction in GST on telecom services/gear, lower levies and also refund GST input tax credits as part of a relief package for the industry, telecom minister Ravi Shankar Prasad told Parliament. >> 7

**'FOCUS ON SMOOTH TRANSITION, BUSINESS MOMENTUM'**

## Mindtree Founders will Stay on to Stabilise Co

Natarajan, Parthasarathy and Ravanan promise to help after meeting with nonexecutive chairman Naik

Kala Vijayraghavan & Raghu Krishnan

Mumbai | Bengaluru: The founders of Mindtree will stay on to stabilise and grow the business at the mid-tier IT services firm that has been rocked by the acrimonious takeover by engineering major Larsen & Toubro (L&T), according to a top company executive. L&T chairman AM Naik, who took charge as Mindtree's nonexecutive chairman on Wednesday, met the company's founders, Krishnamurthy Natarajan, NS Parthasarathy and Rostow Ravanan, who promised their help after the IT firm's tepid performance in the first quarter of fiscal 2020.

In its quarterly financial results announced on Wednesday, the Bengaluru firm, now majority owned by L&T, said it had grown at 10.3% in the June quarter over the year-ago period. However, it announced a drop in operating margins to 9%, the lowest in eight years, due to a one-time bonus to employees and increase in wage costs. "We had a very positive meeting (on Wednesday) with the promoters of

**Support Group**

Mindtree Q1 margins at 9% investors unhappy  
Shares dropped to a 52-week low of ₹675.05 intraday before closing at ₹691.30

L&T bought majority in Mindtree at ₹980 per share

Mindtree founders agree to help improve co's performance, boost share price

Mindtree where they promised support to improve the company's performance and the share price," Naik told ET.

Speaking to ET, Mindtree's Natarajan confirmed the conversation with Naik and the L&T-led board. "Right now, the focus is on smooth transition and to maintain the business momentum," he told ET. "There is no time limit. Our aim is to ensure smooth transition," he said, when asked about how long the three founders expect to remain at Mindtree.

**Stock Price Plunges >> 12**



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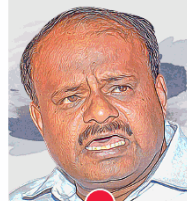
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The proceedings of the House on 18-07-2019 for vote of confidence has been stalled and consequently adjourned without reaching any finality. This cannot go on in a democratic set up governed by the Constitution of India



The rebel MLAs had cast doubts about the coalition government. We have to tell the truth. The entire nation is watching the developments unfolding in Karnataka. The leader of opposition seems to be in a hurry



I don't know what their party (coalition partners Congress and JDS) is going to do but we are 105. They will be less than 100. Hundred per cent we are confident that the confidence motion will be defeated



There is a constitutional framework that separates the executive, the legislature and the judiciary. I find yesterday's judgement of the Supreme Court a clear violation of the Constitution. The verdict was in conflict with Parliament's sovereignty



# Confidence Motion in Karnataka House adjourned for a day without vote; BJP MLAs say they 'will stay overnight in assembly' as a mark of protest; Siddaramaiah asks Speaker to postpone trust vote until SC clarifies on his powers to issue whip

## Sets 1:30 pm Trust Deadline for HDK

KR. Balasubramanyam @timesgroup.com

Bengaluru: Karnataka governor VR Vala set a deadline of 1:30 pm on Friday for HD Kumaraswamy to prove the majority of his government in the assembly after the House adjourned on Thursday without deciding on a motion of confidence moved by chief minister. The late evening communication to the CM came after Speaker KR Ramesh Kumar ignored an earlier message from the governor suggesting that the House consider completing the process of trust vote "by the end of the day (Thursday)".

"The proceedings of the House on 18-07-2019 for vote of confidence has been stalled and consequently adjourned without reaching any finality. This cannot go on in a democratic set up governed by the Constitution of India," Vala wrote to the CM, with a copy to the Speaker. In the earlier note to the Speaker, Vala said a CM "is expected to maintain confidence of the house at all times during his tenure".

### 'IN THE GARB OF GURU NANAK DEV EVENT' 15 Pro-Khalistanis Active in Pak: Indian Dossier to Islamabad Concerns Raised by India

Open display of banners backing Bhindranwale and Referendum 2020 inside holy shrines of Pakistan by the UK-based pro-Khalistanis

Gopal Singh Chawla - Instigating Sikh youths to back 'Azad Kashmir' demand

Jagroop Singh Rupa, who went with a jatra to Pakistan in 2016, given arms training by fugitive Sikh militants

Dossier handed over to Pakistan during 2nd round of Kartarpur Corridor talks

New Delhi: India has given Pakistan a detailed list of at least 15 individuals allegedly involved in pro-Khalistan activities in Pakistan, in the garb of making preparations for celebrating the 500th birth anniversary of Guru Nanak Dev in November.

The dossier containing events from the past four years was handed over to Pakistan during the second round of Kartarpur Corridor talks between the two nations in Wagah on Sunday. Both have agreed to operationalise the corridor before November.

The 20-page dossier, reviewed by ET, points to "open display of banners backing Bhindranwale and Referendum 2020 inside the holy shrines in Pakistan by the UK-based pro-Khalistanis like Manmohan Singh Bajaj." These pro-Khalistanis are misguiding Sikh youths and instigating them by claiming that "Hindu government treats Kashmiris and Sikhs as slaves".

### All Focus on Kannada News

The office of a senior Karnataka leader in the national capital, also a cabinet minister, was in a lull last week over the "non-availability" of Kannada news channels. Associates of the minister were seen making frantic calls to cable operators for such channels. "Sir doesn't want to miss a single byte or picture, put all Kannada TV packages in all the TV sets here," a personal assistant was heard saying in the ministry corridor.



Speaker KR Ramesh Kumar

As the Speaker refused to give in, BJP said its members would stay overnight in the assembly as a mark of protest. During the proceedings, BJP members, including opposition leader BS Yeddyurappa and J.C. Madhuswamy, urged the Speaker to restrict himself to finishing the listed agenda for the day. The party has kept the option of moving the Supreme Court open for an early end to the political stalemate in the state, BJP sources said.

The BJP was in a belligerent mood after it figured out that voting on the motion was not going to happen on Thursday. This became evident when Congress floor leader Siddaramaiah raised a point of order. He requested

the Speaker to postpone the trust vote until the Supreme Court clarifies on his powers as the Congress legislature party leader to issue whip to his party members under the anti-defection law. Nullification of the whip-issuing powers could adversely impact the outcome of the trust motion, he argued.

Congress members raised also the issue of one of their MLAs, Shiruimant Patil (Kagwad), not being present in the assembly because, they alleged, BJP had "abducted" him from the Bengaluru city. This set off heated arguments between the opposition and the majority benches. "We will continue to press for voting tomorrow. What the Congress raised are issues I ought to have raised before the Supreme Court, and they are beyond the scope of the assembly," BJP spokesperson Suresh Kumar told ET.

"We will not allow any attempts to hijack the vote of confidence." In the 224-member assembly, 13 MLAs have submitted their resignations from the house, reducing the effective strength of the House to 210 though the Speaker has yet to accept their resignations. On Thursday, two Congress members were absent: B. Nagendra (Ballari Rural) was in hospital, while Patil sent a letter seeking leave of absence citing health reasons. BSP MLA N. Mahesh, who until now supported the government, stayed away.

### SC Struck Down A Similar Order of Arunachal Guv in 2016

## 'Governor's Directive Violation of SC Order in Arunachal Case'

Congress-JDS plans to ignore Vala's directive; vote in trust motion not likely before Monday

CL Manoj@timesgroup.com

New Delhi: The Congress-JDS government plans to ignore governor VR Vala's directive to chief minister HD Kumaraswamy to prove his majority by 1:30 PM on Friday. The coalition says the directive is a clear violation of the 2016 order of the Constitution Bench of the Supreme Court while reinstating the Nambam Thuli government in Arunachal Pradesh. The bench had termed then Arunachal governor JP Raghawa's decision to advance the

floor test as unconstitutional. The vote in the trust motion is unlikely to be held before Monday as the ruling coalition will seek clarification from the Speaker, and may be SC, on the implication of apex court's order.

Wednesday order on the 10th Schedule and the right of a party to issue whip before voting on the motion.

The SC order in the Arunachal case had come after "Bukh's lawyer Kapil Sibal argued that a governor had powers to intervene and give direction on the schedule of the business of the assembly when it is in session. In the present Karnataka assembly's budget session was already underway, the CM had moved a trust motion and the

Speaker had started the debate as per rules. Therefore, the governor cannot intervene on the schedule of the business — including the proceedings/time-table set by Speaker on the trust-motion debate and vote, a source pointed out. This situation, therefore, is not similar to one when a governor asks a CM to seek a trust vote by converting an assembly session.

TENTH SCHEDULE "The very vote of confidence by the CM was moved on the basis of the 10th Schedule passed by Parliament which covers the breach of anti-defection law including the provision of whip. But the SC order has restricted Congress' right to issue whip. Further, how can a trust-motion proceedings proceed with restriction on 10th Schedule and right to issue whip? We want the trust-motion proceedings to proceed with all these issues clarified." At CGO, general secretary in charge CK Venkappa told ET.

### TWO SIDES LOOK TO IRON OUT IRRITANTS IN BILATERAL RELATIONSHIP

## India, US Exploring a Visit by President Donald Trump in Either Nov or Jan

Proposed visit still in the works, much will depend on narrowing down of differences

Dipanjan Roy Chaudhury @timesgroup.com

New Delhi: India and the US are exploring a visit by President Donald Trump to New Delhi in either November or early 2020, as the two sides look to iron out differences over trade and tariffs, the major irritants in bilateral relationship.



background of US deputy trade representative's recent visit to India. Besides trade, India's defence purchases from Russia, particularly the S-400 issue and Iranian oil exports, continue to be the sticking points in the relationship between the two nations that has otherwise acquired hefty through partnership in the Indo-Pacific region and US Senate's decision to grant NATO ally status to India.

has grown, especially as it plans to withdraw from Afghanistan, which makes the Pakistan PM's trip to Washington next week very crucial. Ahead of Trump's proposed India trip, the two foreign and defence ministers will hold their second edition of 2+2 Dialogue in Washington in September and PM Modi is expected to meet Trump on the sidelines of the UN General Assembly the same month. But the two could probably meet on the sidelines of G7 Summit end August in France as well. Last year, there were speculations that US President could visit India for his 70th birthday celebrations which, however, did not work out for a variety of reasons, including the state of the union address.

### 'KULBHUSHAN JADHAV IS INNOCENT OF THE CHARGES MADE AGAINST HIM'

## Pakistan Must Release, Repatriate Jadhav Forthwith: Jaishankar in Parliament

Imran Khan: Appreciate ICJ's decision not to acquit, release, return Jadhav to India

Dipanjan Roy Chaudhury @timesgroup.com

New Delhi: A day after the International Court of Justice ordered Pakistan to review the death penalty awarded to Kulbhushan Jadhav and grant him consular access, India on Thursday asked Islamabad to release the former navy officer forthwith and vowed to vigorously continue efforts to bring him back.

Making a statement in Parliament on the judgement by the ICJ, foreign minister S Jaishankar said: "Pakistan was found to have deprived India of the right to communicate with Jadhav, have access to him, visit him in detention and arrange his legal representation."

Kulbhushan Jadhav is innocent of the charges made against him, Jaishankar said. "His forced confession without legal representation and due process will not change this reality," he said, adding "We once again call upon Pakistan to release and repatriate him forthwith."

The ICJ on Wednesday directed Pakistan to suspend the death sentence given in 2012 to Jadhav on charges of espionage and sabotage.



Pakistan was found to have deprived India of the right to communicate with Jadhav, have access to him, visit him in detention and arrange his legal representation

"Yesterday's judgement is not only a vindication for India in any court of law but for all those who believe in the rule of law and the sanctity of international treaties," he said.

People in the know indicated that all eyes were on Pakistan allowing consular access to Jadhav as there were apprehensions that Islamabad could drag its feet on this. Pakistan Prime Minister Imran Khan on Thursday tweeted that his country would proceed per law on Jadhav. "Appreciate ICJ's decision not to acquit, release and return Kulbhushan Jadhav to India," Khan said.

### SUPREME COURT SEEKS FINAL REPORT FROM MEDIATION PANEL BY JULY 31

## Ayodhya Hearing from August 2: SC

Bench allows mediation process to continue for the time being

Samanya Rautray @timesgroup.com

New Delhi: The Supreme Court on Thursday said it would commence regular hearing of the Ayodhya title suit from August 2 but only after it has received a final report from the

Ayodhya mediation panel by July 31. In the first hint possibly of the mediation process not going off too well, "We now fix the hearing of the cases on and from August 2," a bench led by Chief Justice of India Ranjan Gogoi said, taking note of a status report submitted by the Justice FMI Kaifulla Committee on the progress in the negotiations so far.

The bench, however, allowed the mediation process in the Ram Janmabhoomi

Babri Masjid case to continue for the time being. It said that it will await a final report from the committee by July 31 before deciding whether to hold daily hearings.

The court did not make public the results of the mediation process. It is not clear to what extent it was listening to the case for final hearing, taking note of the report of the committee. The bench said it will take a call on whether to persist with the mediation

after July 31, or end it after receiving the final report and move on to hearing the appeals pending the top court since 2010 in the case.

The mediation panel, which includes spiritual guru Sri Sri Ravi Shankar and former advocate Srimam Pancho, has been engaging with both sides for over months now. The bench comprises Justice SA Bobde, next in line to be CJI, and Justices DY Chandrachud, Ashok Bhushan and J. S. Khehar. Any hearing will take months and will most possibly spill over to Justice Bobde's tenure in office.

### National Awardees to be Known Soon

The national film awards, which were to be announced on May 3, were postponed because of the model code of conduct. With elections over, the meeting to finalise the names could be held soon. The I&B ministry, which is busy preparing for the upcoming international film festival in Goa, said it was making arrangements for judges coming to Delhi from multiple locations to meet at one place. "The coordination of all the scheduled is challenging but we are on track," an official was heard saying.



### Caught and Nabbed!

Two Karnataka MLAs of a political party allegedly tried to escape from the resort where they were lodged to catch a flight to Mumbai. They were, however, unsuccessful. While the alert police quickly nabbed one of them and handed him over to the party, the second one was spotted and caught by alert party workers. Both were seen in the Karnataka assembly on Thursday, obviously sulking.

### Poliloquy

I'll willingly mount the cross for the sins of Congressmen. But it breaks my heart to lose this cup of woes!



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**CRACKING THE WHIP** Move after administrative & financial irregularities & serious violation of rules across several organisations under culture ministry

# Minister Orders Legal Audit of Govt Cultural Institutes

Anubhuti Vishnoi @timesgroup.com

New Delhi: Alarmed at the scale of administrative and financial irregularities and serious violation of rules across several organisations under the culture ministry, Union minister Prahlad Patel is learnt to have ordered an immediate comprehensive 'legal auditing' of these organisations.

A communication issued by the new culture minister's office on July 17 has directed all divisions of the ministry to take immediate steps to begin the legal auditing of the various departments and several autonomous cultural institutions under the culture ministry.

The ministry presides over several autonomous institutes and attached and subordinate offices which include leading national academies, museums and cultural centres, among others.

Patel has stated in the communication that the prevalent scale of administrative and financial impropriety is a matter of 'serious concern'. Considering such grave irregularities being reported in leading institutes of national importance, it is necessary to initiate a legal audit of these and the same should be done under the existing rules, he added. He has observed that it was a matter of concern that no previous audit conducted in the ministry and at these institutions, had so far reported any flagrant violations there.

Patel has therefore specified that the auditing exercise be conducted afresh with new legal firms or auditors.

While ET made several attempts to reach minister Patel and the culture ministry for their views on the issue, there was no response to the queries until press time.

Although it is not clear which institutions the minister has referred to in his observations where financial and administrative irregularities have been observed, the ministry has run into controversy with several prominent institutes over

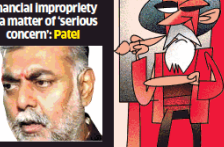
## Alleged Discrepancies

Lalit Kala Akademi has had a scandalous past with missing paintings, litigation, government takeover and even the involvement of the CBI on various occasions

The ministry has ordered a probe into reports of large scale nexus involving thefts of rare manuscripts from the Rajasthan Oriental Research Institute last year

Kalaskhetra's makeover had also run into auditing trouble in 2017

Prevalent scale of administrative and financial impropriety is a matter of 'serious concern': Patel



## MINISTRY'S PURVIEW

Ministry presides over many autonomous institutes and attached and subordinate offices which include national academies

res for cultural resources and training (CCRT) and zonal cultural centres under the ministry.

The ministry has ordered a probe into reports of large scale nexus involving thefts of rare manuscripts from the Rajasthan Oriental Research Institute last year.

The Comptroller and Auditor General of India has routinely pulled up autonomous institutes under the ministry for improper accounting. The Modi government, in its previous stint, had even attempted to forge newer terms of agreement with various autonomous bodies under the culture ministry to bring in greater accountability.

# Govt Revives Bill to Amend RTI Act; to be Tabled Today

Change to ensure govt say in terms of office & salaries of info commissioners

Nidhi Sharma @timesgroup.com

New Delhi: A year after the Centre deferred a bill to amend Right to Information (RTI) Act, the new government is all set to introduce it in Lok Sabha on Friday.

The government has circulated the draft bill to Lok Sabha members clearly showing its intention to introduce it in the current session. The department of personnel and training (DoPT), the nodal ministry for RTI Act, would introduce the same bill, which was deferred in the monsoon session of Parliament in 2018 after it came under fire from social rights activists and the opposition parties. Through the amendment bill, the government has given itself powers to prescribe terms of office and salaries of state information commissioners and central information commissioners.

The move has been questioned as activists feel that this would compromise the independence of transparency watchdogs. The controversy was also triggered not only because of the content of the bill but also the way it was framed. RTI activist Anil Bhambhani of National Campaign for People's Right to Information said, "It is a matter of grave concern that the government has brought about the bill in complete secrecy and there have been no public consultations on the bill which will impact the fundamental right to information of the citizens of the country." The government has introduced amendments to Sections 16, 16 and 27 of the Act. With the amendments, the government has given itself powers to determine before each appointment how long the information commissioner can be in service. However, the amendments clearly specify

## Current Scene

Section 13 (5) of RTI Act states salaries, allowances and terms and conditions of service of the Chief Information Commissioner and Information Commissioners shall be the same as that of the Chief Election Commissioner and election commissioners respectively

Section 16 (5) of the Act states the salaries, allowances and other terms of service of the state chief information commissioner and state information commissioners shall be the same as that of the chief election commissioner and the chief secretary to the state government respectively

There is a difference between constitutional body (Election Commission) and statutory body (Information Commission) so status and service conditions of information commissioners need to be rationalised

that this term cannot be reduced after his appointment. With the amendments, the government has scaled down the status of information commissions. At present, Chief Information Commissioner has the stature and pay scale of Chief Election Commissioner. Information Commissioner at CIC and state chief information commissioners have the same salaries and allowances as that of election commissioners. In the "statement of objects and reasons", minister Jitendra Singh has justified the move and written, "The functions being carried out by the Election Commission of India and the Central and State Information Commissions are totally different."

# RGI Rejected 50% Caste Included in UP SC List

Nidhi Sharma @timesgroup.com

New Delhi: Half of the communities included unilaterally by the Uttar Pradesh government in the Scheduled Caste list through a controversial order have been rejected multiple times by the Registrar General of India (RGI), the authority on whom the Centre relies on for inclusion of castes in the SC list.

On June 24, the social welfare department of Uttar Pradesh had sent a letter to district magistrates and divisional commissioners to issue caste certificates as per a March 29, 2017 order of the Allahabad High Court. The letter said SC certificates should be issued to 17 OBCs—Kashyap, Rajbhar, Dhyar, Baid, Kumhar, Kalbar, Kewar, Nishad, Bhar, Malhiya,

Prajapati, Dhimar, Batham, Turba, Gya, Manjhi and Machua—after scrutiny of documents. Records of the social justice and empowerment ministry have revealed that the Registrar General of India (RGI) has rejected the proposal of inclusion in the SC list of Kalbar, Kashyap, Kewar and Malhiya castes four times, the proposal of Bhar and Rajbhar castes thrice and those of Kumhar and Prajapati castes twice. The procedure for inclusion of a caste in the SC list of a state is laid down under Article 340(i) of the Constitution.

State proposes including 17 backward castes in Scheduled Caste list

Procedure for inclusion of a caste in SC list of a state is laid down under Article 341(i)

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## I-T Dept Seizes ₹400-Crore Plot Linked to Mayawati's Brother

New Delhi: The Income-Tax Department has attached a 'benami' plot worth ₹400 crore in Noida belonging to BSP supremo Mayawati's brother and his wife, an official order said. Mayawati recently appointed Kumar as national vice president of the Bahujan Samaj Party. The provisional order for the attachment of the seven-acre plot, "beneficially owned" by Anand Kumar and his wife Vichitra Lata, was issued on July 16 by the Delhi-based Benami Prohibition Unit (BPU) of the department. Mayawati recently appointed Kumar as national vice president of the Bahujan Samaj Party. The order, accessed by PTI, has been issued under section 24(3) of the Prohibition of Benami Property Transactions Act, 1988. The attached asset measures 28,328.07 square meters or about seven acres, the order said.—PTI

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# Budgetary Proposal on Corporate Tax Has Benefitted Big Corporates: Trinamool Member

## BJP Oppn Sparring in Lok Sabha Over Mention of 'Ambani, Adani'

Our Political Bureau

New Delhi: The Lok Sabha on Thursday witnessed BJP opposition sparring over the mention of "names of Ambani and Adani". This after TMC member Saugata Roy said the budgetary proposal on corporate tax has benefitted big corporates such as Ambani and Adani and BJP member Nishikant objected to the remarks, demanding the expunction of the names from the record. Chair initially ordered the expunction only to reverse the ruling after BJP leader Bharti Debnath demanded that since the names of "Atas and Birlas" had been taken in the House in the past, a decision on expunging names of "Ambani and Adani" can be taken only after Lok Sabha secretariat verifies whether names of "Atas and Birlas" had been expunged from the record. Manoj Lekhi, who was in the Chair, agreed to Mahtab's demand. After Roy made mention of the "Ambani and Adani", Du-

## Parliament Session May be Extended

New Delhi: The Centre is reportedly mulling over extending the ongoing Parliament session by a week, according to sources. A decision is likely to be taken after discussions with the opposition parties at the Business Advisory Committee on Friday. The monsoon session is scheduled to get over on July 26. If extended by a week, it would end on August 2.—OPB

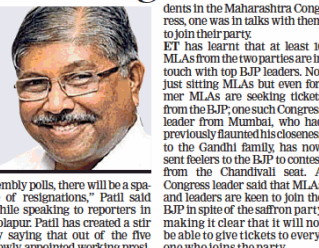
bey raised Point of Order, and said Roy must prove how the two big corporates have benefited from the corporate tax. "I will resign from this House if Roy can prove they have been benefited by the government's decision". Roy then insisted "Ambani and Adani are names of companies and he didn't mention the name."

# BJP Bid to Dismantle Cong-NCP

Krishna Kumar @timesgroup.com

Mumbai: BJP in Maharashtra is on a mission to dismantle the Congress-NCP alliance before the upcoming assembly polls, after crushing the alliance in the recently concluded general elections, where they managed to get only six out of the 48 Lok Sabha seats. The newly-appointed state BJP chief Chandrakant Patil said on Thursday that they are expecting a spate of resignations of Congress and NCP MLAs in the coming days. "You will see that many of the MLAs from the two

parties would resign either this week or in the next few days. They did not resign earlier because they would have to go for elections again. However, now with just three months to go for assembly polls, there will be a spate of resignations. For instance, while speaking to reporters in Solapur, Patil has created a stir by saying that out of the five newly-appointed working presi-



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DEAL LIKELY TO BE SIGNED IN SEPTEMBER

# India Set to Sign US-Like Defence Logistics Sharing Pact with Russia

To become rare nation to ink such a strategic deal with two of the old cold war rivals

Manu Pabby & Dipanjan Roy Chaudhury

New Delhi: India is close to inking a key defence logistics sharing pact which will place it as a rare nation that has such a strategic agreement with both of the old cold war rivals—the US and Russia. India and Russia are finalising a defence agreement that will simplify interoperability and enable military platforms to receive support and supplies across bases in both nations. The Agreement on Reciprocal Logistics Support (ARLS) is being seen as an important practical step that could be signed at the upcoming meeting between Prime Minister Narendra Modi and President Vladimir Putin at the Eastern Economic Forum in Vladivostok, Russia in early September. India has a defence logistics sharing agreement with its largest training partner, the US. A similar agreement was also inked with France—another big ally for joint exercises—in 2010.

Sources told ET that while the two countries have broadly agreed on the pact that will be most beneficial to the Navy as warships will get access to mutual ports and exclusive economic zones to refuel and pick up supplies, the final wordings of the agreement are being worked out. A senior team led by additional secretary Jyesh Nandan of the defence ministry finalised the terms of the pact during a visit to Moscow last month. The final pact will have enabling mechanisms

## Building Blocks

### PACT & ITS BENEFITS

**Simplify Interoperability**  
Enable military platforms to receive support & supplies across bases in both nations.

**Most beneficial to the Navy**  
Warships get access to mutual ports & exclusive economic zones to refuel, pick up supplies.

**Cashless transactions, final accounts to be settled at yr-end**

**India has similar agreements with the US, France**

to pick up supplies and spares at mutual ports and bases in what could be a cashless transaction, with the final accounts being settled at the end of the year. The Indian Navy, with a significant strength of Russian origin warships, will be able to smoothly transit through for exercises or refits using the agreement while the air force will find it easier to deploy aircraft for joint exercises. Following the agreement, Russians could not only use ports like Mumbai and Visakhapatnam.

# Navy to Buy ₹1,589cr Satellite from ISRO

GSAT 7R to help communication between warships, aircraft and shore-based units

Manu Pabby@timesgroup.com

New Delhi: The Indian Navy has placed an order with the Indian Space Research Organisation (ISRO) for a new dedicated military satellite for communications between its warships, aircraft and shore-based units, with a launch expected within a year. The ₹1,589 crore order for a new military satellite—named GSAT 7R—will include launch cost and procurement of necessary infrastructure on ground. The satellite is expected to eventually replace the first dedicated Indian military satellite, the GSAT 7, which was launched in 2013.

The order for the satellite was placed on June 11, with officials saying the newly sanctioned Strategic Defence Space Agency is likely to get several new assets in the coming months for communication as well as surveillance. "The GSAT 7R, which will be designed to be compatible with a variety of platforms including future submarines of the Indian Navy, has an expected launch date in 2020. In December last year, a dedicated military communications satellite for the Indian Air Force, dubbed the Indian Angry Bird, was also launched by ISRO.

The GSAT 7A satellite, which went into orbit onboard the Indigenous GSLV Mk II rocket, is being used for communication between all strategic platforms of the air force, including fighter jets, drones and early warning aircraft. The GSAT 6, launched in 2015, is being used for communication by ground forces. India has been steadily increasing its presence in space that started with the series of dual use satellite in the CARTOSAT and RISAT family that are used for surveillance. In April this year, ISRO launched the strategic EMISAT that has been designed to pick up electromagnetic signals and is likely to be used for communication interception and detection of enemy assets.

The biggest surprise that India pulled off however was Anti-Satellite Test carried out on March 27, in which a ground-based interceptor successfully destroyed a low earth orbit satellite. The test placed India in a select group of the US, Russia and China with demonstrated anti-satellite capability.



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# INDUSTRIAL BUSINESS REVIEW



## Building a strong network

**Vibha Singh**  
develop its economy. The government has set up a Project Monitoring Group (PMG) to track frozen projects and remove bottlenecks. Any project in infrastructure can be referred to the group for resolution. The PMG has already

A slew of infrastructure projects and schemes have been initiated by the government to promote industrial growth

Furthermore, the recent budget presented by the finance minister duly emphasised on the importance of infrastructure and connectivity for the Indian economy - in terms of enhancing and taking forward programmes across various key infrastructure sub-sectors.

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allocation of Rs.100 lakh crore investments for infrastructure will eventually boost commercial markets thereby propelling the growth of the industry."

Projects such as industrial corridors, DFC, Bharatmala, Sagarmala and UDAN scheme have and will continue to improve connectivity and increase competitiveness. Road corridor Bharatmala, port-linked industrialisation plan Sagarmala and UDAN will help in bridging

like the Pradhan Mantri Gram Sadak Yojana Phase III, which envisions the construction of 1,25,000 kms of roads."

In order to ensure high and sustainable growth, there has been a substantial step up of investment in infrastructure mostly in transportation, energy, communication, housing and sanitation and urban infrastructure sector. Enhanced investment in infrastructure sector will certainly help in creating jobs both directly and indirectly. As pointed out in Economic Survey, 2016-17, India is far ahead of many emerging economies in terms of providing qualitative transportation, industry and Infrastructure. The government has undertaken several economic and institutional reforms, which have led to significant upgradation in the ranking of Ease of Doing Business of the World Bank Report 2018.

**ENHANCED INVESTMENT IN INFRASTRUCTURE SECTOR WILL CERTAINLY HELP IN CREATING JOBS, BOTH DIRECTLY AND INDIRECTLY**

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# Ministry May Form Panel to Decide on Jet Bilateral Rights

**Fair Play**

Airlines Number of Rights

Indigo	84
SpiceJet	77

Weekly

What the rules say... Allocation should be in proportion to domestic capacity

...but reality is Airline representatives were asked to pick a chit and were given preference according to the number they got

IndiGo, GoAir had complained about the procedure followed last time

Sharmistha.M @timesgroup.com

New Delhi: The civil aviation ministry is likely to form a working committee to find new ways to reallocate flying rights in the wake of IndiGo and GoAir complaining about the procedure followed last time, industry insiders said.

"The ministry has assured us that they will put a working committee together and again discuss inputs from all parties involved to understand what's the best way to (allocate foreign flying rights) going forward," Samir Patel, vice-president (network planning) at GoAir, told ET.

The ministry had last month allocated Jet Airways' bilateral flying rights to three Indian airlines for three months ending September. IndiGo and SpiceJet had got the maximum number of rights at 84 and 77 weekly flights, respectively. But the ministry did not follow the rules prescribed in Aeronautical Information Circular (AIC) which says the allocation should be in proportion to domestic capacity. Instead, airline representatives were asked to pick a chit and were given preference according to the number they got as well as their fleet induction plans.

**GOAIR'S OVERSEAS FLIGHTS**

GoAir on Thursday said the number of weekly international flights for the airline will be more than doubled to 77 by August 1, up from 35 now, with the new foreign flying rights in bag. At present, GoAir operates a fleet of 31 aircraft. The company had placed orders for 144 A320neos with Airbus — 72 each in 2011 and 2016 — and has already inducted 36 of them. The remaining aircraft will join its fleet over the next nine years.

GoAir's Patel said US market in Aeronautical Information Circular (AIC) which says the allocation should be in proportion to domestic capacity. Instead, airline representatives were asked to pick a chit and were given preference according to the number they got as well as their fleet induction plans.

# Jet Airways' RP Receives Claims Worth ₹25,000 cr

Resolution pro may call for expressions of interest from potential bidders on Sat

Anirban Chowdhury @timesgroup.com

Mumbai: The resolution professional overseeing Jet Airways has received claims worth close to ₹25,000 crore, and has so far accepted only about one-third of the claims that came from financial creditors.

Grant Thornton's Ashish Chhawchharia, who was appointed resolution professional (RP) for the grounded airline by the bankruptcy court last month, has received 16,643 claims from employees, financial institutions and operational creditors including Jet Privilege, the loyalty rewards company that Jet co-owns with Etihad Airways, and founder Naresh Goyal's ticketing agency Jetair Private Ltd, according to the detailed list of claims put up on the of the airline's website by the RP.

The RP has accepted close to ₹5,000 crore from financial institutions and is in the process of verifying claims worth ₹15,000 crore.

He has rejected the rest. Chhawchharia will call for expressions of interest from potential bidders for the bankrupt airline on Saturday, a person in the know said. Bidders will have 15 days to respond.

Some potential bidders, including Hinduja Group and a venture formed by Jet's employees

## Down for the Count

### CLAIMS STATUS

₹25,000 cr Total claims worth

₹1,381 cr Rejected

₹8,500 cr Admitted (financial creditors)

₹15,000 cr Under verification

### CLAIMS ON EXPECTED LINES

₹8,500 crore from 13 Indian banks, 12 foreign banks and institutions, 5 aircraft lessors and 4 other entities (admitted)

₹444 crore from over 2,000 employees (under verification)

### SURPRISE CLAIMS

₹951 cr Jet Privilege (under verification)

₹230 cr Jetair Private Ltd on FDS (rejected)

₹1,043 cr Etihad (₹150 m not admitted)

₹426 cr Jet Airways LLC (under verification)

₹585 cr IATA (under verification)

₹64 cr Etihad (under verification)



financial creditors including 12 Indian banks, about 12 foreign banks and institutions, five lessors and four other entities.

One of the unexpected claims came from Jet Privilege, in which Jet owns a 49% stake with its partner Etihad holding the rest. The royalty rewards company has made a claim for ₹51 crore as an operational creditor. There are also claims from JetFleet, which in its website says it has a strategic association

with Goyal's Jetair, an entity named Jet Airways LLC that has claimed ₹226 crore, and Jetair itself whose ₹220-crore claim on fixed deposits has already been rejected. The RP also received claims of ₹444 crore from over 2,000 workers and employees of the airline.

Rival Air India has claimed ₹189 crore while its engineering services arm has claimed ₹38 crore. SpiceJet has claimed ₹5 crore while GoAir has claimed ₹20 crore.

There is also a ₹585-crore claim from the International Air Transport Association (IATA) while Jet's partner Etihad has claimed ₹1,043 crore in one segment and ₹64 crore in another.

The first claim hasn't been admitted. Etihad owns 24% shares of Jet. Industry watchers don't expect creditors to get more than a fraction of what they have claimed. The airline is left with a fleet of just 14 planes.

A majority of its prime flight slots at India's busiest airports have been allotted to its peers.

(With inputs from Joel Rebello)

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## Colgate India Profit Rises 5%, Appoints Ram Raghavan as MD

MUMBAI Toothpaste giant Colgate Palmolive has appointed its Asia Pacific division's marketing vice-president Ram Raghavan as India managing director. He will replace Issam Bachaalani as the India head from August 1, writes Our Bureau. Raghavan has spent over 22 years across several of Colgate's markets including Canada and China, mostly in marketing functions.

He was also general manager for the Latin America oral care business, where he was instrumental in developing the platform-based innovation model supporting the market's organic growth, the company said in a statement.

The company said it posted a 4% rise in new sales in April-June quarter at ₹105.9 crore with net profit excluding exceptional items increasing 5% to ₹169.1 crore.



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## TODAY ON ETPrime.com

**Jio Arpu May Be Under Strain**

There is likely to be little respite for Jio on key performance metrics in Q1 results. Trends and industry estimates indicate that Jio's Arpu may dip below Airtel's for the first time in eight quarters.

**Is Jackfruit the Next Superfood?**

An ex-Microsoft executive is trying to engineer medical miracles with the humble fruit.

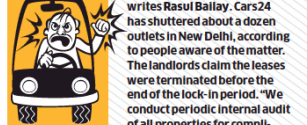
**Dying Jet Saves IndiGo, SpiceJet**

Brokerage firms and analysts expect airlines to report profits in their first quarter results. That's because despite adding planes and flights following the grounding of Jet, the rest of the airlines succeeded in keeping ticket prices and occupancy intact.

## Pitch Report

### Cars24 Gets Legal Notices from Landlords Over Dues

NEW DELHI: Half-a-dozen landlords in the national capital have sent legal notices to Sequoia-funded Cars24, an online platform for used cars, alleging non-payment of rent and shutting of stores in violation of lease agreements, writes Rasu Balay. Cars24 has shuttered about a dozen outlets in New Delhi, according to people aware of the matter. The landlords claim the leases were terminated before the end of the lock-in period. "We conduct periodic internal audit of all properties for compliance and are currently in the process of addressing anomalies observed with a few properties," a Cars24 spokesperson said in an email response. The three-year-old startup is said to have raised ₹100 million from investors.



### ShopClues Said to Have Laid Off 200 People to Cut Costs

NEW DELHI: Ecommerce platform ShopClues has laid off about 200 employees as it struggles to rein in costs in the hyper-competitive online shopping segment in India. According to sources, ShopClues has sacked about 200 people as its efforts to find a buyer failed. When contacted, a ShopClues spokesperson said the company has been steadily reducing its workforce mostly in operating functions as it leverages gains from technology. "We have been an employee first company and have ensured that impacted employees, if any, are out placed proactively," it added. ShopClues was in talks with Snapdeal for an acquisition. After weeks of due diligence Snapdeal decided against the acquisition as there are concerns regarding some of the findings emerging from the due diligence conducted by advisory firm EY—PTI

CricBuzz 2nd most downloaded App

App saw more than 13m installs in Q1, up 15% from last year: Sensor Tower

Our Bureau Bengaluru: CricBuzz, a mobile app for cricket news, was the second most downloaded application in the world during the April to June quarter, according to market intelligence firm Sensor Tower.



Howzat! 124m+ Users who followed every World Cup match on CricBuzz

the app's launch in 2017. Indians have searched for 'CricBuzz' more than 'Cricket' itself," said Pankaj Chhapparwal, CEO, CricBuzz.

Stepping into the SPOTLIGHT

Faith in the innate genius of Indian entrepreneurship has seen many investors striking gold in the past few years.

MIDAS TOUCH

Mukul Arora Role: MD Investment firm: SAIF Partners Based: New Delhi

Bejuj Somaia Role: MD Investment firm: Lightspeed Venture Partners

Anand Daniel Role: Partner Investment firm: Accel Partners

Renuka Ramnath Role: MD Investment firm: Multi-temples Allernative Asset Management

Private Sector Banks Go Easy on Correspondents Network

Cite high compliance costs and rising operational expenses as reasons

Pratik.Bhaktatimesgroup.com Bengaluru: Private sector banks are staying away from expanding their business correspondents network, due to high compliance costs and rising operational expenses.

Q: CricBuzz is a global thought leader in cricket, with nearly 10X audience of our closest competitor. Since the launch in 2017, Indians have searched for CricBuzz more than Cricket itself.

"BCs nowadays are mostly engaged in simple transactional services such as money remittance, Aadhaar-enabled payments and others; they are not able to open accounts, or even do a full KYC of customers because of regulatory norms.

Teabox Raises \$5m in New Funding Round

Bengaluru Premium tea brand Teabox has raised an undisclosed sum in fresh funding, led by Dubai-based NB Ventures, the company said on Thursday.

Tech Buzz

Travelstop Lands \$3m from Accel, Others Bengaluru Business travel and expense management firm Travelstop has raised \$3 million in a pre-Series A round, led by Accel Partners, along with existing investors Strive and SeedPlus.

16.2%

Year-over-year drop in the overall server market in India in Q1 compared to the same period last year.



Netflix's Mobile-only Plan for India on Way

Cheaper plan set to launch in Q3 this year

Bengaluru: Netflix is rolling out a lower-priced mobile-only plan in India, after piloting it for several months in the country. The company has informed in a letter to its shareholders on Thursday.

"The government has waived GST for remittances and other services to Jan Dhan accounts, said Anand Bajaj, founder of Nearby Technologies, which works with banks such as Yes Bank.

STARTUP OF THE YEAR

Curefit Founded: 2016 Founders: Mukesh Bansal and Amit Nagori Based: Bengaluru

What It Does: Curefit is an integrated health and fitness care platform with both online and offline presence and over 500,000 active subscribers.

Nykaa Founded: 2012 Founder: Falguni Nayyar Based: Mumbai

What It Does: Nykaa is a beauty products e-tailer. The company is now looking to push new initiatives like Nykaa Man, built hert in its fashion and apparel categories, and grow offline stores as it expands beyond beauty.

Zerodha Founded: 2010 Founders: Nithin Kamath and Nikhil Kamath Based: Bengaluru

What It Does: Zerodha is the country's largest retail brokerage platform executing two million trades daily. Additionally, it has begun lending and selling mutual funds through its platform Zinvest. It has also launched an app, Varsity, focused on imparting education related to stock broking and investments.

Lenskart Founded: 2010 Founders: Vishesh Bansal and Amit Chaudhary Based: Delhi

Capital, Unilever Ventures What It Does: Lenskart is an omnichannel eyewear solutions company. It has launched in-house brands, John Jacobs and Vincent Chase, along with a contact lens brand Aqua, which now contributes to the bulk of its overall revenue, making it the largest player in the organised eyewear market in India.

Delhivery Founded: 2011 Founders: Sahil Barua, Mohit Tandon, Suraj Saharan, Kapil Bhabari, Bhavesh Manglani Based: Gurugong

What It Does: Delhivery is a logistics and supply chain firm that provides services like express parcel transportation, freight, reverse logistics, and B2C warehousing and technology services. Recently, it expanded its services to cross-border, B2B logistics and integrated distribution solutions to enterprises.

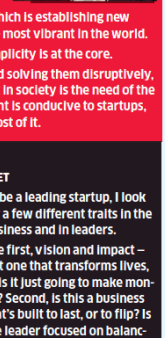
What We Look for in a Winner

Simplicity is at the heart of all great ventures. Identifying a problem and solving it disruptively while creating a positive social impact is what defines true winners, says the Jury.

UDAY KOTAK MD, KOTAK MAHINDRA BANK Who better than Indian startup entrepreneurs to re-kind the much required animal spirits? The meteoric rise of startups over the last decade has been one of the defining stories of the Indian economy.



SATYAN GAJWANI VICE CHAIRMAN, TIMES INTERNET To be a leading startup, I look for a few different traits in the business and its leaders.



The first, vision and impact - is it one that transforms lives, or is it just going to make money? Second, is this a business that's built to last, or to flip? Is the leader focused on balancing growth and sustainability, or chasing vanity metrics? Is it a one-person show, or does it prioritize building a great team? Third, execution capability. The best leaders focus on business vision, while staying close to operational fundamentals and driving business performance.

RENUKA RAMNATH FOUNDER, MULTIPLES ALTERNATE ASSET MANAGEMENT All entrepreneurs should be commended for having the courage and conviction to take up the arduous journey, but there will be some that stand out. For me, the winners will be determined by a few important factors.

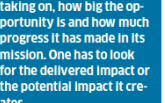


First, the uniqueness of an idea or customer insight in the business model, especially if the model addresses a uniquely Indian opportunity.

Second, execution excellence. I have seen the same opportunity yield significantly better results in management teams that excel at execution.

Being an investor, I would add 'respect for capital' as another factor. The strongest businesses are created in tough environments and a frugal use of capital and resources tends to pay paid rich dividends in the long run.

SRIHARSHA MAJETTY COFOUNDER, SWIGGY For me, a startup's first order of impact will be the biggest factor. It can be how large a problem it is taking on, how big the opportunity is and how much progress it has made in its mission.



The next is second-level outcomes. It could be how the company has impacted stakeholders, be it customers or merchants. If there is a large-scale employment angle, that will be special.

Last, I would prefer startups that innovate on an India-first model. This particular business model, which can be implemented globally, is what I will look for beyond a startup's absolute impact.

Why Driverless Cars are Still Far Away

Firms say making autonomous vehicles is going to be slower and costlier

NYT New York: A year ago, Detroit and Silicon Valley had visions of putting thousands of self-driving taxis on the road in 2019, ushering in an age of driverless cars.

he and others attribute the delay to something as obvious as it is stubborn: human behaviour. Researchers at Argonne say the cars they are testing have to navigate unexpected situations every day. For many industry executives, however, the thought that their engineers had solved the most vexing technical problems.

heavily in electric vehicles, is trailing in development of self-driving cars, analysts say. The country's luxury automakers to test such cars on public roads in only a handful of cities. One leading Chinese company working on autonomous technology, Baidu, is doing much of its research at a lab in Silicon Valley.



ET tech

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Quick Byte ANIRBAN BORJA

Google removes stalker apps that may have spied on you

Spring Cleaning

Tweet of the DAY

DAN KAMINSKY @DAKAMI Very few things are actually dangerous for a company, but ERP failure keeps everyone up at night

# DoT Shares With CVC Report on Delay in Penalising Telcos

CVC had asked DoT in February to conduct probe after receiving complaints of misconduct

**Our Bureau**  
New Delhi: The Department of Telecommunications (DoT) has shared its investigation report into delay by telcos in imposing penalties of ₹3,600 crore on Bharti Airtel and Vodafone Idea as recommended by the telecom regulator back in 2016 with Central Vigilance Commission (CVC).  
The CVC had asked the DoT to conduct the investigation in February this year after it received complaints alluding to alleged misconduct of some officials who were part of the committee looking into levying penalties.  
“The Central Vigilance Commission (CVC) vide OM dated 8.2.2019 had sought an investigation report on a complaint wherein there was delay on the part of some officers of department of telecommunications in imposition of the penalty,” said communications and IT minister Ravi Shankar Prasad in a letter to DoT.

**The CVC vide OM dated 8.2.2019 had sought an investigation report on a complaint wherein, inter-alia, it was alleged that there was delay on the part of some officers of department of telecommunications in imposition of the penalty**

Prasad, also the law and justice minister, was responding to a question on whether the government was aware that certain officials, in connivance with the defaulting telecom service providers, delayed proceedings of the committee and whether the government took any action on the matter.  
The Telecom Regulatory Authority of India (TRAI) had recommended in October 2016 that Bharti Airtel, Vodafone India and Idea Cellular should be penalised a total of ₹3,600 crore for not providing points of interconnection (POIs) to Reliance Jio.



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## DoT Seeks Relief Package for Telcos from Finmin

**Reduction of GST on telecom gear from 18% to 12%, lowering of USOF among key demands**

**Our Bureau**

Kolkata: The Department of Telecommunications (DoT) has sought a slew of measures, including a reduction in goods and services tax (GST) on telecom services/gear, lower levies and refund of GST input tax credits as part of a relief package for the debt-laden telecom industry.  
Telecom minister Ravi Shankar Prasad told Parliament on Thursday that the DoT had approached the finance ministry seeking a GST cut on telecom equipment and services from 18% to 12%, a refund of utilized and accumulated GST input tax credits — which the industry estimates at nearly ₹20,000 crore — and a lowering of the Universal Services Obligation (USO) levy to 3% from the current 5%.  
“The USO is an independent body within DoT that subsidises rural telecom infrastructure development. At present, telcos shell out 5% of their annual revenue towards USO levy.  
“Help and support extended to telecom service providers (TSPs) with regard to licences, levies and settlements will enable them to have better cash flows and investible surplus for the orderly growth of the sector,” Prasad told Rajya Sabha, adding that the industry, which is weighed down by ₹1 lakh-crore of debt, is highly capital intensive and requires high capex periodically for network expansion and improvement.  
The telecom industry remains weighed down by high debt and still is battling price wars triggered by Reliance Jio, which entered the market nearly three years ago and disrupted it with free voice calls and low data prices. Older carriers were forced to match rates to retain customers, putting immense pressure on revenue and profit. Fringe players that couldn’t handle the competition, exited, while erstwhile Vodafone India and Idea Cellular merged. Rapid consolidation has shrunk the industry down to three large private players — Vodafone Idea, Bharti Airtel and Jio.  
Small wonder, phone companies have been seeking a refund of input tax credit amounting to nearly ₹20,000 crore as they are unable to set off against GST by charging their users due to intense competition and low tariffs. Input tax credits have accumulated since GST was introduced in July 2017 and are weighing on the balance sheets of debt-laden telcos.  
Separately, Prasad said the government has allocated and disbursed ₹20,431 crore for the BharatNet national broadband venture that aims to connect 2.5 lakh villages, encompassing more than 6 lakh villages for the seamless delivery of citizen-centric services.  
“A lump sum of ₹20,431 crore (₹10,296 crore for phase I and ₹10,135 crore for phase II) has been allocated and disbursed from USOF to Bharat Broadband Network Ltd under BharatNet project,” Prasad told Parliament.  
Finance minister Nirmala Sitharaman during her recent budget presentation had said the BharatNet project is being speeded up to boost internet availability in every panchayat or village block in the country.  
Under the BharatNet venture, devices will be provided connectivity through Wi-Fi or any other suitable broadband technology to access broadband or internet services across all the 2.5 lakh village blocks, Prasad said.  
“On an average, the data being consumed per Wi-Fi user (connection) is about 52 MB per month,” he told Parliament.

**Call on Wait**  
DoT has asked Govt to lower USOF levy to 3% from current 5%  
USOF is an independent body of DoT that subsidises rural telecom infra development  
Phone cos have been seeking a refund of input tax credit of nearly ₹20k cr  
₹30k cr total debt of the telecom sector

## Chandrayaan-2 Launch Set for July 22: Isro

Bengaluru: India's ambitious second mission to the Moon Chandrayaan-2 will now lift off at 2:43 pm on July 22, space agency ISRO said on Thursday, three days after the launch was aborted due to a technical snag in its GSLV-Mk-III rocket.  
Chandrayaan-2, which will be launched on board the most powerful GSLV-Mk-III rocket dubbed ‘Baahubali’, is ready to take a billion dreams to the Moon,” the Indian Space Research Organisation said on Twitter. —PTI

## Voda Idea Picks BoA, Morgan Stanley for \$1.9B Fibre Sale

**Bloomberg**  
Mumbai: Vodafone Idea has hired Bank of America and Morgan Stanley to help sell the fibre assets as India's largest mobile carrier by users seeks to bolster its finances, people familiar with the matter said.  
The bankers will initiate discussions with potential buyers for the fibre assets, which could be valued at as much as ₹13,000 crore (\$1.9 billion), the people said, asking not to be quoted for comments.  
A final decision has yet to be made on the valuation and the stake to be sold, and the company could bring in more banks for the sale, the people said. Representatives for Vodafone Idea and Morgan Stanley declined to comment, while a Bank of America spokesman didn't immediately respond to requests for comments.  
A deal, if successful, would help the phone-service provider add to the funds it's been raising to pare debt and fend off rivals Bharti Airtel Ltd. and billionaire Mukesh Ambani's Reliance Jio Infocomm Ltd., an upstart that upended the market after its debut in 2016. In April, Vodafone Idea raised 250 billion rupees from a rights issue, building a war chest as India readies for a 5G network.

**THE \$84 BILLION DILEMMA VEKING**  
INDIA'S LARGEST MOBILE CARRIER Vodafone Idea, which was formed by the merger of Vodafone Group Plc's local unit with tycoon Kungum Mangalam Birla's Idea Cellular Ltd., has reported losses in every quarter since the deal was announced in 2017.  
Both Bharti Airtel and Vodafone Idea top the list of Asian peers with highest borrowings, according to data compiled by Bloomberg.  
Mumbai-based Vodafone Idea is in the process of transferring all of its fibre assets into a separate company before the sale. The unit has about 156,000 kilometers (97,177 miles) of fibre, according to a presentation posted on its website in February.

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## Ratings were Allegedly Doctored: Grant Thornton

Grant Thornton in its report to IL&FS board states co offered several favours to CRAs to revise their ratings upwards

**Sugata Ghosh & Rashmi Rajput**  
Mumbai: A football match, property deal and contribution to a trust are some of the points flagged by Grant Thornton India where professional judgements of credit ratings agencies were allegedly compromised while they assessed IL&FS group companies.  
According to the report, IL&FS Financial Services (IFIN) had invited an official of ratings agency Brickworks to a Real Madrid match in Europe, helped a senior person in Fitch Ratings in negotiating a Sameeksha Trust — the publisher of the prestigious academic journal Economic & Political Weekly in which former Icr chairperson DN Ghosh was associated.  
“The report chides cases where ratings and rationale were changed after a review and meetings with the company. Sources added the audit firm had also found instances where the ratings were allegedly ‘prepared’ by the erstwhile directors of the company.”  
The report, it is learnt, has also said there were instances where high ratings were eventually cleared despite concerns within agencies whether such ratings were justified.  
Four companies had been involved in rating various instruments of IFIN during 2013-2018 — Icr, CARE, India Ratings and Brickwork Ratings. More than ₹20,000 crore was invested by provident funds, mutual funds and insurance funds based on the audit reports and credit ratings assigned to different instruments of the company and its units.  
Replying to ET's query Icr said, “We are aware of the interim report commissioned by the board of IL&FS. We are reviewing the content of the report. However, we cannot comment on the accuracy of the information presented.”  
Brickwork did not reply to emailed queries until press time Thursday. Reacting to an earlier report on the CRAs, CARE Ratings had said, “CARE Ratings has provided all information to official agencies in this regard and we do not have any further comments to offer.”  
Various agencies like the Enforcement Directorate and the Serious Fraud Investigation Office (SFIO) are probing the books of IFIN.  
“The government-appointed new board of IL&FS has submitted the forensic report prepared by Grant Thornton to the Ministry of Corporate Affairs. Earlier, the SFIO in its charge sheet had mentioned certain email exchanges between the erstwhile IFIN directors where they allegedly discussed ways of getting favourable ratings.”  
Sources said the ministry may write to the regulators to tighten the framework

**Under the Lens**  
Icr, CARE, Ind-Ra & Brickwork rated various instruments of IFIN from 2013 to 2018  
Board submits CRT on CRAs to MCA  
Report says professional judgements of CRAs were allegedly compromised  
Role of CRAs being probed by SFIO, ED  
SFIO probing CRAs for alleged violations under Companies Act pertaining to fraudulently changing ratings to invest

for ratings firms. Credit ratings agencies are regulated by both Sebi and RBI. The development comes close on the heels of CARE Ratings and Icr sending their managing directors on leave on anonymous complaints received by Sebi.  
IL&FS has completed first phase of forensic audit on credit rating agencies engaged with group companies in last ten years. The audit evaluates the role of CRAs in rating various debt instruments and facilitating excessive borrowings from money markets across group companies that eventually led to defaults. Grant Thornton has submitted its findings in the interim report to IL&FS. “The IL&FS board said in a statement, “The mandate for the forensic report was to audit the role of CRAs and discover any possible wrongdoings in rating IL&FS group companies during the period of 2008 to 2018. The report has analysed several email communications between the erstwhile management and the representatives of credit rating agencies during the specified period,” it added.  
According to an industry official, while GT has pointed out cases where ratings were revised upward following a review, it has not mentioned the cases where ratings were not changed.  
“Reviews after assigning a rating and reconsidering the rating after listening to the company's views is a standard procedure in rating. One cannot put a question mark on such practice,” said the person.  
“While issues related to conflict of interest is a serious matter, we hope the findings do not lead to a witch hunt. For instance, Sameeksha is an old, respectable organisation where many senior people have been associated,” said a banker who regularly deals with ratings agencies.

## NCLT Allows MCA Plea to Implead 22 More Parties

More respondents to 343 in the case. The latest move to implead 22 parties includes leading auditors - Deloitte and BSR & Associates, an affiliate of KPMG.

**Our Bureau**  
Mumbai: The Mumbai bench of the National Company Law Tribunal (NCLT) has allowed the petition of the Ministry of Corporate Affairs (MCA) to implead 22 more parties as accused in the alleged financial misappropriation in the debt-laden infrastructure Leasing & Financial Services (IL&FS). This brings the total number of respondents to 343 in the case. The latest move to implead 22 parties includes leading auditors - Deloitte and BSR & Associates, an affiliate of KPMG.  
On Thursday, the division bench presided over by VP Singh and Ravikumar Duraisami allowed the inclusion of Udayan Sen, Deloitte Haskins and Sells LLP, BSR and Associates LLP, and Surinder Singh Kohli, an independent director of IL&FS Financial Services and others.  
“This is the case of siphoning off the public money which resulted in default of the respondent companies of about ₹30,000 crore and this is the biggest scam like Satyam,” observed the tribunal in its 40-page order. “It is also important to point out that seeing the gravity of the case, Union of India has filed public interest litigation under Section 341(2) of the Companies Act, 2013.”  
Other names include Kalpesh Mehta, Shahezad Dalal, Subhashishni Panse, all former board members of IFIN, along with the chief financial officer Deepak Pareek in the list of about two dozen fresh respondents.  
The auditors had argued that “Without prejudice to the fact that the audit of the financial statements of IFIN for the year ended March 2018 conducted by BSR jointly with Deloitte was in accordance with the requirements of the Auditing Standards issued by Institute of Chartered Accountants of India (ICAI) and there was no negligence on the part of BSR or the Proposed Respondents in the conduct of the audit inquiry.”  
“BSR was appointed for the first time as Statutory Auditor of Company in November 2017, for the financial year 2017-2018 and that too jointly with Deloitte Haskins & Sells,” said the tribunal in its order.

**Quality Council of India Invites Applications**

**13th Cycle of QCI-D.L. Shah Quality Award (Project based)**  
One of the most coveted awards at the national level. Started in 2007, it recognizes outstanding projects of establishments within India which have ensured continuous improvements on three aspects, namely, Operations & process/ Products & services/ Customers' & stakeholders' satisfaction  
Eligibility Criteria for the Award  
Any kind of establishment within India like: Any Govt. Enterprise | Manufacturing Industries | Service | Infrastructure | Financial Service | Hospitality | IT/ITES | Pharmaceuticals | Healthcare | Education | MSME | PSU | NGO and other sectors  
There are 3 levels of the Award: PLATINUM | GOLD | SILVER

**2nd Cycle of QCI-Quality Champion Award (Individual Based)**  
This Award aims to honor outstanding individuals who have demonstrated significant contribution in the field of quality (for example, outstanding promotional activities, innovation in approach, promotion, effective application of quality tools etc.) in any sector  
Eligibility Criteria for the Award  
Individuals from any sector, who have demonstrated an outstanding commitment to the Quality principles through its application, management, promotion etc. to elevate Quality in any sectors, are eligible  
There are 3 levels of the Award: PLATINUM | GOLD | SILVER

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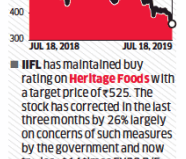






What to Buy, Sell and Hold

Heritage Foods Share Price on BSE (₹)



■ IIFL has maintained buy rating on Heritage Foods with a target price of ₹525. The stock has corrected in the last three months by 26% largely on concerns of such measures by the government as part of new trades at 14 times of P/E (adjusted for future P/E).

■ Edelweiss has maintained buy rating on NMDC with a target price of ₹135. The brokerage views the resumption of mining operations at Donimala operations as key positive for NMDC.

■ Phillip Capital has downgraded Colgate Palmolive India to sell and cut target price to ₹30 from ₹170. Volume growth trends are likely to worsen as despite putting in efforts to diversify into other products.

■ HSBIC has upgraded HDFC AMC to hold and raised target price to ₹2,280 from ₹1,400. HSBIC said the first quarter result of HDFC AMC surprised on profitability, driven by structurally lower commissions.

■ Investec has downgraded Mindtree to sell from hold and cut target price to ₹570 from ₹1,010. While uncertainty around a smooth management transition can be debatable, the cut in earnings is real, leaving little room for investors to manoeuvre around transition risks, said Investec.

■ Analysts are particularly worried about the bank's asset quality as total slippages doubled to ₹5,262 crore in the quarter ended June versus and as much as ₹2,100 crore came from loans rated BB and below, which were outside the bank's declared watch list of ₹1.5 trillion.

TRACKING STOPS for 335 stocks which include the likes of PC Jeweller, Monte Carlo and Manpasand as continued underperformance and governance issues keep investors away

Not Worth the Effort

Table with columns: Stocks, CMP (₹), 1 Year Return (%), Total Analysts Now, Total Analysts Year Ago. Lists companies like PC Jeweller, Manpasand Beverages, UFO Moviz India, etc.

Some of the companies where analysts discontinued coverage in the past one year include PC Jeweller, Monte Carlo Fashions, UFO Moviz India, Manpasand Beverages, RPP Infra Projects, Kellton Tech Solutions, Kwallity Technologies, Kwallity and Adlabs Entertainment among others.

There are several reasons for discontinuing coverage like corporate governance issues, steep fall in their stock prices, and non-availability of data, said Nikhil Pandey, head of research, ICICI Securities.

Table with columns: Stocks, CMP (₹), 1 Year Return (%), Total Analysts Now, Total Analysts Year Ago. Lists companies like Bank of India, Disin TV India, Union Bank of India, etc.

The CNX small-cap index has dropped 38% and the mid-cap index has declined 24% from their peak in January 2018. Many stocks have fallen 50-70%, erasing majority of the gains made in the last five years.

Coverage of Dish TV reduced from 30 brokages to 25 in the last one year, while that on CG Power has declined from 15 analysts to 6.

Day Trading Guide

After a sharp fall on the Index of close to 500 points, Nifty is now consolidating in a channel. On the higher side, Nifty faces stiff resistance at 11,720 and support of a rising trend line at 11,570.

AXIS BANK Near rising trend line support with rise in volumes on daily chart. LAST STOP ₹740.40 STOP LOSS ₹719

L&T Throw back of long term breakout supported by gap up zone at 1,400. LAST CLOSE ₹1,435.20 STOP LOSS ₹1,390

HERO MOTOCORP Below major moving average supported by RSI cross over. LAST CLOSE ₹2,479.60 STOP LOSS ₹2,540

INDIABULS HOUSING FINANCE Lower highs and below major moving average indicates weakness. LAST CLOSE ₹659.10 STOP LOSS ₹676

F&O Strategy SAHAJ AGRAWAL DVP-Derivatives, Research. FUTURE: SELL TITAN FUT JUL at ₹1,085; STOP LOSS ₹1,120; TARGET ₹1,010

Options: NIFTY PUT: BUY JUL 11,600PE at ₹60; SL: ₹35; TARGET: ₹30, ₹150. The sell-off yesterday after shifting the previous support zone of 11,650-11,700 is suggesting that Nifty is likely to see a fresh breakout.

Nifty Forms Bearish Belt Hold Looks Set for Deeper Fall

ETMarkets.com: Nifty50 witnessed profit taking on Thursday after three days of consecutive rise. The Index formed a Bearish Belt Hold candle on the daily chart, following relentless selling through the session.

Analysts said the Index would head for a deeper fall. The Index closed at 90.60 points, or 0.78% lower at 11,560. The close could be the ball rolling for a deeper correction, said Arun Kumar, Market Strategist at Reliance Securities.

On Friday if Nifty falls to take support around the moving simple moving averages of 11,500, a fresh breakdown can drag the Index below 11,700 level. Traders can make use of any bounce to create fresh short positions and look for an initial target of 11,510, Mohammad said.

PRICE EROSION of the stock makes routes like QIP tough as the levels of equity dilution will exceed the 10% ceiling it has set

Yes Bank's Caught in a Band

Street Outlook

Table with columns: Brokerage, Rating before result, Rating after result, Target Price (₹), Change (%). Lists companies like Antique, Credit Suisse, CLSA, etc.

Joel Rebelo@imesgroup.com slippages doubled to ₹5,262 crore in the quarter ended June versus and as much as ₹2,100 crore came from loans rated BB and below, which were outside the bank's declared watch list of ₹1.5 trillion.

Maquarie analyst Suresh Ganapathy reiterated the bank as 'No Bank' in a note on Thursday, raising doubts on the bank's management's ability to stick to its word when you include the likes of Dewan (DHL) and R-ADAG group finance firms only because, technically, they were rated investment grade?

Analysts are particularly worried about the bank's asset quality as total slippages doubled to ₹5,262 crore in the quarter ended June versus and as much as ₹2,100 crore came from loans rated BB and below, which were outside the bank's declared watch list of ₹1.5 trillion.

Target Prices Slashed, But Not All Views Are Negative

Our Bureau

Mumbai: Brokers slashed target prices on Yes Bank by as much as 80% on Thursday after the private sector lender reported weak asset quality for the June quarter. The weak result and the target price cuts by leading brokages pulled the stock down to an over five-year low in-traday before ending down 12.8% at ₹65.90.

The biggest cut in target price came from Kotak Institutional Equities which lowered the target price by 59% to ₹70 and maintained a 'Hold' rating. Phillip Capital, Nomura, Edelweiss and Credit Suisse cut target price by 50% or more.

The real challenge here is to ascertain the quality of the book and enormous trust deficit created by the management. How can anyone believe that it is being sold? I am in shock that when you include the likes of Dewan (DHL) and R-ADAG group finance firms only because, technically, they were rated investment grade?

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US Stocks Drop on Earnings Flurry; Treasuries Decline

Bloomberg

US stocks extended losses into a third day as investors watched corporate earnings and the outlook for global trade. Treasury yields fell as investors bet on a rate cut.

The Nasdaq-100 Index underperformed and the NYSE Feddex Index tumbled after FedEx Inc. shocked investors by reporting a 40% increase in earnings.

Investors have fully priced in a quarter-point cut by the Fed later this month. While that's the likeliest outcome, there's also a "meaningful chance" of a half-point rate cut, according to Pacific Investment Management Co.

Elsewhere, oil tumbled amid signs of increased Russian crude output and continued pressure from President Donald Trump and Xi Jinping's rising doubts about whether the US and China will actually return to the negotiating table to overcome their much deeper differences.

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

Large table with multiple columns: MARKET SNAPSHOT, ADVANCE & DECLINE, HIGHS & LOWS, FI ACTIVITY (₹ Cr), MF ACTIVITY (₹ Cr), F&O Corner-NSE, Positive Trend, Negative Trend, Turnover Cash Market, ET Indices, Best Returns on Prices, Worst Returns on Prices, Active Calls, Active Puts, Market-Wide Position Limit, Top Sectoral OI Gainers, Top Sectoral OI Losers.















QUICK HITS

UK Lawmakers Back Proposal to Hamper a No-Deal Brexit

London: British lawmakers on Thursday backed proposals to make it harder for the next prime minister to force through a no-deal Brexit by suspending parliament, showing again their determination to stop a divorce from the European Union without agreement. Boris Johnson, the clear frontrunner to succeed PM Theresa May next week, has said UK must leave the EU on Oct. 31 with or without a deal. He has refused to rule out suspending, or proroguing, parliament to prevent lawmakers from passing legislation to block his exit plan if he tries to exit without a deal. Reuters

Argentina Names Hezbollah as Terrorist Organisation

Buenos Aires: Argentinean authorities designated Hezbollah, which it blames for two attacks on its soil, a terrorist organisation on Thursday and ordered the freezing of the Lebanese Islamist group's assets in the country. The announcement coincided with a visit by US Secretary of State Mike Pompeo as Argentina marks the 25th anniversary of the deadly bombing of a Jewish community center in Buenos Aires in which 85 people died. Argentina blames Hezbollah for attacks on the Israeli embassy in Buenos Aires in 1992 that killed 29 people. Reuters

EU Parliament Condemns US Treatment of Migrants Strassburg

Strasbourg: The European Parliament on Thursday condemned the US treatment of migrants arriving at its border with Mexico, drawing a rebuke from the American ambassador in Brussels. The parliament passed a motion deploring what it called the "appalling conditions" in US immigration detention facilities. Gordon Sondland, the US ambassador to the EU, said the parliament had "missed the mark" and that Washington was seeking to protect legitimate asylum seekers while deterring "those with false/meritless claims". AFP

US Ban on Myanmar Army Chief Not Enough, Says UN

Kuala Lumpur: A UN travel ban on Myanmar's army chief and three other top officers for their role in orchestrating a crackdown against Rohingya Muslims does not go far enough, a UN rights investigator said on Thursday. The sanctions announced on Tuesday were the strongest since 2009 from a Western power since the army launched its offensive against the Rohingyas. US Secretary of State Mike Pompeo said army chief Min Aung Hlaing and the other officers were responsible for human rights violations. AFP

Impeachment Bid Fizzles as Trump Escalates Attack on Democrats

Trump moves to rally his supporters after sparking outrage with attacks on Congresswomen

Washington: A fired-up Donald Trump took aim once more at Democratic lawmakers who "hate" America as he hit the campaign trail on Wednesday, hours after an opposition bid to impeach the US president over "racist" attacks was shot down in Congress. Egging on a sea of supporters in Greenville, North Carolina, Trump roiled off the names of the ethnic minority congresswomen whom he has urged to "go back" to their countries of origin in a series of incendiary tweets.



TRUMP'S ATTACKS HAVE widely been seen as a bid to rally his right-wing base as the 2020 White House race heats up

nate the values that built this magnificent country." Pouring scorn on both the House of Representatives and the Democratic-controlled chamber. "The way they speak so badly of our country," Trump told his supporters, decked out in the colors of "Send her back!" the crowd roared when Trump cited Ihan Omar — one of just two Muslim women in Congress, whose criticism of Israel has been deemed anti-Semitic by many lawmakers.

The Mexican border to concentration camps. Trump's attacks have widely been seen as a bid to rally his right-wing base as the 2020 White House race heats up — at the risk of inflaming racial tensions and deepening partisan divisions in America. But even as anger simmered in Democratic ranks, many in the party joined Republicans in the House of Representatives in voting to block an attempt to launch impeachment proceedings against Trump — illustrating divisions in the Democratic-controlled chamber. AFP

US Sending 2,100 More Troops to US-Mexico Border

Washington: The Trump administration will deploy some 2,100 more troops to help "secure the southern land border of the United States," the Defense Department said in a statement on Wednesday. Up to 1,000 of the troops will be members of the Texas National Guard. About 750 of them will assist the Department of Homeland Security "with operational, logistical, and administrative support" at temporary adult migrant holding facilities in Donna and Tornillo, Texas, according to the Pentagon statement. "Migrants will be supervised by DHS law enforcement personnel," it added. Another 250 members of the guard force would be stationed at ports of entry along the border. About 100 active-duty members of the armed forces would also be deployed in various roles, the Pentagon said. As of Aug. 8, there were about 4,000 service members at the border, the statement said on Wednesday night. Bloomberg

At Least 33 Dead in Suspected Arson at Japan Animation Studio

Tokyo: A suspected arson attack at an animation production company in Japan killed 33 people and injured dozens more on Thursday, after a man reportedly doused the building with flammable liquid and shouted "drop dead."

Iran Says It has Seized Foreign Tanker as Gulf Tensions Deepen

Dubai: Iran said on Thursday it had seized a foreign tanker smuggling fuel in the Gulf, and the US military commander in the region said the United States would work "aggressively" to ensure free passage of vessels through the vital waterway.

US Bars Turkey from F-35 Programme over Russian Missiles

Washington: The White House confirmed on Wednesday Turkey would be excluded from the F-35 stealth fighter jet programme after it purchased a Russian missile defence system in defiance of warnings from Western allies.

A motive for the apparent attack remained unclear hours after the blaze, if arson is confirmed, the attack will be among the deadliest criminal acts in decades in Japan, where violent crime is extremely rare. The fire gutted the three-storey building in the city of Kyoto that housed Kyoto Animation, behind famous anime productions. The incident sparked an outpouring of support from the industry and fans worldwide, including a fundraising campaign. On Thursday evening, a local fire department said the toll stood at 33 dead, "of the 33, 22 died on the ground floor, 11 on the second and 30 on the third and also on the staircases that lead to the rooftop," the official told AFP. At least 20 people were injured, including 10 in serious condition, he said, adding that all those inside the building during the blaze were now accounted for. AFP

Since mid-May, attacks on tankers near the Strait of Hormuz have unsettled crucial shipping lanes that link Middle Eastern oil producers to markets in Asia, Europe, North America and beyond. Iran denies involvement but has threatened to respond robustly to US sanctions that have followed President Trump's abandonment of a 2015 treaty in which Iran agreed to restrict nuclear work in return for the lifting of sanctions. Reuters

US said the F-35 fighter "cannot coexist with a Russian intelligence collection platform that will be used to learn about its advanced capabilities". Grisham said that Washington had made "multiple" offers of its own Patriot missile defence system to Turkey, but Ankara went ahead and acquired the Russian system, running counter to a Nato pledge to avoid adopting Russian systems. Grisham added that the United States "still greatly values" its strategic relationship with Ankara and would "continue to cooperate with Turkey extensively, mindful of constraints due to the presence of the S-400 system in Turkey". AFP

TIPS, TRIVIA & TRENDS

US Senator Calls for Investigation into FaceApp

Popular Russia-based application FaceApp, which allows users to change their appearance to look older or younger, came under fire in the US Wednesday, with one senator calling for an FBI investigation. Senate Minority Leader Chuck Schumer called for the FBI and the FTC, the US consumer protection body, to "look into the national security & privacy risks" connected to FaceApp, which is used by millions of Americans but was developed by a Saint Petersburg-based company.

You had the Nobel Prize? Trump Learns of Yazidi Activist Murad

US President Donald Trump on Wednesday appeared unfamiliar with the work and cause of Nobel laureate Nadia Murad (left) as she pleaded with him to help the Yazidis of Iraq. Murad, 26, was one of thousands of girls from the ancient faith abducted by the Islamic State group as they overran swathes of Iraq in 2014. Joined a group of survivors of religious persecution who met in the Oval Office on the sidelines of a major meeting at the State Department. After Murad explained how her mother and six brothers were killed and that 3,000 Yazidis remained missing, Trump said, "And you had the Nobel Prize? That's incredible. They gave it to you for what reason?" Trump also appeared at a loss when Murad asked him to press the Iraqi and Kurdish governments to create safe conditions for the Yazidis to return. "But ISIS is gone and now it's Kurdish and who?" Trump asked, before later telling her, "I know the area very well." AFP

Charges Dropped in Sex Assault Case against Kevin Spacey

Prosecutors dropped sexual assault proceedings against Kevin Spacey on Wednesday as the case against the Hollywood star collapsed over his alleged victim's refusal to testify. William Little had accused Spacey of groping him in a bar in July 2016. But prosecutors, who filed a formal notice of abandonment of indictment and battery indictment due to the unavailability of the complaining witness. Little chose to plead the Fifth Amendment, which allows witnesses and the accused not to testify so as not to incriminate themselves, after it was revealed that his cell phone may have been compromised. Little has said he took a smartphone video of the incident, which he says took place when he was 18-year-old busboy in the bar and restaurant. But the phone — which the defence wanted to examine — has disappeared, as confirmed by Little and his parents, who were also arrested on charges. A police officer said he returned the phone to the family after extracting all the information but admitted he neglected to ask for a receipt upon its return. The family said they never received it. AFP

Toxic Toads Found near Sydney

A toxic cane toad prevalent in Australia's tropical north has been captured near Sydney, sparking fears the invasive species could be spreading to cooler weather and adapting to southern conditions, further threatening the country's unique wildlife. A local family caught the adult male toad about 50km north of Sydney on Tuesday, the first time one of its kind had been found within the area, the Australian Reptile Park said. The toad has a highly poisonous venom that kills predators that try to eat them, causing catastrophic declines in native wildlife populations in northeast Australia. Conservationists are concerned that the tough and adaptable pest, introduced from Central America in 1935 to control beetles in sugarcane fields, may be adjusting to the climate in southeast Australia amid an increasingly mild winter. AFP

Crossword

7463  
ACROSS  
1 The old den victories by youth leader (7)  
2 Swedish group vacating cosy fire in monetary (6)  
3 Experienced person's historic set of cards (8, 4)  
4 Sound effect waving trumpet solo puts out? (7)  
5 Briefly imitate policeman (3)  
6 He spots future stars - latest count disputed (6, 5)  
7 Private meal with no starter (5)  
8 Bring back guides gallery added (9)  
9 Engineers ground after breaking instrument (4, 5)  
10 Perfect communion by trader? (5)  
11 Bullly using this unnamed English artist's account (6, 5)  
12 It's there in the Ozarks here and there (3)  
13 Animals almost bluish, meeting their royal patron? (7, 4)  
14 Prosper with or without sons (7)  
15 Some boys throw out marine creature (7)  
16 There's no way out of this dull tale (4, 3)

7463

DOWN  
1 Ace leaves coaching ground? They may be in the soup (9)  
2 When statesmen celebrate futuristic film (12, 3)  
3 Take a bath with lathers, past part standing up (3)  
4 In the Alps, sort of melody with no intrusion? (5)  
5 Pupils are asked to pay this, creating a strain, say (9)  
6 It's a bit of a mess (5)  
7 Cleo must choose a whipped dessert (9, 6)  
8 In 1900, producing swelling (6)  
9 12 more doctors open trunk (5)  
10 Medic wears Sierra G before trial of rally (9)  
11 Joins up, causing ruckus (5)  
12 Again employ that woman, raising July (6)  
13 Youth grabs mile awfully fast (4, 3)  
14 Group of science lecturers return (5)  
15 Plant with branches, not large at first (5)  
16 Piece of avocado or tuber cut/sliced in Peru (3)

HIDATO

7463  
SOLUTION TO No. 7462  
ACROSS: 1 Sacrificial 9 Lactalol  
10 Eatable 11 Ass 12 Synergy  
13 13 in 14 15 5 Others  
17 Exist 18 Crypt 20 Inset 22 Tod  
24 Provost 25 Strangle 26 Nur  
27 Tonal 28 Imagination 29 Nursing  
DOWN: 1 Secondary modern  
2 Cheerio 3 Inlay 4 Ice sheets  
5 Intense 6 Inland intensive  
7 Closet 8 Jet set 16 Ho! polloi  
18 Capote 19 Thin air 21 Tornados  
23 Dreamy 25 Sting  
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7463  
HIDATO  
Solve the puzzle  
Yesterday's puzzle solution:  
33 31 19 20 21 15 13 7  
32 20 20 22 14 12 8  
28 27 20 23 24 11 10 9

7 LITTLE WORDS

Find the 7 words to match the 7 clues. The numbers in parentheses represent the number of letters in each word. Each letter combination can be used only once, but all letter combinations will be necessary to complete the puzzle.  
CLUES SOLUTIONS  
1 Italian fashion giant (5) 1 New Orleans Saints' venue (9)  
2 It makes wood burn slowly (9)  
3 Argentine cowboys (7)  
4 subtraction leftovers (10)  
5 spray bottle (6)  
6 Iowa-based window maker (5)  
PE LOU SUP MA ESS  
CH DE KIN TER ERD  
MIS OME IN CCI RE  
PUN LLA OS GAU RS  
Yesterday's Puzzle 1. PROCKED 2. COLLICED 3. REARRANGING 4. CHIMPIN 5. MERRHOPED 6. CATCHES 7. ZWANNIDA

Dilbert

WE NEED TO DO SOMETHING ABOUT OUR EMPLOYEES BEING HOMELESS.  
HOUSING COSTS TOO HIGH AROUND HERE.  
MAYBE WE COULD TRY THEM MORE.  
I WAS THINKING MORE ALONE. THESE LINES OF PRETENDING TO BE CONCERNED.  
I LIKE WHERE YOU'RE GOING WITH THIS.

by S Adams

Cartoon illustration of Dilbert and his boss.

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Since the inception of Startup India, the government has come up with a wide array of schemes and funds to encourage the launch and growth of businesses in the country

## A BIG BOOST FOR START-UPS



**APARNA BANERJEA**  
@timesgroup.com

The Indian start-ups have been rising mainly due to the high aspirations of Indian youth. Government initiatives like Make in India and Startup India are aimed at creating a productive and growing ecosystem for business and are constantly working towards promoting ease of doing business in the country.

### INDIA'S POSITION IN GLOBAL START-UP COUNT

According to data analysts and reports, close to 4,400 technology start-ups exist in India and the number is expected to reach

### MAJOR BOOST FOR START-UPS IN 2019 UNION BUDGET

#### RELIEF FROM ANGEL TAX

Start-ups and their investors who provided requisite declarations on their returns will not be subjected to scrutiny under angel tax in share valuations. Investors and sources of funds will be e-verified.

#### LOWER SCRUTINY

Non-scrutiny of valuations by tax officials has been extended to start-ups to get funding from category II alternative investment funds (including PE and debt funds).

#### ELECTRIC VEHICLES

The Union Budget 2019 has announced incentives to purchase electric vehicles. It also pushes for an increase in the charging infrastructure of EVs.

over 12,000 by 2020. India is also at the third place behind US and UK in terms of the number of start-ups. Furthermore, in line with its global counterparts, India has its own billion-dollar club to boast about.

Since the inception of the programme, the Indian government has come up with a wide array of start-up schemes and funds to encourage the launch and growth of start-ups in the country. Of the many initiatives, Fund of Funds and tax exemption have been gaining popularity across the entrepreneurs' community. Furthermore, to catalyse the process of start-ups, the government in May this year recognised one start-up per hour that may be eligible for tax breaks and incentives. "Since the beginning of Start-up India Initiative, around 18,861 start-ups have been recognized by DPIIT (Department for Promotion of Industry and Internal Trade). In May 2019 only, 814 start-ups have received recognition. This is more than 1 start-up every hour! These entities are spread across 513 districts of 29 states and 6 UTs," Department for Promotion of Industry and Internal Trade secretary Ramesh Abhishek tweeted.

Recognition of start-ups is a formal acknowledgement of their inclusion in the start-up ecosystem, after which if they comply with a series of criteria before being eligible for tax breaks and other incentives. The government has reconstituted an inter-min-

isterial board to review applications from start-ups for tax relief. The benefit under section 80IAC allows start-ups with up to Rs 25 crore in sales to deduct their entire income from eligible operations while calculating taxable income. This benefit is available for start-ups incorporated within five years starting April 2016.

### IMPACT OF BUDGET 2019

The Union Budget 2019 announced recently by Finance Minister Nirmala Sitharaman came as a relief to many entrepreneurs, especially in regard to angel tax. However, even before the budget, the government in February eased rules for granting relief to start-ups facing tax demands for selling shares at a premium to their fair market value. It also expanded eligibility of companies that could benefit from the move. The relief from the so-called angel tax was also extended to all eligible start-ups retrospectively, with the government deciding not to pursue such cases until their appeals were disposed of. That decision was aimed at encouraging wealthy individuals to invest in start-ups that receive capital at a premium on account of their innovative business model although the valuation is not justified by the physical assets they hold.

In addition to this, in a major push to thousands of start-ups in India, the government announced a host of incentives to "re-lease the entrepreneurial spirit" in the words of Sitharaman. These include a TV programme exclusively for start-ups, easing foreign direct investment rules into start-up segments like grocery, e-commerce and food delivery, proposing a host of enhancements to the digital payment systems ecosystem that would help fintech start-ups, incentives for electric vehicles that would help EV start-ups, and ensuring that start-ups do not feel the heat of angel tax from I-T authorities. In addition, the period of exemption for capital gains arising from the sale of house for investment in start-ups was also extended to March 31, 2021. It is, therefore, important to mention that the budget indicates the government's intent to boost ease of doing business for start-ups.

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Social  
animus  
Tips to deal  
with anxiety  
P2



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# Achy, breaky sport

Last Sunday ended in heartbreak for the New Zealand team and Roger Federer. Here's a look at how some who suffered agonising defeats bounced back

akshaya.sawali@timesgroup.com

New Zealand, Federer. Disbelieving eyes and bruised hearts. Ceremonial cigars until. Sport, you were Satan on Sunday. Congratulations to England and Novak Djokovic, winners of their respective encounters. But New Zealand did not deserve to lose at Lord's. Across town at Wimbledon, Federer deserved to win. And so the agony over their defeats outweighed the applause for their conquerors.

Professional athletes are trained to handle victory and defeat both. Above the door to Wimbledon's Centre Court hangs a line from Rudyard Kipling's poem, *W—*. "If you can meet with triumph and disaster, and treat those two impostors just the same."

However, it's easier poetised than done. Especially when the defeat is as crushing as Sunday, when a legacy-cementing victory is in sight, but vanishes, reducing Everest-like effort to naught. "Feel the pain, that's how it will ease," therapists will tell Kane Williamson's unit or to Federer.

Holidays and the embrace of loved ones will bring more healing, as will a reminder of serious global problems. In comparison of which a sporting result is trivial.

But a part of them will be scarred for long, or forever.

Never forgotten

The great Indian sprinter Milkha Singh has still not forgotten the

pain of missing out on an almost certain medal in the 1960 Rome Olympics. In the 400-metre final, the Flying Sikh made a blistering start, but slowed down to conserve himself for the finish. He never recovered and finished fourth.

"All through my life, I have been tormented by the fatal mistake I made in Rome on the day of the 400-metre race," Singh wrote in a memoir. "The one medal I had

yearned for throughout my career had just slipped through my fingers because of one small error of judgement. Even today, if I look back on my life, there are only two incidents that still haunt me — the massacre of my family during Partition and my defeat at Rome."

The situation is worse if you are an Indian sportsman who falters in a big match against Pakistan. In the 1982 Asian Games, India lost the hockey final 7-1 against their rivals. India's goalkeeper, Mir Ranjan Negi, was accused of having received ₹7 lakh in

bribes from Pakistan (a lakh for each goal). His story formed the basis for *Chak De! India*. In 1986, Chetan Sharma suffered similar castigation after he conceded a last ball six to Pakistan's Javed Miandad in Sharjah, although he was largely spared the anti-national angle. The public, in its infinite wisdom, forgave that it was a game and overreacted to the honest mistake of a 20-year-old boy.

Negi dealt with the trauma by playing sports. Sharma continued to be a key bowler for India and became the first Indian to take a World Cup hat-trick in 1987. He also began to see the lighter side of things and stopped expecting people to avoid the Sharjah question.

"Even today, it is the first thing people ask me when they meet me," Sharma said in an interview. "*Badnaami main bhil naam hai* [there is fame in infamy]. God chose to make me famous like this, then I have no option. I don't get irritated any more with the questions."

In a TV interview many years ago, Negi said, "I feel the ground is a big stress-buster. You play golf, you play hockey, anything on the ground, and when you come to the ground you forget everything else. You just see the ball. My friends [and teammates] Joachim Carvalho, Merwyn Fernandes, they all pulled me back to the ground. 'You must play, you must coach', they said.

I continued playing for Bombay and I was playing well. Then I started coaching and continued to do so."

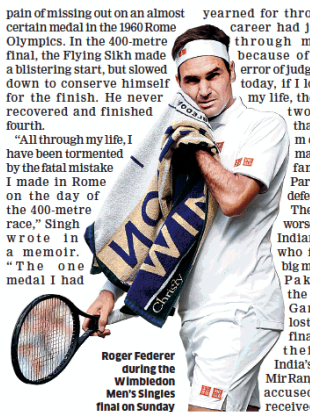
Lost, but not out  
Sachin Tendulkar had a bountiful career but he too stomachached tough losses, especially in the '90s when the team depended almost entirely on him. In 1999, against Pakistan in Chennai, Tendulkar batted through back spasms and heat to score a heroic century and bring India on the verge of victory.

The ones who followed him in the batting line-up could not score 17 runs all put together. In the dressing room, Tendulkar was in tears and did not come out to accept the man of the match award. Music and family — his two pillars throughout his career — helped him move on.

Few sporting defeats were as heart-rending as Jana Novotna's against Steffi Graf in the 1993 Wimbledon final. Novotna was a point away from leading 5-1 in the last set. On the threshold of her biggest achievement, she crumbled, losing 17 of the next 21 points. An English newspaper called it a Kafkaesque self-destruction. At the presentation ceremony, Novotna famously broke down on the shoulder of the Duchess of Kent, Katharine.

What helped Novotna get through was that she overnight became a crowd favourite. "The next day, because of everything that happened during the ceremony and during the match, I was on the front page of every newspaper. I felt like a winner," she said.

Also, she was only 25 and had the time and the serve-and-volley game to eventually win Wimbledon. She did it five years later. Handling her winner's trophy was the Duchess. Cancer claimed Novotna at age 49 in 2017. But she'd been happier that the most important chapter of her short life — her Wimbledon dream — had a glorious end.



Roger Federer during the Wimbledon Men's Singles final on Sunday



Milkha Singh in the semi-final of the men's 400-metre in Rome



Chetan Sharma continues to be reminded of Javed Miandad's last-ball six



Sachin Tendulkar's valiant century against Pakistan was in vain, and reduced him to tears



Jana Novotna was comforted by Katharine, Duchess of Kent, after the tennis star lost to Steffi Graf

## BIG SHOT

TOGETHER BY DESIGN  
It's not all work and no play for model, designer and designer Michael Kors, who came together for an event in New York recently



A still from *When Harry met Sally*

## Recreating the original deep fake

In a *When Harry met Sally* salute, a New York deli contest invited all to "have what she's having"

It was the orgasm heard around the world. In the 1989 movie *When Harry Met Sally*, actor Meg Ryan's loud rendition of a woman faking a climax while seated at a New York deli stands as one of the most memorable moments in film history.

Katz's, the deli where the scene took place, ran a contest recently to mark the 30th anniversary of the movie's release, inviting anyone who wants to "have what she's having" to sit at the same table in the Lower East Side landmark and imitate Ryan's famously

performance in awe and tells a waiter: "I'll have what she's having." The appeal of Ryan's performance is the way her character humbles her over-confident companion Harry, played by Billy Crystal, who insists women never faked orgasms with him. "It's just that all men are

sure it never happened to them and most women at one time or another have done it, so you do the math," she says. When Harry insists he surely would have been able to tell the difference, she begins fake moaning, building to loud cries of imitation ecstasy. Ryan's sudden downshift after her moaning ends tells Harry that any woman is fully capable of faking it.

Popularity with New Yorkers since its founding in 1888, the family-run business specialising in pastrami sandwiches became an international tourist spot after the film.

The most famous line in the scene belongs to another deli customer, a middle-aged woman who watches Ryan's table-pounding

The deli where the scene was filmed was founded in 1888. It has become a tourist spot since the release of the film in 1989

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## green screen

### HOW VITAMIN DEFICIENCY COST A CRUSADING KING HIS LIFE

Forensic analysis reveals that scurvy was the undoing of France's King Louis IX

He was the last of the crusader kings who was thought to have died of the plague as he made one last — rather roundabout — attempt to recover the Holy Land. But it now appears that France's King Louis IX died because he committed the cardinal error of many a colonial invader: Not eating the local food.

An international team of researchers led by celebrated French forensic pathologist Philippe Charlier, whose Twitter handle translates as Doctor Too Late, now believes he fell prey to scurvy.

Caused by a lack of vitamin C, the painful and potentially fatal disease was the scourge of sailors until the turn of the 19th century. While the local food in Tunisia, where the Eighth Crusade landed in 1270, contained lots of vitamin-C-rich salads and citrus fruit, the crusaders' meat-heavy diet and King Louis IX's extreme piety appears to have been his undoing. The king lived on fish, a more humble food associated with abstinence in the Middle Ages.

"His diet wasn't very balanced," said Charlier, who has also examined the heart of Richard the Lionheart and confirmed that a jawbone held in Moscow belonged to Adolf Hitler. "He put himself through all manner of penance and fasting. Nor was the crusade as well prepared as it should have been," he said, adding, "They did not take water with them or fruit and vegetables."

Plagued by disease Charlier and his team used carbon 14 dating to authenticate that the jawbone held in a reliquary at Notre-Dame-cathedral in Paris belonged to the king — also known as Saint Louis — who died five weeks after landing at Carthage. Examining the bone, he said it was clear that King Louis IX suffered from scurvy, "which attacks the gums and then the bone". He "did not die from

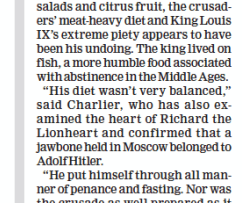
plague," as historians had always thought, Charlier added. "The scurvy is certain, but one cause of death can also hide another," said the paleopathologist. Chroniclers at the time recounted in gory detail how the king "lost his teeth, spitting out bits of his gums, which is consistent with what we see on his mandible," the pathologist said.

As much as a sixth of the French army may have perished from dis-

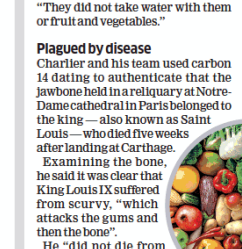
ease — including Louis's son John Tristan — as they besieged Tunis in the summer of 1270. Body of evidence The new scientific report in the *Journal of Stomatology, Oral and Maxillofacial Surgery* said that weakened by scurvy, Louis could have succumbed to another condition. "Tradition has conserved a cause of death as plague but this could be related to a bad translation of the ancient word 'pestilence,'" it added. "That he died of the plague is still there in the history books," Charlier said, "and modern science is there to rectify that."



Researchers said that King Louis IX, weakened by scurvy, could have succumbed to another condition as well



As much as a sixth of the French army may have perished from disease



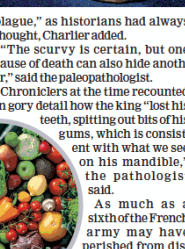
As much as a sixth of the French army may have perished from disease



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But the French were not the only ones to suffer during the crusade. De Joinville described both armies were decimated by trench disease, a louse-borne illness that also hit soldiers fighting in World War I.

King Louis IX was an inveterate crusader leading both the Seventh and Eighth Crusades. The Seventh Crusade was a disaster too. After initial success following his landing in Egypt in 1249, it ended with him being captured and ransomed by Cairo's Mamluk rulers.

As much as a sixth of the French army may have perished from disease

As much as a sixth of the French army may have perished from disease

# Push past social anxiety

Does answering the telephone or dealing with large groups make you anxious? Try these tips to deal with crippling social anxiety



shannon.teills@timesgroup.com

**T**rapped in an endless spiral of "what ifs"? Constantly replaying scenarios — both past and future — in your head? You could be one of the 13 per cent of people affected by social anxiety disorder (SAD), like Grammy-award artist Ed Sheeran.

The British singer recently opened up about his struggle with social anxiety and large groups of people. He confessed to cutting down his friend circle to four people, discarding his phone and moving to the country to deal with the crippling anxiety.

### Anxious or shy?

People often mistake shyness for social anxiety, but the two are different. Unlike shyness, social anxiety is a long-lasting and overwhelming fear of social situations. Those with SAD have trouble making friends, maintaining relationships, talking in public or building a career. Social anxiety

**Deepika Padukone sought professional help in 2014 to help her cope with anxiety and clinical depression**



Snap co-founder Evan Spiegel developed an alcohol reputation due to his reluctance to engage with employees



While speaking about his social anxiety, Ed Sheeran said, "I don't like large groups of people"

ty often plagues normal every day activities like starting conversations or answering the phone.

If you struggle with large groups of people or clam up at dinner parties, here are a few tips to break you out of your shell:

### Say yes

Although it can be tempting to avoid all social situations, it's important to get yourself out of the house. If you've gotten into a rut of saying no to everything, say yes once in a while. Start by joining your co-workers for a coffee break. Although you may feel anxious at first, the more you push yourself out of your comfort zone, the less fearful you will become.

If you feel anxious, be prepared to evade a panic attack. Carry prescribed medication, rehearse the stories that you would like to tell or find a quiet corner during parties to recharge.

### Get some exercise

If you don't exercise regularly, you ought to start. Regular exercise reduces

anxiety and offers a great opportunity to build up your social skills in a non-threatening environment. Sign up for a beginner's yoga class or join your local laughter club.

### Take the wins

Sometimes, people with social anxiety spend so much time replaying their behaviour or focusing on alternate scenarios that they forget to have fun or laugh. Take the time out to record small wins during the day. Did you greet your neighbour? Did you start a conversation with someone? Penning your thoughts helps you notice negative patterns, which social situations trigger and which solutions work. While you won't go from socially anxious to a social butterfly overnight, maintaining a daily journal will show how much you've improved. Build on these small achievements.

### Find support

One of the hardest parts of social anxiety is that it is usually a private battle. If you really want to move past your anxiety, open up to at least one person. This could be a trusted friend, a professional therapist, an online support group or even a mental health helpline. Finding someone who understands can be comforting. Having another person to talk to will also keep you accountable to your own progress.



### my picks



**H R Srinivasan**  
Vice Chairman & Managing Director, TAKE Solutions

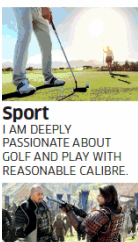


**Book**  
**THE ART OF WAR**  
BY SUN TZU FOR ITS LUCID CLARITY ON STRATEGY AND TACTICS.

**Music**  
THE BEATLES - THE INTENSITY OF EACH SONG IS EXHILARATING.



**Style**  
I PREFER BESPOKE CLOTHING TAILORED BY SYED BAWKHER. OFF THE SHELF BRANDS SELDOM OFFER A PERFECT FIT, BUT I HAVE A PREFERENCE FOR POLO BY RALPH LAUREN.



**Sport**  
I AM DEEPLY PASSIONATE ABOUT GOLF AND PLAY WITH REASONABLE CALIBRE.



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## GET THE LOOK RAIN CHECK

Travelling for work in the downpour? These things will keep you covered

gynda.aves@timesgroup.com

- Cornellani long-line jacket** Price on request
- Da Milano passport case** ₹4,999
- Tumi trolley bag** Price on request
- Cole Haan Oxford shoe** ₹18,999
- Rolet yacht master watch** on request
- Brune leather laptop sleeve** ₹2,999
- Xech flask & bluetooth speaker** ₹1,499

### HOW TO

- With the weather going from one extreme to the other, it's best to have all your bases covered. A good all weather jacket is essential. Opt for one that is long so that your pants stay partially dry as well. Apart from a jacket, a good pair of waterproof shoes is a must.
- Ensure you stay relaxed when faced with delays caused by the weather. The little things matter. A good neck pillow, a flask filled with your favourite coffee and music are some of the things you can carry along with you.
- Your documents and gadgets need to stay dry in the downpour. Make sure these valuables stay protected with cases.



## When Mercury makes you ex 'communicate'

What happens when the planet in charge of intelligence, communication and timing is in retrograde? Well, astrologers say that it makes people take a step backwards, causing many of them to contact their exes.

But first, what really is mercury in retrograde? According to NASA, "retrograde motion is an apparent change in the movement of the planet through the sky. It is not real. In that the planet does not physically start moving backwards in its orbit. It just appears to do so because of the relative positions of the planet and Earth and how they are moving around the Sun". Mercury is said to be in retrograde from July 7 to July 31.

Astrologers have suggested that the planet's backward motion is making us nostalgic. This means that old lovers are coming back, sometimes for closure, sometimes to set the record straight.

You may wonder if this is a good thing. If your relationship was messy, physically or emotionally, then keep your former lover at arm's length. There's a reason you broke up. In that case, don't drink tea then back and reopen old wounds, let alone meet up for a finalting.

Sometimes, though, the contact from your ex is the equivalent of gentle waves, reminding you of the person you were and how far you've come. And in those very rare, the "universe has planned this" scenarios, this blast from your past could be a second chance at love. Just one piece of advice — even if Mercury is moving backwards, you need to emotionally move forwards.

— Agencies

## style shoo-in 'OVERDRESSING IS THE WORST THING YOU CAN DO'

The founders of a cult shoe brand reveal that both men and women make the same key fashion mistake

businessinsider.in

Bo van Langeveld and Allan Baudoin come from different worlds, but created the cult loafer brand Baudoin & Lange in 2016. Van Langeveld was working in investment banking when he realised senior men in the company were wearing well-tailored suits with bad shoes. At the same time, ex-Apple employee Allan Boudin was learning the art of bespoke shoemaking. Boudin revealed that the worst style mistake both men and women make is overdressing. "I would advise men to always approach how they dress by thinking who they will encounter on their outing, in which environment, and how these people will likely be dressed," he said.

**Go for nonchalance**  
"For example, at a wedding, the classic rule is for the groom to always be the most formally dressed (morning suit or tuxedo) so that no guests should feel ashamed if they were to come overdressed. This explains that." For women, he added:

"Many women wonder what makes Parisian chic what it is. It is often about embellishing details in a subtle and natural manner and playing with the limits of nonchalance. Most real Parisians only wear high heels to very formal events, hence the popularity of ballerinas and loafers there."

**Pair suits with stylish shoes**  
Meanwhile, Van Langeveld's biggest bugbear is bad shoes in the workplace. "Many people often disregard the need for a smart pair of comfortable, yet stylish shoes," he said. "It's not uncommon to see men with expensive suits, which are ruined by a scuffed pair of unpolished dress shoes. It can be difficult to strike the correct balance between style and comfort, something that looks good and feels good, and is therefore overlooked by many men and women." One more thing: "Men should always invest in a proper briefcase, as opposed to a backpack," according to van Langeveld.

# Making a smart home with connected devices

businessinsider.in

Although the Google Home and Alexa ecosystems might be larger, Apple's HomeKit is ideal to base your smart home around if you prefer a carefully curated selection of smart products. Here are some of the HomeKit-compatible products that are vetted by Apple and made to work seamlessly with Mac, iPhone and Apple Watch:



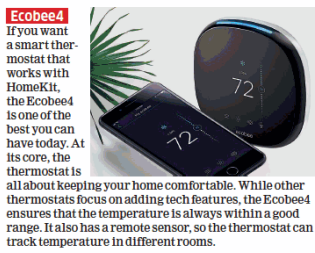
**Philips Hue Lightstrip Plus**  
Looking to expand your lighting setup and add some accent lighting to your home? Then the Philips Hue Lightstrip Plus is the way to go. It needs a Philips Hue hub to operate and if you already have one, then the Lightstrip Plus is a great addition to any home. The Hue Lightstrip Plus can be as long as you want it to be. It is relatively flat and easy to attach to almost any surface using the included adhesive.



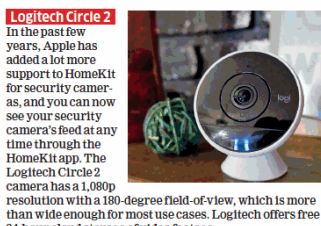
**Belkin WeMo Mini**  
If you don't want to replace all your old appliances with new ones, a smart switch like the Belkin WeMo Mini can turn almost any dumb appliance into a smart one. The switch is shaped in a way that it doesn't block the other outlets. You can also plug two WeMo Minis into a dual-plug outlet, something which most other smart switches don't offer.



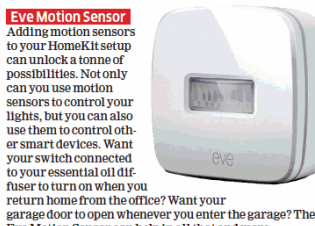
**Schlage Sense**  
Adding a HomeKit-enabled lock to your home allows you to set it to automatically lock and unlock depending on your location. The HomeKit-enabled Schlage Sense lock lets you lock the door from the comfort of your bed if you happen to forget. It has a nice design and works well in the Apple Home app. Once installed, the lock is easy to use.



**Ecobee4**  
If you want a smart thermostat that works with HomeKit, the Ecobee4 is one of the best you can have today. At its core, the thermostat is all about keeping your home comfortable. While other thermostats focus on adding tech features, the Ecobee4 ensures that the temperature is always within a good range. It also has a remote sensor, so the thermostat can track temperature in different rooms.



**Logitech Circle 2**  
In the past few years, Apple has added a lot more support to HomeKit for security cameras, and you can now see your security camera's feed at any time through the HomeKit app. The Logitech Circle 2 camera has a 1,080p resolution with a 180-degree field-of-view, which is more than wide enough for most use cases. Logitech offers free 24-hour cloud storage of video footage.



**Eve Motion Sensor**  
Adding motion sensors to your HomeKit setup can unlock a tonne of possibilities. Not only can you use motion sensors to control your lights, but you can also use them to control other smart devices. Want your switch connected to your essential oil diffuser to turn on when you return home from the office? Want your garage door to open whenever you enter the garage? The Eve Motion Sensor can help in all that and more.

## tech talk A Bluetooth implant for drug delivery

The new medical implant can be managed remotely and help reduce healthcare costs



Scientists have developed a grape-sized Bluetooth implant that can be remotely controlled to deliver scheduled doses of medication. The research paves the way for people with chronic diseases like arthritis, diabetes and heart disease to one day forego the daily regimen of pills. Researchers

**Medical interventions**  
The medications are often administered at specific times of the day or at varying dosages based on patient needs, the researchers said.

**The battery-powered implant will be tested for extreme remote communication on the International Space Station in 2020**

"We see this universal drug implant as part of the future of health care innovation," said

Alessandro Gratton, from Houston Methodist Research Institute.

**Clinical possibilities**  
Researchers have worked on implantable nanochannel delivery systems to regulate the delivery of a variety of therapies for medical issues ranging from HIV-prevention to cancer. As basic research progresses with the remote-controlled device, the researchers hope that one day the system will be widely available to clinicians to treat patients remotely via telemedicine.

**Long-term application**  
The nDS device provides controlled release of drugs without the use of pumps, valves or a power supply for possibly up to a year without a refill for some patients. The study, published in the journal *Lab on a Chip*, shows that the implant can be used for long-term delivery of drugs for rheumatoid arthritis and high blood pressure.

## Elon Musk's startup ready to test brain implants on humans

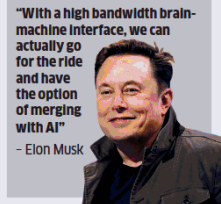
The technology has a module that sits outside the human head and wirelessly receives information from 'threads' embedded in the brain



**Billionaire entrepreneur** Elon Musk recently revealed that his secretive Neuralink startup is making progress on an interface linking brains with computers and said they hope to begin testing on people next year. Musk has long contended that a neural lace meshing mind with machines is vital if people are going to avoid being so outpaced by artificial intelligence that, under the best of circumstances, humans would be akin to "house cats." "Ultimately, we can do a full brain-machine interface," Musk said.

said, noting there could be thousands of the electrodes connected to a brain. "This is something that is not going to be stressful to put in; will work well, and it is wireless." The chip will communicate wirelessly with an earpiece, which relays information to a smartphone application, according to Neuralink.

**Human trials in 2020**  
For now, the goal is to let a person with the implants control a smartphone with thought, but the technology could eventually extend to other devices such as robotic arms. "This has tremendous potential," Musk said. "We hope to have this in a human patient before the end of next year." An early focus of the team is using the technology to address brain diseases and paralysis, but the longer aim is to make implants so safe, reliable and easy that they could be elective surgery options for people seeking to enhance their brains with computing power, according to a neurosurgeon on the Neuralink team.



**"With a high bandwidth brain-machine interface, we can actually go for the ride and have the option of merging with AI"**  
— Elon Musk

## New app offers a virtual trial for shoes

It allows you to 'try on' virtual footwear using augmented reality before buying



Going out to malls or markets to shop for shoes will soon be passé. Various startups have been, for some time now, using Augmented Reality (AR) to enable people to virtually try on stuff like clothes, spectacles, make-up and hair before actually making a purchase.

Recently, Italian luxury brand Gucci teamed up with technology partner Wannaby to launch the "Try On", an AR function which allows people to 'try-on' one of its Ace sneakers at any time and from anywhere with a simple touch. So, to buy a shoe, a person using the refreshed iOS Gucci app can pick the Ace sneakers of their choice and point their phone's camera at their feet, after which they are prompted to try the shoes on virtually. What's more, a built-in photo feature lets people capture themselves "wearing" the models that speak to them and share their snaps via text, email, or social media.

Meanwhile, other brands are poised to follow suit. The Belarus-based startup Wannaby had earlier this year launched its own app Wanna Kicks where users can virtually try on 3D models from Nike, Adidas, Allbirds and others. The app uses real-time machine learning algorithms that take into consideration colour, texture and lighting varia-

tions, plus a fully equipped printing studio that Wannaby uses to create 3D sneaker models. All that are designed to create a tracking technology that's robust enough to follow people's footsteps as their feet move and rotate. Apart from shoes, the startup also offers Wanna Nails, an app that lets users 'try on' nail polishes from curated collections with real-time segmentation and recolouring.

TIMES INTERNET

Why can't your red velvet be as amazing as your yellow daal?

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## THE INGREDIENTS OF LUXURY

Strike the right balance between cut, fit, fabric and design to look regal, recommends designer Anju Modi

shannon.teils@timesgroup.com



**Colour wheel**  
"For a man building his wardrobe, the essentials would (often) be in the palette of black, grey and white. But I come from an ideology of not relating a colour with a gender. So, I think a man can have a beautiful burgundy, deep maroon, red, off-white, cream, or any colour that represents his personality. Burgundy and deep maroon, especially, make a statement without being too flashy."

**Fashion cornerstones**  
"Menswear luxury garments should have the right balance of cut, fabric and design. If these three elements are in place, the garment can look regal. Another important aspect of menswear is the right fit."

**Going couture**  
"Couture garments must strictly be dry cleaned and stored in garment bags in a dry



place. They must be steam ironed and hung, never folded or kept for long periods of time, especially when embroidered. Using tissue paper in between the folds helps in preserving the fabric and maintaining its richness."

**Dressing for dinner**  
"For a business dinner, I would recommend a sleek pant suit in solid dark colours like royal blue or steel grey with a rich fabric. Avoid bright, flashy or warm colours like neon, orange, yellow, etc. with collars or cuff detailing. For an evening over cocktails, lighter fabrics with more mobility stitched in sleek silhouettes would be perfect."



**Statement finish**  
"Shoes can make or break your entire outfit. Your shoes should always be a shade darker than your pants. Your shoes and belt should always be the same colour. The material can be experimented with depending on the season and occasion. For example, velvets for the winter or an evening function. One thing you can never go wrong with is loafers."

**When taking an outfit from day to night, remember to...**  
"Add a few accents of gold."

**Fashion faux-pas**  
"Wearing sneakers with a traditional attire. It causes an imbalance in the overall look."

**Trend talk**  
"There are many trends that I would like to see making a comeback, especially a lot of silhouettes that I used in *Bajtrao Mastani*. Beautiful tight-fitting shoulders with cape sleeves or uneven silhouettes, drapes and a lot of layering—I



**One fashion item men should definitely invest in**  
"A nice printed bundi, waist-coat or a sleek pair of polo pants, something that is traditional with a modern edge"

would like to see all of these make a comeback. For 2019, I foresee a revival of traditional embroideries like *zardozi, gota, chikan kari*, birds and floral motifs, more 3D embellishments, and lots of champagnes and Ivories in bridal wear."

## CEO admits to playing catch-up

businessinsider.in

Even as Walmart and Amazon are caught in a multi-billion competition for retail, Walmart CEO Doug McMillon has admitted that his firm has fallen behind on e-commerce. McMillon also said he admires Jeff Bezos's company for its speed, innovation and customer-centricity.

McMillon made the remarks at a recent technology summit. "We're not proud. We're not egotistical. If somebody is doing better than we are, let's copy what we can. And in the case of Amazon and others, clearly customers are responding to convenience. Everybody loves saving time." He narrated a story about Walmart founder Sam Walton visiting a competing store that was a total mess, but which was doing better than



Walmart on one aspect. "The store didn't look very good. But Walton said, 'Did you see the pantyhose rack? It was awesome. Like that was the best pantyhose rack I have ever seen. It conveyed the merchandise and the price.' Sam found the one thing that we needed to adopt to make Walmart better," McMillon said, admitting that it's what the firm needs to do in the current market scenario as well.

### FRIDAY PUB QUIZ

- Which is the most popular flavour of ice cream?
- What is the water content in cucumbers?
- Which country is the largest producer as well as supplier of rice?
- The earliest recipe of a waffle can be dated back to?

And now one for the road  
5 What is George Crum's claim to fame?

—tpnpanche@timesgroup.com

1. He invented potato chips  
2. 96 per cent  
3. Thailand  
4. 1800s

## On vacations, dangers lurk at every turn

rohan.abraham@timesgroup.com

There is so much effort one puts into planning the perfect vacation. Dates and leave have to be aligned, and bookings to be made. But despite the best efforts one puts in, holiday plans could still be upended by mishaps. "Around 30 per cent of holiday fraud victims were scammed after spotting a great offer which turned out to be too good to be true," says a report published by McAfee and HomeAway.

The survey found that one in two victims of fraud realised their folly after arriving at the holiday rental. While



phishing e-mails remain the most commonly deployed tool to dupe vacationers, insecure network connections also pose an equal threat.

The urge to advertise one's travels on social media could be counter-productive, the report warns, urging people to be cautious while using Wi-Fi at shared

spaces like hostels and cafes. And if one is on such a public Wi-Fi server, they should avoid risking sensitive information like passwords and credit card details. "On holiday, 61 per cent of people never use a virtual private network (VPN), and 22 per cent don't even know what a VPN is," the report said.

PICS: INSTAGRAM/VINOD KAMBILI, HULK HOGAN, RITU BERI, ANANYA BIRLA

## FLASHBACK FRIDAY

A flashback into the lives of celebrities



**Vinod Kambli** The Influence Sunil Gavaskar has had on Mumbai's batsmen is undeniable. Vinod Kambli took to Instagram this week to post this old photo of himself with Sachin Tendulkar and Gavaskar.



**Hulk Hogan** Wrestler Hulk Hogan marked the 23rd anniversary of the formation of the 'New World Order' wrestling faction, saying "history was made" when the trio—Hogan, along with Kevin Nash and Scott Hall—joined hands.



**Ritu Beri** Fashion designer Ritu Beri shared an adorable photograph from her childhood, posing next to her mother, using the hashtags #FamilyFirst and #Lifetime.



**Ananya Biria** Kumar Mangalam Birla's son Aryaman celebrated his birthday this week, and sister, singer Ananya, shared this photo of them, calling Aryaman her "champion and silent protector".

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## BRANDS MAKING A DIFFERENCE

**E**ven as the brains behind brands work hard at creating a brand identity that resonates strongly with end consumers, they are now challenged to come up with newer ways to build a long term connect and brand stickiness. It is a fine balance that is hard to be struck, but one that The Economic Times Best Brands are exemplifying day in, day out, in the process garnering a legion of fans that swear by them. The brands were shortlisted based on a set of parameters that gauged their innovativeness, stylishness, uniqueness, engagement, heritage and trustworthiness. Some of these brands felicitated at a gala evening ceremony included Greenley Industries, Sonalika Tractors, JCB India, DCM Shriram, H&R Johnson India (Division of Prism Johnson Limited), JK Sizer Cement, Balmudra Lubricants, and Mahindra Powerol from the industrial and commercial applications sector, with Yokogawa India and Bender India taking

to the stage from the engineering and electrical solutions industry. BookMyShow, Droom.in, GoDaddy, Web Werks India and Hewlett Packard Enterprise earned accolades from the e-commerce space, with SRL Diagnostics, Wow Skin Science, Transasia Bio-Medicals and RAY Health representing the healthcare and wellness space with The Wadhwa Group, Signature Developers, Talentmark Developers and GoWork rounding off the real estate and co-working industry. The Consumer goods space was strongly represented, with Amul, Colgate, Kansai Nerolac, MTR Foods, Mrs. Bector's Cremica, Park Avenue, E.I.D. - Parry (India), Anchor Health & Beauty Care, TATA Saanpam, Orient Electric, Anway, Artistry, Sleepwell, Reliance Jio, Myntira, Zorabian Foods, McDonald's India, Tirupati Cottonseed Oil, Flamingo,

Streak, Blue Star, Legrand India, Nirali, INOX Leisure, Jean Claude Biguine Salons & Spa, MamaEarth, Repose Spring Mattresses and DTDC Express making up the numbers. Link Legal Services was the sole legal entity in the reckoning, with Audi India and Malabar Gold & Diamonds representing the luxury goods space. Last, but by no means the least, the BFSI industry was in good hands, with Sundaram Mutual, ICICI Prudential Mutual Fund, PNB Housing Finance, Max Bupa Health Insurance, Mahindra Mutual Fund, Reliance Home Finance, Aviva Life Insurance, SBI Life Insurance, PNB MetLife, InCred, Gujarat State Cooperative Bank, State Bank of India, Reliance Smartmoney.com, LIC Housing Finance, Reliance General Insurance and Reliance ASSET Reconstruction grabbing the spotlight.



Even as the brains behind brands work hard at creating a brand identity that resonates strongly with end consumers, they are now challenged to come up with newer ways to build a long term connect and brand stickiness.

## The innovation IMPERATIVE

**H. M. Bharuka, Vice Chairman and Managing Director, Kansai Nerolac Paints**, outlines the brand's DNA of innovation that is adding value to consumers lives



**If we had to ask you to pin down the success mantras of the brand, what would they be?**

>>> Our success mantra lies in our ability to always listen to our customers by staying close to them, understanding their needs, studying emerging trends by listening and engaging with influencer segments. Another element of what drives us would be our differentiated offerings across the portfolio segments, with world class products such as Ultra HD, Ultra Fresh and Mica Marble. We also believe in adding value to the lives of various stakeholder segments that we work with.

**With myriad brands permeating the industry, how has the brand acted to differentiate itself from its peers?**

>>> The differentiation factors are many. It doesn't just begin with what we manufacture but how we sell and communicate as well. For us our customers are not a homogeneous entity, we make great effort to understand their needs and look at communicating them in a language of their

choice. We have a strong regional language connect through our extensive work in building regional language content, usage of technology such as VR with our retailers, creating unique design concepts through our color trails initiative to name a few.

**In your opinion, how is innovation and R&D redefining industry norms?**

>>> Research and innovation is a constant in this industry and as is the case with others. Whether we speak about industrial segment or decoratives, it is imperative that we innovate on a regular basis to be able to provide greater value to our customers. In some cases, it could be our ability to customize and offer unique solutions or creating a winning combination of aesthetic appeal with superior functional benefits. Our focus lies in ensuring that we keep ahead of the trend curve to appeal to the aesthetics element of our business and on the other, create a compelling enough functional proposition that works towards improving their quality of life.

We have a strong regional language connect through our extensive work in building regional language content, usage of technology such as VR with our retailers, creating unique design concepts through our color trails initiative to name a few.

## CHARTING HEALTHY GROWTH

**Ashish Mehrotra, MD & CEO, Max Bupa Health Insurance**, talks of putting digital first on the pathway to success

**Q** What are the pillars underlying the brand that have powered its rise to prominence?

>>> Max Bupa entered the market in 2010, as the 3rd standalone health insurance player. Over the last 9 years, we have deeply invested in building a brand that is true to its purpose of helping customers lead healthier, more successful lives. Moving away from the popular perception of health insurance being a mere low involvement tax saving transactional instrument, we have differentiated ourselves by being a brand that is able to drive meaningful conversations with customers regarding what matters to them the most i.e. their health. This helped us create strong brand connect and has

resonated in all our brand and marketing efforts. We are amongst the most known and trusted brands in the health insurance sector owing to our focus on being present where the customer needs us. We have introduced 'Max Bupa Point of Care' desks across various cities last year to handhold the customer and his/her family during hospitalization. We have also introduced India's first fully automated 'Max Bupa AnyTimeHealth (ATH) machines, which enables customers to avail instant health assessments anytime, anywhere. Our GoActive Health Insurance Plan caters to the everyday health needs of the customers, ranging from doctor visits, to personalized health coaching, amongst many other

A key brand investment that we have made is towards creating a property like Max Bupa Walk for Health which is a testament to our commitment towards keeping India's health first, and over the last six years has helped us reach out to millions of people. What truly sets us apart from others is the sheer love that we have for our customers. We are truly customer centric and we have always kept our customers at the heart of what we do. Max Bupa has built a rich brand legacy and we are now amongst the most trusted and fastest growing players in our chosen segment - the preferred health insurance partner to 8 million customers in India.



We have introduced India's first fully automated 'Max Bupa AnyTimeHealth (ATH) machine, which enables customers to avail instant health assessments anytime, anywhere, and outdoor activities amongst others.

**Team ET Edge**  
>>> In today's complex and busy world, brand names are everywhere, plastered all over websites on railways and metro cars, on the sides of buses and even on public places. But most of the time even though they are accepted as part of the scenery, these brands don't signify much to those who observe them. Yet among the mindless white noise of modern marketing, a few brands stand out, admired and packed with meaning, inspiring passion and loyalty among their customers. These are The Economic Times Best Brands, the gold standard of branding.

## INDUSTRY PERSPECTIVES



**RENU SUD KARNAD**  
MD, HDFC

"A key ingredient of a great brand is the brand should resonate with the expectations of the consumer. It should be resilient through ups and downs in the business environment or business cycle. Brand HDFC is not about hard sell but is based on trust, integrity and service and hence continues to be resilient and resonates well with its consumers."



**VINAY SAH**  
MD & CEO, LIC Housing

"The best brands have unique identity, trust factor, value creation and intimacy. Successful brands go beyond selling and strike instant chord through a frame of reference that resonates customer's functional needs. Brands that have the attribute of implicit promise of delivering delightful customer experience stand apart in market place. A brand should reflect a persona of consistency which gives the distinctive recall value."



**SAJIV NATH**  
MD, Yokogawa India

"Our brand value (Co-Innovating tomorrow) showcases our technology expertise in the process automation category. Our expertise lies in process Co-Innovation with our partners resulting in delivering state-of-the-art cutting edge technologies. This pioneering technology coupled with process automation capabilities, advance process control, enterprise level management help our users to maximise the ROI. This results in ensuring minimum downtime, enhanced safety, quality and converges operational and information technology which helps to make seamless business decisions."



**RAJESH & RENU KANT**  
Founders, Envi Salon

"A Brand can only rise up to be a Best Brand, when it can continuously deliver on its promise of customer satisfaction. Customer's needs are always evolving. Only by a focused approach of continuous education, can we strive to surpass the expectations of the clients, enhancing their experience & developing the brand loyalty."



**SANJAYA GUPTA**  
MD, PNB Housing Finance

"Branding in the BFSI sector has assumed strategic importance for three key reasons - increasing competition, changing dynamics of the industry and shift in customer expectations. Hence, brands with top-of-the-mind recall are customising their services and delivery models to stay connected with their customers at every step during the decision making journey. At PNB Housing, every employee works assiduously towards enhancing customer service and experience through a combination of meaningful and well-designed financial products and services."



**RAVI B GOYAL**  
Chairman & MD, ACS Transact Technologies

"The last few years have been significant for the payment industry in India. Both cash & digital payments are growing, which presents a great opportunity for the growth of this sector & Indian economy. As one of India's leading providers of cash & digital payment solutions and automation technology, ACS Transact Technologies Limited offers customized solutions across banking, retail, petroleum, and toll and transit sectors pan India."



**MANISH DUREJA**  
Managing Director, JetPrivate

"Great brands are identified by their ability to address existing needs, provide a VALUE proposition and constantly innovate to stay fresh. These are the brands which not only dominate their sector but also enjoy a loyal, constantly growing customer base. Establishing a bond with customers, employees and partners which goes beyond mere business transactions is also critical. Brands with a strong humane connect have grown into iconic success stories that have withstood the trials and tribulations of times."



**RAHUL GAUTAM**  
MD, Sheela Foam

"The best don't deviate from their area of core competency while extending their brand and products offering to their consumers. They also strike a healthy balance to cater to all their key stakeholders, that is the end consumer, trade channel & employees. Lastly, best brands don't sit on their past achievements, but keep on investing and creating innovative products, services and brand building to anticipate and keep up with its consumers ever changing life-style and needs."



**PRASHANT BHONSLE**  
CEO, InCred

"India is not only one of the youngest countries in the world, it is also the place where the cost of internet bandwidth is amongst lowest across the globe. Government push of digital India has only accelerated the evolution of Indian consumer. We see this as opportunity to introduce 'social finance' by leveraging this wave across tech savvy and but financially underserved middle-class customers."

## CREATING A WORLD OF CARE

**Issam Bachaali, MD, Colgate-Palmolive (India)**, reflects on how the brand's dedication to serving communities has served them well



million children provided with Oral Care education and products till date, over the last 40 years in rural and urban India.

- b) **Oral Health Month - Impact:** 40 million people have been provided Free Dental Check-ups since 2004, in partnership with the Indian Dental Association.
  - c) **Save Water Program - Water initiative** launched in the Bhandri village of Amravati District in Maharashtra to provide household water supply to the village, in partnership with the NGO - Water For People-India Trust.
- Also, in partnership with the NGO- Seva Mandir, a water-augmentation program was launched which benefits over 3500 people in 9 tribal villages of Aligarh, Rajasthan. This initiative follows from Colgate's previous water accessibility efforts in Bihar and West-Bengal.
- The trust that our consumers invest in our brands is invaluable to us and has been earned through our consistent efforts over the decades, through continuous improvement to understand and evolve according to the needs of our consumers, engaging with them to build our brands, consistently ensuring safety and high quality in our products, and serving the communities where we live and work.

Colgate has been in India for over 80 years now and as a market leader in oral care, we take it upon ourselves to drive oral hygiene awareness and good oral health behaviors across India. With this objective, we have been constantly investing in national scale programs:

- a) **Bright Smiles Bright Futures™ (BSBF) - Impact:** More than 160

# REAPING REWARDS OF FORWARD-THINKING

**SAMEER SAXENA, DIRECTOR - MARKETING, LEGRAND INDIA TALKS OF HOW THE BRAND HAS CONNECTED MILLIONS THROUGH FUTURE-READY SOLUTIONS**



**How large a role does design play in consumer purchase decisions?**  
 >> Design is the ultimate aspiration of economic growth.  
 In the last two decades, India has witnessed a strong mobility across socio-economic classes. This surge in lifestyle has also led to the consumers seeking both quality and design. Today Indian consumers are making choices that combine both. It's a trend observed across multiple categories, apparel, household, durables etc. And it's no different when it comes to electrical and digital access products. All our living spaces today are a reflection of who the consumer is and their personality so the product choices are determined by what

**product displays, fully automated experience, educational infographics and minimal visual language has been designed to give our customers a hands-on experience that will help them make an informed choice.**  
**Given the diverse customer segments modern day brands cater to, how do you create distinct value propositions for everyone?**  
 >> Our internal programme of 'Advantage Legrand' is driven to deliver advantages - big and small, to not just all segments of customers but indeed to all our stakeholders. Designing helps us create products that are evolved for today's unique lifestyle and needs.

**This allows Legrand to add value owing to constant research and innovation. Over the years, we have thus broadened our consumer segments, offering unique value propositions to a broad spectrum of consumers, while staying true to our core of each product being an amalgamation of engineering & design.**  
**How has R&D and innovation powered the brand's growth?**  
 >> Innovation is one of our most cherished organisational values. The organisation contributes 5% of its sales to R&D which in turn facilitates innovation in product design. Relentless, this obsession makes every small achievement by our R&D team contribute immensely to the brand growth. Be it weeks of brainstorming by world's leading designers to get that perfect curve at the edge of a plate or thousands of endless test runs to find that evasive product burnout, the weld-less smoothness of copper or the thoughtful designs of modern aesthetics - our culture of incessant innovations has been the central force behind the brand's growth.



## MULTIPLE STRATEGIC HUES

**Ashish Chhabra, Joint Managing Director, Hygienic Research Institute, highlights how the brand strategized in order to stand out in the crowd**

**Has there been a shift in consumer expectations and competition in the market place? What innovative steps have you taken to counter this?**  
 >> There has been a clear shift towards fast and convenient hair colouring solutions in the market. To address this need, Streax launched Shampoo Hair colour, a highly convenient hair colouring format. Another change in consumer preference has been acceptance of bold fashion colours; the market is not only of blacks or browns which have been the basic colours, consumers are now also opting for reds, copper shades and hair highlighting colours in Blondes, Reds. Streax offers the widest range of fashion based high-light colours both in consumer packs & salon offering. These unique USPs of Streax sets it apart from rest of the players in the market.

**colours market, dominated by international brands and usage limited to covering greys. Streax introduced vibrant colours like burgundy, browns and reds to become a hair colour brand with a difference. Streax revolutionized the market with Ultralights Hair Highlighting Kit, offering unique proposition of highlighting at home. Launch of hair shine Serum helped Streax cater to other cosmetic needs of consumers like hair shine and smoothening thus becoming a complete hair care brand.**  
 In the latest breakthrough, Streax offered a novel shampoo hair colour to its progressive consumers and made 'Hair colouring as easy as shampooing'. Through Streax Professional, the brand forayed into salon use products and revolutionized the salon care industry even in small town India.

**In a competitive landscape such as the one you operate in, how can brands create stickiness and customer loyalty?**  
 >> It is imperative to continue offering solutions that arise from the consumer needs and drive the trends in the market. Consumers are increasingly demanding products best suited for their specific requirements. It is no longer a 'one size fit all'. Streax has relentlessly worked towards offering customized hair care solutions for niche consumer needs thereby building stickiness on the brand. Whether it is offering largest shade range in hair colours or hair serums catering to specific needs like sun-block serum & Colour lock serum.

## CREATING A PAIN-FREE INDIA

**Rajiv Mistry, Founder & MD (Flamingo) sheds light on how the brand is driving better healthcare outcomes for Indians across all ages**



**How are our fast paced lifestyles impacting our health?**  
 >> The Best Investment You Can Make is In Your Own Health. We hear this quote often but fail to practice in our daily life, thanks to our lifestyle which is governed by speed and progress. Lifestyle diseases have become the order of the day; spondylitis, stress, arthritis, diabetes, lower back pain etc. are becoming everyday headlines. One of the reasons for such alarming states is our long working hours followed by human inactivity. The usage of orthopaedic products is expected to grow by 15% - 18% in the next couple of years resulting in plethora of consumer focused initiatives by the organised players.

**Given India's sheer scale, what are the challenges present in enabling access to quality healthcare across the nation? How does one surmount this?**  
 >> India, one of the fastest growing economies in the world, having a population of 1.3 billion people; poses opportunities as well as challenges to marketers. Opportunities are galore as India has one of the youngest working populations with an increasing purchasing power. Yet, this inherent asset is also a challenge when insurance cover is aligned to these individuals. Abroad, 'healthcare' in its entirety is covered under insurance which leads to quality products and aids being manufactured as well as better price realizations for marketers. However, India follows the policy of covering critical illness, life saving drugs under insurance, not emergency related aids or orthopaedic products. This absence of level playing field in the healthcare space restricts organised healthcare service providers to have better price realizations for their produce resulting in proliferation of inferior orthopaedic products by local brands.

**Opportunities are galore as India has one of the youngest working populations with an increasing purchasing power.**  
 While fitness, diet regime is construed as salvation to our fast paced lifestyle it's critical that progress and speed, be checked, without slowing it. To support everyday human endeavours, Flamingo, the flagship brand of Ascend Meditech Ltd, has 200+ quality products across Orthopaedic Soft Goods, Healthcare, Mobility and Wound-care category offering preventive and post-operative solutions to the world at large. Our solutions are designed to provide support, both physical and psychological as well as offer relief to the entire human musculoskeletal structure. Prominent innovative products include Heat Belt, Cool Packs, Diabetic Socks, Cushions, Back Rest, Silicone Insoles etc. which are essential to sustain

**to combat this scenario as well as take advantage of variance in purchasing power, product upgrades using superior quality material along with creation of multiple price points across the social ladder has already been executed. Flamingo's premium and neoprene range of products, made of superior material providing extra comfort and support to consumers has already found shelf space across 1,50,000 chemist shops in India.**  
**How can healthcare service providers create a competitive differentiator?**  
 >> Quality products providing right compression at competitive pricing are crucial for the overall market growth, benefiting not only the healthcare service providers but also the end consumers. However, ground realities are different; orthopaedic soft good, wound-care and mobility space is largely unorganised with presence of Chinese as well as local brands across Indian states, the later having high penetration into the heartland of India. In a market, with high concentration of unorganised local brands, consumers ultimately are the losers due to absence of quality products, lack of product standardization, product duplication resulting in significantly higher cost of purchase.  
 To address the criticality of the issue, it's imperative that organised healthcare service providers undertake cautious investments to make consumers vigilant and educate about the ill-effects of leading a sedentary lifestyle, importance of availing branded genuine product at the right price. It is essential that healthcare service providers slowly build brand awareness thus empowering the masses with top of mind re-call. Flamingo, one among the popular healthcare brands in India has made significant investments over the years to generate awareness and develop the market. Recently, Flamingo, has signed Bollywood Superstar, Mr. Hrithik Roshan as their brand ambassador to endorse their philosophy of 'An Aid for a New Life' as well as a range of products across categories.



## GEARED for FUTURE GROWTH

**D. Sothi Selvam, Director [Manufacturing Businesses], Balmer Lawrie & Co., elucidates the multi-pronged growth strategy employed by the brand**

**In your opinion, how are innovation and R&D redefining industry norms?**  
 >> Innovation and research in the lubricants industry are driven by:  
 • Emission norms which are becoming more stringent  
 • Increased fuel efficiency  
 • Longer life and higher performance  
 • Biodegradability  
 • This is leading to:  
 • Increased use of synthetic base oils and polymers  
 • Better additive chemistry  
 • Bio-degradable products  
 Balmerol is backed by our Applications Research Laboratory, where we spend substantial portion of our profits towards innovation and research. The laboratory develops innovative products for both automotive and industrial applications. For example, our Balmerol Synthplex, a synthetic grease has a life of more than 2 lakh kilometres for use in heavy-duty trucks.  
 Balmer Lawrie is the only Indian lubricant company having its own synthetic ester plant and we have a number of hi-tech products based on synthetic esters.

**What do you perceive to be the biggest challenge facing the brand, and how are you planning to tackle it?**  
 >> The brand Balmerol belongs to Balmer Lawrie & Co. Ltd, which is more than 150 years old.  
 In the past, we have primarily been a B2B player serving the core sectors and is highly respected for its top class quality and service. The brand has great potential and to unlock this potential we have made foray into the retail segment, with the entire range of automotive and industrial products.  
 We have received excellent response and have been clocking a high growth compared to the industry both in terms of volume and value in the last few years.  
 We are overjoyed and thrilled on the recognition being given to our brand, Balmerol which serves as a great morale booster for all of us. Building the distribution net-

**work both in terms of width and depth and ensuring better brand visibility to support the brand as the challenges, we are overcoming.**  
 We are developing a robust distribution network in selected markets with a strong focus on BTL activities to create and sustain the Top of the mind awareness for the brand.  
**How does one create customer re-purchase and loyalty?**  
 The brand has great potential and to unlock this potential we have made foray into the retail segment, with the entire range of automotive and industrial products. We have received excellent response and have been clocking a high growth compared to the industry both in terms of volume and value in the last few years.

**Even as the brands behind brands work hard at creating a brand identity that resonates strongly with end consumers, they are now challenged to come up with newer ways to build a long term connect and brand stickiness.**



# Maximising innovation

**ANSHU BUDHRAJA, CEO, AMWAY INDIA, TAKES US THROUGH THE BRAND'S INDIAN GROWTH STORY**

**If we had to ask you to pen down the success mantras of the brand, what would they be?**

>> Amway India's journey over the past 20 years has been incredible and enriching. Some of the key success mantras have been:

- Offering high quality products & continuous innovation: We started with a portfolio of just 6 products and today we offer more than 140 distinctive quality products across categories like Nutrition, Beauty, Personal care, Home care and Consumer durables. Amway India has been aggressively driving product innovations by entering newer segments such as Consumer durables to cater to consumers across sections and some of the most

recent innovations include foraying into the Herbs category with the launch of Nutrilite Traditional Herbs Range in the Nutrition category, Attitude Be Bright herbals range in the Beauty category, and Glister herbals in the oral care category

- Leveraging the Entrepreneurial opportunity: In line with our vision of helping people live better lives, we take immense pride in being able to provide entrepreneurial opportunities across the globe by empowering millions of people. In India too, we have empowered more than 55,00,000 direct sellers and more than 60% of our direct sellers are women. Amway strongly believes that direct selling can play a crucial role in fueling eco-

nomie growth and creation of job opportunities for women and youth, at large.

- Localization: In demonstration of our commitment to India and the 'Make in India' initiative, we invested more than Rs 600 crores\* in a world-class manufacturing facility in Madurai, Tamil Nadu in 2015, which offers high quality products customized as per the needs of the Indian consumer

**With the Indian customer getting ever more technologically savvy, how has the brand leveraged this to deliver top-notch customer experiences?**

>> Amway has progressed significantly

towards a 'Digital first' approach, globally as well as in India. With India's youth population growing exponentially and the U-35 population segment constituting nearly two third of the population, Digital has become the core of every strategy, impacting every function at Amway.

The digital strategy at Amway is focused on enhancing distributor productivity, engaging consumers, and strengthening the e-commerce platforms (online link between us and our distributors). Our e-commerce platform currently contributes almost 35% percent of Amway India's revenues. Amway transfers close to 5 lakh payments digitally into the bank accounts of the direct sellers.

**WE HELP BANKS AND OTHER FINANCIAL INSTITUTIONS UNLOCK THEIR CAPITAL THEREBY ENHANCING THEIR ROAS.**

## CREATING ORGANIZATIONAL VALUE

**Ravindra Rao, Executive Director & CEO, Reliance Asset Reconstruction, talks of his outlook towards creating a legacy of success**



**If we had to ask you to pin down the success mantras of the brand, what would they be?**

>> We follow a very simple success route which is:

- Complete transparency - in the way we deal with our customers and financial institutions and thereby are trust-worthy
- Strong governance - we have strong work culture embedded in ethics across the entire organisation
- Do things differently - we are not scared to experiment and often leap-frog

**What do you perceive to be the biggest challenge facing the brand, and how are you planning to tackle it?**

>> We are in the business of acquiring stressed financial assets and resolving them. In the process, we help banks and other financial institutions unlock their capital thereby enhancing their RoAs. There is an increasing trend of valuation mismatches plaguing our buy decisions that may in turn add to the overall NPA build in the sector. ARCs and banks/FIs need to work closely given the current situation and ARCs need to be recognised as enablers to the problem.

**Arindam Haldar, CEO, SRL Diagnostics, talks how the brand always has their hand on the pulse of the market**



## VALUE CREATION IN HEALTHCARE DELIVERY

**In this highly competitive market what makes SRL stand out?**

>> For more than 23 years now, SRL has worked with the single minded focus of changing people's lives for the better. We have lived by our brand pillars of Empathy, Innovation, Transparency and Accuracy and this has made us India's most doctor preferred lab, an enviable moniker. In that time, we have grown to become one of the largest diagnostic chains in the country with almost 400 labs across the country and a footprint spanning more than 6739 brand touch points that carries out as many as 125,000 tests every day.

**If we had to pen down the success mantra of your brand, what would they be?**

a) Centres of excellence (CoEs) and R&D capabilities - We invest heavily in technology and have four centres of excellence (CoEs) - headed by some of the most accomplished doctors in their field - Dr Anita Borges for Histopathology, Dr. Amar Dasgupta for Hematology, Dr. BR Das for Molecular Biology and Dr. N K Mehra for HLA. We also have a state-of-

the-art R&D facility that is renowned across the industry. It is this expertise and experience that has led SRL to be the chosen partner with various state governments to provide quality diagnostics under the PPP model.

b) Technology Prowess - SRL is also the only company to partner with global technology major, Microsoft, to help teach their artificial intelligence and data analytics engines. These engines will then in turn enable doctors to become more efficient and productive.

c) Customer centricity - Our focus towards our customers is the reason behind our large, growing network of labs and Brand points. Quick turnaround times, accuracy, huge portfolio of tests, accredited labs as well as wellness centres adds to the Consumer delight. SRL is the first diagnostic chain in the country to launch customized care packages for its patients that would enable customers to get an idea of what illness they may be susceptible to and what to do to avoid them. We are the first diagnostics company to launch a full-fledged customer loyalty program - Club SRL, which rewards our customers with special privileges, reward points and members' only discounts.

## STRATEGIZING FOR SUSTAINABLE SUCCESS



**Shyamal Panchmatia, CEO, Ray Health, talks of growing through the brand through rich experiences**

**How have the tastes of consumers evolved over the years, and how has the brand readied itself to meet it?**

>> Change is constant and so are consumers taste and preferences. What is trending at one day becomes just another fad a day later.

In the last five years the consumer preferences has gone through a paradigm shift in terms of what they are consuming or buying today. Earlier consumer always preferred tasty food however today the consumers have become more health conscious and they are not just looking for taste but also healthier options.

## POWERFUL GROWTH DRIVERS

**Sachin Nijhawan, Business Head, Powerol Business, Mahindra & Mahindra, shines a light on the power of innovation as a growth driver**

**As we begin to pursue cleaner energy solutions, how is Mahindra Powerol catering to this need?**

>> Mahindra Powerol being at the fore front in providing cleaner solutions, has developed a Gas genset which can be used as a sustainable solution for Power backup in the areas with low air quality index. These are India's first PCB approved gas gensets which comply to latest emission norms. With Zero particulate matter it causes negligible pollution. These gas gensets bring tremendous advantage to our customers as the operating cost is 45% lower than diesel powered gensets. In addition, the noise level is 4 dba lower than a conventional genset making it a silent genset. Mahindra Powerol is also providing lithi-

um ion-based Hybrid energy storage solutions to various retail and telecom segment for greener & pollution free future. With these eco-friendly offerings we are committed to bring a positive change to the society.

**How has R&D and Innovation powered the brand's growth?**

>> Mahindra Powerol believes strongly in bringing innovative solutions to our customers. Mahindra's strong research and development arm in Chennai MRY is facilitating Mahindra Powerol in developing innovative & latest technologically advanced engines and gensets. Our products like Gas Gensets, CRDe engine technology for gensets and various electronic features like remote monitoring

through DigI-SENSE has proved to be a big success within the industry and is well appreciated by our customers. Apart from the proven products, our team is relentlessly working to provide innovative and peace of mind service offerings too, be it 5 years maintenance free Super shield plan or 24x7 mobile service stations our customers are getting great advantage from these services. We are continuously listening to our customers and they are seeking modern & efficient solutions day by day. With these offerings our brand has not only built a trust with our customers but also has gained an extra edge over our competitors. We are committed to bring great value to our customers through these products and services.



## Ingenious innovations

**Habeeburrahman, MD, Talentalk, talks of mixing innovation and ingenuity to create impressive edifices**



**A**s a company engaged in the making of townships, resorts, residences and commercial spaces, Talentalk is involved in projects that are environmentally responsible and culturally significant. An example is the cultural centre that we are building in Kerala's Calicut, India's biggest with the biggest of its kind dome in steel structure, arabic souk as well as rooftop garden.

We provide our clients with superior quality construction, transparency, giving them an assurance of trust and reliability. Talentalk is foraying into hospitality, education and food

and beverages industries catering to a varied customer base. The company believes in improving people's lifestyles both as individuals and as a society.

To further knowledge, discussion and development of new ideas among individuals, the company hosts and produces publicly accessible talks by scholars, experts and innovators in various fields and air via new media by the name Talentalks.

**6** We at RAY, constantly make efforts to improve our consumer product experience. Our team is persistently doing its research, understanding the market and modifying the products accordingly. We also conduct a lot of consumer interaction programs through various touch points to get the first hand responses from the consumers and accordingly we make the notable changes.

purposes. This helps in cutting down the excess oil in the diet, without compromising on the taste.

**Now You Can Cook Food With 10 Times Less Oil...**

**How does one create customer stickiness and loyalty in increasingly challenging market spaces?**

>> Building brand stickiness is a recipe for growth a sure-shot formula to create a sustainable revenue model. In other words, a business retains customers and create long-term brand loyalty by enriching their product experience.

We at RAY, constantly make efforts to improve our consumer product experience. Our team is persistently doing its research, understanding the market and modifying the products accordingly. We also conduct a lot of consumer interaction programs through various touch points to get the first hand responses from the consumers and accordingly we make the notable changes.

To be honest, for building brand stickiness, I firmly believe that we should be honest and genuine with our products. Maintain the quality consistency and most significantly deliver what we say. If we say "Now You Can Cook Food with 10 Times Less Oil", we mean every word of it and we only focus on delivery of what we say. I think our honesty should bring the brand stickiness. So we only focus on honesty and genuineness.



**Varun & Ghazal Alagh, Founders, Mamaearth, outline the brand's journey to create natural solutions for all that ails modern families**

## SUCCESS, NATURALLY

**In your experience, how has the rise in consumer aspirations and awareness driven on the industry?**

>> Consumers are getting evolved in multiple ways in terms of both their mode of shopping as well as mode of awareness. In the baby category, rising disposable incomes, reduced number of children per family & access to information through smart phones are completely transforming buying behavior. Already over 50% of purchases in baby category are digitally influenced where people are seeking information about brand safety and quality. This is driving the consumers towards premium clean label options like Mama-

earth. People trust shared story brands like Mamaearth which is a parent driven brand and has a clear purpose more than the traditional brands. This is a global trend across categories.

**How is the brand evolving to meet the needs of modern day consumers?**

>> Mamaearth is a purpose-based brand which stands to reduce stress in parenting. Our vision is to become the Johnsons & Johnsons for the millennial generation. Keeping our consumer in mind we are keeping pace with them in the following ways

Aggressive Innovation In Niche Categories: There are mul-

iple categories which are large in developed markets but still niche in India, these include hair masks, personal repellents, kid's sunscreens etc. We are ensuring we provide natural options to consumers in this space and build leadership here.

Aggressive Focus On Mobile Platforms: It helps us to drive awareness & also sell to the digitally evolved consumer. Especially through our own platform mamaearth.in, we are ensuring that we are able to provide unmatched experience to our consumers. We are already serving consumers over 150 cities with extensive focus on marketing platforms like Instagram, Facebook & youtube.



Left to right: Atul Shah, MD; Darnil Shah, Chairman; Sanjay Shah, MD; and Karan Shah, Director, Anchor Health & Beauty Care

**Sanjay and Atul Shah, Joint MD, Anchor Health & Beauty Care, talk about strategizing with customers at the core of everything**

Digitization, e-commerce, product innovation are the trends which marketers have to keep an eye on. The world is going digital. In terms of buying habits, the trend of online shopping is increasing.

# ANCHORED IN INNOVATION

**In a competitive landscape such as the one you operate in, how can brands create stickiness and customer loyalty?**

Brand-Customer loyalty is paramount. Surely the products need to be beneficial to the consumers for them to stick to the Brand, but it is something more than just the product. People are looking beyond products; they are looking at the company and what the brand stands for. The customer should feel proud when they associate with your brand. At Anchor health & beauty care we understand this. We try to bring value and a sense of pride in our customer's life.

For example, Soap is supposed to clean your body and remove germs. Things which normally all soaps offer. But what does the company offer to the consumers other than just soap is the 100% vegetarian oil base in manufacturing the soaps.

What Anchor offers is a psychological

reward in a global sense so that there is a long-term association with the Brand. Anchor manufactures the products keeping in mind the environmental factors. Anchor uses calcium carbonate & flavors obtained from natural sources, unlike the competitors who may use calcium carbonate & flavors which could be synthetic & obtained from chemical process. So, by using an Anchor product the consumer is indirectly supporting the environment and participating in the green cause.

**What are the trends you have noticed and embraced in order to better cater to consumers?**

>> Digitization, e-commerce & product innovation are the trends which marketers have to keep an eye on. The world is going digital. In terms of buying habits, the trend of online shopping is increasing. We have made sure that we are present on major on-

line portals. Anticipating the future, we are planning to focus our marketing & media spends on online platforms. That's where you can engage with the customer on a long-term basis in a personal way. It's a two-way communication channel between the consumer & the Brand, unlike the traditional media like TV & print which is just a one-way communication channel.

E-commerce is taking away footprints from retail outlets to some extent. While the touch & feel is available in the retail outlet, the description of the products available on online portals allows the customer to engage with the product without disturbance and for a much longer period of time. This helps customers to better evaluate the product.

New product development is based on how products can better consumer lives rather than something that just sounds innovative. We strive harder and spend our time, energy and resources to study mole-

cules, additives which can enhance consumer health and provide better protection & care.

**With advances in technology, how have these been embraced to take the brand to newer heights?**

>> Right from product development to marketing, the use of technology is an integral part for any brand's development. At Anchor, we have been using modern technology for better product development. Anchor HAP would be one of the perfect examples of this. Anchor HAP is an advanced toothpaste which has a special molecule called HAP, i.e. hydroxyapatite, it is highly effective in cavity prevention. Looking at the current eating habits of the consumers we have developed this toothpaste using a special molecule which would help prevent the formation of cavities in the longer run.

To put it simply, HAP works like wall putty. In everyday eating habits knowingly or unknowingly the acid in the food continuously creates micro cavities eroding the teeth enamel. HAP replenishes it on the daily basis thus preventing the forming of cavities. No other branded toothpaste in India other than Anchor uses HAP as an active ingredient. Embracing such advances and innovations gives us the edge in today's fast-paced, competitive market.

## Holistic Healthcare Solutions

**Manish Chowdhary - Co-Founder - Fit & Glow, elaborates on their ideology of offering healthful, easy-to-use products for everyday living**



WOW SKIN SCIENCE

are not only taking care of their skin, hair and body from outside but also taking in supplements that help improve their immunity and other internal structure, which show up as healthy skin, hair and body. All our formulations are a blend of Ayurvedic preparations, Western herbal medicine practices and modern scientific research. Our products are without any harsh chemicals and preservatives. They are as good for the skin, hair and body, as for the environment.

**If we had to ask you to pin down the success mantras of the brand, what would they be?**

>> A new-age beauty and wellness brand committed to delivering products based on modern science and age-old wellness traditions. Our idea is to introduce consumers to a unique product experience - one that is both therapeutic and rejuvenating. They are made with research-backed ingredients and therapeutic bio-actives. We have been successful because we are able to offer our customers innovative products with unique ingredients at an affordable price. We have focussed as much on the formulation, as on the packaging to ensure maximum efficacy of the products. To keep pace with the customer buying behaviour we first reached out to them through the digital medium. Only once we leveraged the online space to popularise our products did we think of moving to the brick-and-mortar retail space.

customers are saying and asking. For us customer experience matters the most, and we are scrupulous about listening to their feedback. That is one distinct value proposition. That is a mainstay for us as a company.

The main value proposition that we bring to our customers is the holistic beauty and wellness approach. Our products are not just about beauty and personal care but also about improving your overall wellness. We offer solutions that work from inside and outside so that the customer gets a complete wellbeing experience. Our brands WOW Skin Science and WOW Life Science stand for simple and effective personal care and wellness products that deliver powerful, visible results. The aim is to go beyond beautiful skin and hair - it is to give our customers healthy skin and hair.

We ensure that our customers

today, as technology gets deeply embedded in business processes and it becomes a boardroom discussion, enterprises are constantly exploring for large IT partners to bring together disparate technology capabilities and build cohesive solutions for their businesses. Typically, these are long-term relationships built on the foundation of innovation. Under these circumstances, technology companies that have a history of delivering results with breakthrough technology, product innovations, and services that run deep emerge as trusted partners.

HPE has a legacy of innovation since its inception 80 years ago in a garage, which is widely regarded as the birth place of the

Silicon Valley. In India too, we have been fortunate to work with some of the most iconic organizations across banking, insurance, manufacturing, telecom and even governments over the last 25 years.

We live in a world where everything computes and where everyone and every 'thing' from devices to cars to homes, shares data. In future, most of this data will come from edges, which could be the point of interaction between a customer and the brand at a retail store, factory and the distributors in the manufacturing sector, a remote oil rig and engineers on shore in the oil and gas industry, and even between governments and citizens. We are committed to help customers

turn all of this data from every edge into intelligence, thereby enabling them to harness disparate data sets and make smarter decisions to succeed. Last year we announced our plans to invest USD 4 billion over the next 4 years to build capabilities across Intelligent Edge. Intelligent Edge is the next big leap for technology as it is capable of driving seamless interactions between people and things, delivering personalized user experiences, and employing AI and machine learning to continuously adapt to changes in real time.

Of late, the pace of change in the B2B technology world has been incredible. This trend is largely driven by the blurring lines between expectations from

services that individuals experience as end-users and enterprise customers. Moreover, we are in an age where at the click of a button, feedback or experiences from users, even strangers, determines how a brand is perceived. So, agility and honesty becomes crucial to navigate a brand through these fast paced times. At HPE, we are committed to constantly seek and act on the feedback from our customers and partners. We have structured programs, in the form of customer advisory board and partner advisory board, which play a critical role in the directions that are set. Customer first, customer last is an important value for all of us at HPE and that is how we stay close to the ground.

## SPREADING SWEETNESS

**S.Suresh, MD, E.L.D. Parry, expounds on the success strategies of the storied brand**

like speciality sugar, Pharma grade sugar, customised sugar for multinational food & beverage products, purest forms of sugars for IV fluids and so on. Parry's Sugar caters to all of these and much more.

At Parry's we collaborate with both consumers and customers to co-create products that suit their end requirements and in the process become their preferred brand and partner.

Parry's was the first brand to launch pure refined sugar in south India in 2004 addressing to specific consumer need states. Our more recent additions to the portfolio are sulphur free sugar and natural products like "Amrit Natural Brown Sugar" that offer added health benefits apart from taste and energy. With the more recent launch of Parry's into retail markets across south India, we have been able to grow the branded and value added packaged sugar category by giving the customers a guarantee of consistent quality, safety, purity and trust.

**What are the success mantras that saw the brand grow into one of the leaders in the country?**

>> Brands are owned by the people who use them. At Parry's we believe



are one of the few sugar companies to have paid every farmer in full without any pending dues till today. This is a remarkable achievement considering that sugarcane farmers in the country have huge outstanding cane arrears with other Sugar mills which is a severe cause of distress for them.

**As the palate of Indian consumers evolves, what's next on the menu for the brand?**

>> You see, the sugar market in India is still largely a commodity market. However in the age of organic and branded foods, consumers today are becoming increasingly savvy and expect high quality products that meet their evolving health and culinary needs. Not only do they want great products, but they also care about how they are made, how they are grown and how they are manufactured and marketed. They are concerned about their environment - water sustainability, caring for the environment, about not using harmful pesticides and so on. As a responsible brand we have made these our priority.

Today the bulk of the sugar that is available (through FDS, unbranded, even store packed private labels) is not sufficiently pure, chemical free or hygienic. So our first job is to upgrade consumers, en masse, to pure, hygienic and safe, factory packed branded sugar. That being said, they have a huge focus on their environment and health. In the next few quarters we will see our R&D and marketing teams bring out a stream of unique fully tested certified high quality sweeteners and value added products from the Parry stable. You will see wellness sweeter products and much more... so watch out, there's a lot coming!

## TRANSFORMING THE FINANCIAL LANDSCAPE

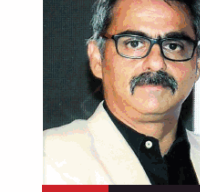
**Nimesh Shah, MD and CEO, ICICI Prudential AMC, talks about staying ahead of the curve in a fast-changing world**

Today, ICICI Prudential Asset Management Company Limited (AMC) is an ideal mix of investment performance, people & process orientation. The AMC has continuously worked to transform the financial landscape in India & aimed to provide investors with the right Financial Solutions; to aid them in achieving their lifecycle objectives, Performance; through transparent and well managed processes, and Digital Solutions; to provide convenience and accessibility, amongst a wide variety of services to help make their investment journey hassle-free.

The AMC has always strived to stay ahead of the curve by providing relevant investment solutions at the right time and leveraging digital in-

## Ensuring elevated EXPERIENCES

**Balaji V., Chief Marketing Officer, Repose Mattress, talks of how the brand is making every day a fresh beginning**



**What are the key trends you have noticed and embraced in order to better cater to consumers?**

>> People are now exposed to a much wider range of mattresses than before. Thanks to the internet, media, hotel stays, travels, etc, more people are now at least aware of the newer types of mattresses that have graced the markets worldwide. Now there is a challenge here. It is very difficult to differentiate your product at the national level because the technology, raw materials, vendors, etc. are more or less the same for anyone manufacturing mattresses. So ultimately, we need to connect with our consumers at an emotional level. We have tried to position ourselves differently from the competition.

We believe this is an 'ideas' econo-

my. Ideas shape the world and we thought it would be good to take on the platform of ideas. Indeed, there is a natural and easy connection between the ability to think up new ideas and the rest one gets during sleep. There is no argument that it is the best rested brain that comes up with the freshest ideas. And we have expressed this thought in our tagline: 'Wake up to fresh ideas.' We believe everyone deserves quality sleep night after night. After all, fresh ideas are born of deep sleep.

These aren't just words but a belief. True to this, we have made innovation a part of everything we do. We launched India's first mattress with a built-in locker. So you can keep your valuables locked and under you as you snore away. We have launched India's first main bed with a music pillow. All you need to do is connect your smartphone to your pillow and listen to the music you want even as you drift away to sleep. Count on us to keep coming up with more innovative sleep products again and again.

We are just a six-year old hungry company and will do our best to help people sleep deep and think fresh.



**RAHIL ANSARI, HEAD, AUDI INDIA, TALKS OF THE BRAND'S HEADLONG CHARGE INTO A FUTURE RIFE WITH POSSIBILITIES**

# CUSTOMER-CENTRIC INNOVATION

**Audi is one of the early movers into the electric automotive space. What was the thinking underpinning this strategy?**

>>> As part of our Audi Vorsprung.2025 Strategy, Audi is transforming itself into a provider of digital, autonomous and premium electric mobility. We are, for example, creating a new ecosystem for electric cars by developing a worldwide charging network with our partners. Our E-Roadmap featured the market launch of our first fully electric SUV, the Audi e-tron, which will be followed by a total of a dozen electrified models by

2020, including five with full battery-electric drive. This means we will offer sustainable premium mobility to our customers in all segments.

Audi India is ready to launch its all electric model, the Audi e-tron, which will be perfect for the Indian market requirements once the infrastructure is conducive. This shall hopefully happen by 2020 latest, if not earlier.

**What are the differentiating factors that have underpinned the brand's success?**

>>> The Audi brand positions itself as a progressive brand, be it products or customer solu-

tions. This aspect is what attracts the 'Young at Heart Achievers' to our brand and our positioning is in line with this philosophy. We started with a top-down strategy in India with our SUVs gaining popularity rapidly amongst the entrepreneurs, industrialists, Bollywood and sports stars who adapted fast to the appeal of the Audi brand. We are happy that Virat Kohli is not just a friend of Audi but an Audi customer himself, this displays our appeal for achievers in the country. Our brand has entered into the Indian pop culture in a short time frame and today we are amongst the top choices of

luxury car buyers.

Being accessible to our fans thus is vital and Audi has been the pioneer in creating brand properties in the segment in India - the Audi Driving Experience, is in its eighth year now. We were the first to create initiatives like the Audi Club India in the luxury car segment. We have come up with innovative marketing initiatives like 'My Kind of Audi' and 'Together with Audi' to reach out to our customers and fans and stay connected with them.

**What do you perceive to be the biggest challenge facing the brand, and how are you planning to tackle it? What can Indian fans and car enthusiasts look forward to in the coming months?**

>>> The luxury segment was under pressure owing to financial market development, the changing customer sentiment and

other reasons such as changes in policies with respect to taxes. We at Audi India faced some unforeseen business challenges during the year. However, even in a difficult year, we managed to consolidate our position in the market while earning a profitable growth for our dealer partners. We have defined 4 key parameters for us in creating a sustainable and profitable business for the brand in India. These are Product, Network, Customer Connect and Digitalization.

This year will be an exciting year for the brand in India as it unleashes its progressive halo line up - the Audi A8, Audi R8, etc. 2019 is going to be the Year of the '8's'.

For the Network part of it, we clearly believe in sustainable expansion with our 'Workshop first' approach. This means that wherever we have a decent car park, we first establish a workshop only. With the Service

**6** This year will be an exciting year for the brand in India as it unleashes its progressive halo line up - the Audi A8, Audi R8, etc. 2019 is going to be the Year of the '8's'.

Promises from Day 1, the strategy helps us grow with our dealer partners sustainably, at the same time also address the accessibility for our customers - if a person buys a car in a particular region, he should also have the access of getting it serviced.

When it comes to Customer connect, Experiential Marketing is the key. We have been the pioneers in creating the Audi Driving Experience - the Audi Sports Experience let the

Audi fans experience our exciting performance range on the Buddh International Circuit. Our Audi Weekend program lets Audi customers and their families enjoy their weekends with the entire Audi range on specially curated tracks under supervision of Internationally trained Experts - A Range of Sedans, Q range of SUVs and the R/RS Range of Performance cars. For us, it is not only about the product. It is important that the customers connect with each other. The Audi family is a small family and we want the customers to know that they are very important to us.

The fourth pillar is digitalization. Digitalization is at the core of Audi's strategy in products as well as across all Audi touch points and the brand holistically is investing in all possible avenues to be FUTURE READY to capture the next wave of growth.

## BUILDING FOR THE FUTURE

**Ravindra Sudhalkar, CEO, Reliance Home finance**, scrutinizes the growth of the housing finance sector and the advent of technology

**With myriad brands permeating the industry, how has the brand acted to differentiate itself from its peers?**

>>> The biggest differentiator for Reliance Home Finance is our policy to provide the best-in-industry home buying experience to all customers. We believe, that financing a home purchase should be a hassle and stress free experience. With our years of experience in the home loan category RHF brand already enjoys a high recall amongst home buyers. We are now challenging ourselves to deliver an instant home loan experience which taps in to the growing consumer preference for on-demand services. We believe this will fuel the next level of innovation in the home loan category which otherwise has remained largely undifferentiated.

Encouraged by this development we

**6** With our years of experience in the home loan category RHF brand already enjoys a high recall amongst home buyers.

have taken a new communication route of #RentFreeLife which targets a time starved migrant population, residing in large cities, to convert their rental outflows into EMIs.

**With advances in technology, how have these been embraced to take**



**the brand to newer heights?**

>>> Consumers' consideration while availing a home loan is largely driven on the two factors - Rate of Interest (ROI) and Disbursement TATs. While ROI is a function of cost of funds and is primarily driven by external forces, technology can be smartly leveraged to create a differentiation. We are working on advancements in end-to-end digitisation of all our processes and services - right from the stage of customer acquisition to loan disbursements and servicing. Also Adoption of new-age technologies such as decisioning automation is fuelled by open API services and successful integration of a data pipeline that helps in efficient decisioning TAT. Through technology, we have been able to infuse greater efficiencies in our processes. This has helped in bettering our service experience and empowering our customers to apply and get home loans sans lengthy paperwork, sitting at the comfort of their homes.

## Golden touch

**M.P. Ahammed, Chairman, Malabar Group**, talks of the simple mantras underlying the brand's ascent



**In your experience, how has the rise in consumer aspirations and awareness driven the jewelry industry?**

>>> By the end of the millennium, the customer industry all over the world including in India woke up and became more friendly with consumers. This period has given good growth to major products like toiletries, dress material and cosmetics. Here gold is considered as valuable for Indians, especially jewellery to women. The customers became more choosy for designs, finish, quality and price. This was the time Malabar Gold and Diamonds started its growth by serving more people.

**How is the brand evolving to meet the needs of modern day consumers?**

>>> Malabar Gold and Diamonds started its first jewellery store in 1993. Today it grew to over 250 stores spread across 10 countries. The growth of the brand was not an easy task. Chairman M.P. Ahammed and his team worked hard to introduce various designs matching to the needs of consumers and also introduced sub-brands such as Divine - Indian Heritage Jewellery, Era - Uncut Diamond Jewellery, Mine - Diamond Jewellery, Ethnik - Handcrafted designer Jewellery, Starlet - Kid's Jewellery and Precia - Precious Gem Jewellery. By touching all sections of the consumers, Malabar Gold and Diamonds became a household name in the industry.

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## DISRUPTION through INNOVATION

**Vipin Sondhi, CEO & MD, JCB India**, talks of the commitment to innovation that has defined the brand



**How has JCB harnessed the power of innovation to scale the summit of its industry?**

>>> Innovation is the corner stone of our business; it is a part of our DNA. At JCB, we are always looking for a better way and thus, innovation, ambition and hard work have always driven our growth.

Our journey of dis-

ruptive innovation in India started forty years ago when we introduced the iconic JCB backhoe loader. A concept that has changed the way infrastructure development is done in the country forever.

Over the years we introduced many more innovative products such as the world's safest Skid Steer loader with a unique side door entry, or our range of Telehandlers which has made material handling safer and more productive.

We yet again pioneered the industry with the integration of digital technology in Construction Equipment when we launched JCB LiveLink - our advanced Telematics technology.

Our commitment to innovation has helped us stay closer to our customers and become the brand of preferred choice for four decades.

**As we move towards a more innovation led future, how is JCB preparing itself for it?**

>>> Without a doubt, we are today impacted by

digital technology in more ways than we could have imagined. IoT, Big Data and Machine Learning are becoming integral to our lives.

But at JCB, we took this technology to grass roots, in Construction Equipment. We pioneered the integration of Digital Technology in our products through JCB LiveLink, our advanced Telematics technology.

Today JCB machines are intelligent and connected. Our customers and dealers can locate their equipment, assess productivity, analyse fuel consumption and schedule maintenance visits, all through their smartphones.

This synthesis of data for better equipment utilisation and resource allocation leads to greater earnings for our customers. We aspire that our customers can locate their equipment, assess productivity, analyse fuel consumption and schedule maintenance visits, all through their smartphones.

The future is connected.

## CREATING SUSTAINABLE EXCELLENCE

**In your opinion, how is innovation and R&D redefining industry norms?**

>>> The growth is driven by the consumption story and it comprises large number of aspirational and first-time customers. They demand technological innovation in terms of features and performance and at the same time expect the product to be competitive in terms of pricing. Therefore, R&D, innovation and continuous improvement are very critical.

Keeping the above in mind, we began investing in R&D and Technology in a big way from 2009 onwards. Our success in the Products Business is due to our strong R&D orientation. Further, we have gained market share in most of the product categories year after year.

Innovations in material science technology, digital and embedded technology, and user friendly operations coupled with a good touch and feel of the products are major areas of focus at Blue Star's

R&D centres, and have helped us continue to remain a preferred brand amidst an increasingly crowded marketplace. Blue Star continues to invest in R&D and product development capabilities, with a focus on customer-centric designs and applied innovation coupled with eco-friendly and sustainable products. Our world-class, AHRI-certified R&D facility, which develops products of international standards, helps us to constantly set higher standards for ourselves and the industry as a whole.

It is heartening that these committed efforts are bearing fruit in the form of a highly efficient, eco-friendly and yet highly cost-effective range of new products. Our entire new range of 3-star and 5-star room air conditioners meet the higher energy-efficiency 2018 BEE energy labelling norms. We have also launched energy-efficient inverter ACs capable of delivering 30% extra cooling beyond their rated capacity. Higher ca-

capacity VRF outdoor units of up to 28 HP have also been introduced.

The introduction of eco-friendly deep freezers using hydrocarbon refrigerant R290 is yet another outcome of Blue Star's dedicated R&D efforts. Besides, we have also launched India's first hot and cold RO+UV water purifier, as well as unwell water purifiers with a unique technology which enhances alkaline balance and provides anti-oxidants in purified water.

**As sustainability increasingly becomes imperative, how can brands embed it in their products?**

>>> Ensuring sustainable development and minimising environmental impact are vital issues, and require conscious and dedicated focus from every company. At Blue Star, we strongly believe that the sustainability of our products is the result of a holistic view to sustainability across the organisation.

With this in mind, Blue Star's efforts in reducing environmental impact centre around sustainability initiatives in our processes, our facilities, and directly in our products as well.

Our products are redesigned at frequent intervals to not only improve the energy efficiency, but also to reduce ozone depletion as well as global warming.

Process sustainability at Blue Star has been implemented through various initiatives. In order to improve the Power Factor to unity, PowerLux panels are being used to conserve lighting power, along with Variable Frequency Drive (VFD) panels. With regard to water consumption, efficient effluent treatment plants and sewage treatment plants are being used to ensure zero discharge. The treated water is then used for re-flushing and gardening. Additionally, Blue Star has also launched a supplier-excellence initiative to improve efficiency in manu-

facturing processes as well.

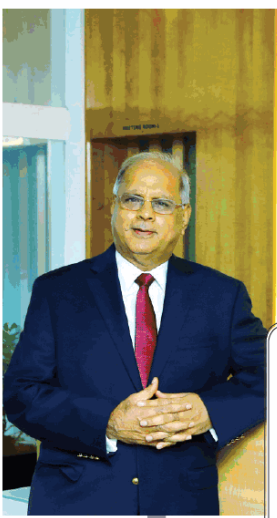
Several initiatives have also been taken to make our facilities more sustainable. For instance, significant energy savings have been achieved at our Wada manufacturing facility by refurbishing its powder coating facility and installing a new conveyor.

When it comes to the sustainability of our products, Blue Star puts in considerable effort into developing products, and redefining product specifications and design considerations, to have minimum impact on the environment. Significant thrust is also being exerted on the use of materials which are degradable or recyclable as well as educating the customers with 'End of life' management of the product and creating a customer friendly disposal mechanism.

As a responsible corporate, Blue Star remains committed to taking initiatives to continue to minimise its environmental footprint.



**B. Thiagarajan, MD, Blue Star**, talks of the brand focusing on sustainable innovation as a brand differentiator



# QUALITY WITHOUT COMPROMISE

**SURESH VAZIRANI, CHAIRMAN & MANAGING DIRECTOR, TRANSASIA BIO-MEDICALS, IS HELPING MAKE THE WORLD A HEALTHIER, HAPPIER PLACE THAN EVER BEFORE**

**What in your opinion separates the successful entrepreneurs and companies from those that fell by the wayside?**

>> Passion is the most significant attribute of entrepreneurs. They love what they do and have the desire to work hard and excel in what they put their hearts into. Successful entrepreneurs are also not wired to believe that some things are not possible and cannot be done; rather they try again and again till they achieve the desired result. They will never accept no for an answer.

More often than not, successful entrepreneurs are those who come up with solutions to problems. Besides focusing on making the business work, they are disciplined to always make their strategies work and accomplish their goals. However, along the journey, they also ponder on the things that need to be changed. This is best accomplished by asking questions and giving honest thought to the answers, thereby altering the course of action to move forward and succeed.

The second most important characteristic of successful entrepreneurs is

strong people orientation - they have excellent understanding of customer needs and also motivating the employees.

**What are the success mantras you abide by as you sought to create a legacy of success?**

>> I feel our greatest achievements of success are when we enable others to accomplish a goal that matters to them.

With this as the mantra, I have always been committed to the goal of creating a Healthier and Happier World by making high quality diagnostics solutions that are affordable and accessible to the masses not just in India but emerging markets worldwide. This is something that really drives me and gives me immense satisfaction every day. So, with a purpose higher than just business, Transasia, India's leading In-vitro Diagnostic Company operates on a simple conviction, to be available to Doctors and in-turn their patients at all times for prevention and timely treatment of dis-

eases. Further, I invest my time and money on things that make this world a better place.

**What are the trends and opportunities from your industry that excite you?**

>> Innovation in medical devices is transforming the healthcare value-chain. As healthcare shifts towards personalization and digitalization, diagnostics allow individuals to receive vital information with increased accuracy, specificity, and speed. In a bid to get closer to the end user, manufacturers are leveraging data and building intelligence into their products. This practice places prevention ahead of treatment and cure, thereby giving patients greater control over their care.

The emergence of Internet of Things (IoT) is touted to be the next level of technological innovation. Being India's leading IVD Company, Transasia Bio-Medicals Ltd. is at the forefront of this

wave of change, by integrating IoT sensors to its fully automated systems. With our remote diagnosis technology, Transasia is able to provide an altogether different level of service to its customers and partner with them in providing total solutions for clinical diagnosis and benefiting the patients at large.

Further, to promote healthcare to the remotest areas, the Indian government's ambitious projects such as Ayushman Bharat Yojna has been a game changer. It is slated to provide health cover to more than 40% of our population by way of offering free diagnostics and drug facilities, especially in the secondary and tertiary healthcare sector. The world has its eyes set on the success of the schemes. If in the next five years, we can make India our medical devices, we will be in a position to drive this scheme to 4 bn people worldwide.

With the introduction of various government schemes, the healthcare delivery system in India, is undergoing a paradigm shift. Speaking of the diagnos-

tic industry, laboratories are now thinking out-of-the-box to handle the huge workload and maintain the quality, affordability and accuracy of the tests. This is where automation is playing a significant role. Over the last few years, automation is proving to be the biggest growth driver for this segment. From a manual, hands-on process for a simple test menu to an instrument-centric, high-volume set-up, automation has become indispensable to meet the increasing demand for high productivity and cost reduction. In fact, it is now a multi-billion market consisting of several manufacturers of integrated and workflow systems and components as well as software to improve the overall process efficiency. Additionally, automation is enabling healthcare companies to meet regulatory compliance and data consolidation. Automation combined with cloud-based technology is helping laboratories streamline daily operations, troubleshooting and better management of patient information.

**I have always been committed to the goal of creating a Healthier and Happier World by making high quality diagnostics solutions that are affordable and accessible to the masses not just in India but emerging markets worldwide.**

## MULTI-FACED EXCELLENCE



**Navin Makhija, MD, The Wadhwa Group, explains how the brand is building sustained future successes**

value propositions consumer is focused on practical aspects of building and on-time delivery. Our focus has always been on design parameters where we ensure practical planning within the apartment and take care of height, light and air aspects along with lifestyle amenities in the project. Clients are value-conscious and our emphasis is to build futuristic buildings with maximum utility so that the upkeep of the building and maintenance is easy after occupancy.

Also, as a brand, our strengths lie in quick & quality construction and that shall continue to be our focus which reposes strong confidence in the minds of consumers when it comes to on-time delivery.

**How large a role does design play in helping the brand appeal to a cross-section of consumers?**

>> At The Wadhwa Group, we ensure that every design is client-centric. We cannot build something which only looks good but has no functional value to the customer. As a group, our portfolio and the spectrum of projects are diversified starting from affordable housing to

premium to luxury to ultra-luxurious projects. Client belonging to each segment is aspirational irrespective of the economy or financial strata. It is our duty as a developer to satisfy and fulfil the needs of all. Successful delivery and timely handover of projects over the years has made people recognise and appreciate our brand. A brand where the foundation is the design, it's thought process, sensitivity towards its clients, cost consciousness towards the finishes all play an equal and critical role. Hours of debate done on the design board amongst the team of consultants evolve into a product/ building which is aesthetically appealing, functional and most importantly user-friendly.

Design is one of the main core competencies of The Wadhwa Group. With every new project we try to be innovative, futuristic but our core design principles of 'Light - Height - Air' are always adhered. We implement our learnings from the past and improve at every step. The client knows if they buy a Wadhwa product, the quality is assured. It's only possible if one is committed and has a moral responsibility towards the Society.

**Has there been a shift in customer expectations and competition in the market place? What innovative steps have you taken to counter this?**

>> Yes, customer is very well educated and unlike before he takes decisions after evaluating all projects in the vicinity. More than fancy

our focus has always been on design parameters where we ensure practical planning within the apartment and take care of height, light and air aspects along with lifestyle amenities in the project.

## DELIVERING quality passionately

**Anoop Bector, MD, Mrs. Bectors Food Specialities, offers insight into making of the brand**

**In your opinion, what are the key ingredients going into the making of Cremica?**

>> Cremica is fuelled by passion. Passion to Bake. Whether it is delectable biscuits or it is breads, we believe in quality products. At Cremica, the special ingredients that go in the making of our products are love and passion making every bite of our biscuits unique and special at the same time. Our premium quality products and stringent in-house measures with cutting edge technology enable us to deliver the superior quality products with finest taste.

With this vision the company was founded by Mrs. Rajni Bector, who introduced the original recipe of our finest biscuits which is a perfect blend of selected ingredients and premium taste. We believe that our focus on premium quality raw materials, our product range and effective pricing have enabled us to develop strong brand recognition and consumer loyalty in our key domestic and export markets. To continuously maintain the quality standard and intensify our brand loyalty amongst the customers we develop our recipes and products based on our extensive understanding of our key markets for the biscuit and bakery products.

**wards delivering high-quality food to more Indians than ever?**

>> We believe that we are able to differentiate ourselves from our competitors by consistently refreshing our product portfolio and introducing new products, while maintaining consistent quality of our products. We have developed our recipes and products based on our extensive understanding of our key markets for the biscuit and bakery products with a focus on improving the quality standards. We believe that our focus on quality, our product range and effective pricing have enabled us to develop strong brand recognition and consumer loyalty in our key domestic and export markets.

We derive high quality products due to our investments in high capability/versatile automated imported machinery which reduces human intervention. This is important from packaged food industry perspective.

We have a dedicated internal quality control team which is responsible for ensuring compliance with stringent quality standards prescribed by our institutional customers and ensuring that our products comply with the guidelines issued by governmental and regulatory authorities. Further we are subject to audit of our plants by our institutional



**We believe that our focus on premium quality raw materials, our product range and effective pricing have enabled us to develop strong brand recognition and consumer loyalty in our key domestic and export markets.**

customers from time to time which has helped us consistently maintain and achieve high quality standards.

**How is Cremica working to-**

## DIVERSE INGREDIENTS OF INNOVATION

**Sanjay Sharma, CEO, MTR Foods, reveals the brand's recipe for success, and how they stay ahead of the curve**



**I**ver the years, we have witnessed quite a few changes in consumer behaviour. One of the most powerful trends we have seen is the emergence of a new segment of people who have a very different approach to food - while they love their Indian food, they want convenience as well. This generation's knowledge of cooking is decreasing and they have a huge paucity of time, although they love to eat. We have products that are solution providers for food needs across age groups. Our masalas are a favourite of people who are looking for close-to-home tastes or even for those looking to cook restaurant-like food. We have mixes and ranges that don't have any cooking requirement at all, to products that require minimum involvement.

We are extremely proud of our range today - they are a perfect mix of solution of consumer needs and technological expertise to deliver high quality and taste. MTR has been a heritage brand fuelled by innovation and deep consumer insights since 1924 when it started. Being privy to the constantly evolving needs of our consumers for such a long time, MTR Foods has strengthened itself considerably into one of India's leading packaged foods maker, catering to all age groups from the millennials to homemakers and straddles all-meal occasions. For us the culture of innovation doesn't only end with the product; it spans across the company in terms of consumer engagement, operations and talent management.

**We are extremely proud of our range today - they are a perfect mix of solution of consumer needs and technological expertise to deliver high quality and taste. MTR has been a heritage brand fuelled by innovation and deep consumer insights since 1924 when it started.**

## DIFFERENTIATION Through Innovation

**With consumer dynamics changing fast in the country, Rakesh Khanna, MD & CEO, Orient Electric, tells us how the company is using innovation as a core ingredient to create competitive advantage**



**Given the diverse customer segments modern-day brands cater to, how do you create distinctive value propositions for everyone?**

>> In this new world of informed and empowered consumers, it is extremely important that we understand their distinct needs and meet them with fitting solutions. We at Orient are using technology led innovation to create the differentiation to create the differentiation that the new-age consumers expect.

We have an innovative bouquet of offerings based on consumer insights across our businesses which include fans, home appliances, lighting and switchgear. Take for example our aerodynamically designed Aero Series fans that focus on three defining aspects, i.e. reduction of sound, in-

crease in air delivery and elegant aesthetics. We have lately launched India's first IoT-enabled and voice-controlled fan "Aeroslim" under this range which has a completely different design and finish compared to any other fan in the market.

We will stay focussed on driving sustainable competitiveness through innovation, while addressing the consumer needs gaps across categories.

**What are the trends you have noticed and embraced in order to better cater to consumers?**

>> With rising incomes and aspirations, along with increased exposure to global lifestyle and new technologies, consumers today are looking for more depth and meaning with their purchases.

Keeping pace with the digital and technological revolution that is changing consumer behaviour, we are now launching a range of products based on IoT platform. Our IoT-enabled fan and air coolers which are also compatible with Alexa and Google Assistant are finding good acceptance across the country.

Consumer expectations about product reliability and aesthetics has increased manifold as they are routinely introducing pioneering manufacturing processes and technologies thus setting new industry benchmarks in terms of functionalities, reliability and aesthetics. We are investing in building our R&D capabilities that will help us in the long run to gain differentiation and competitive advantage.

# STRATEGIC POSITIONING TO THE FORE

**► PRIYAM PATEL, VICE PRESIDENT-SALES & MARKETING, N.K. PROTEINS OUTLINES THE BRANDS GROWTH INTO A HOUSEHOLD NAME TRUSTED BY MILLIONS**

**Even as the brands behind brands work hard at creating a brand identity that resonates strongly with end consumers, they are now challenged to come up with newer ways to build a long term connect and brand stickiness.**

**With many brands across the industry, how has the brand acted to differentiate itself from its peers?**  
 >>> Asia brand driven by excellence, N.K. Proteins (manufacturers of cooking oil brand 'Tirupati') has been synonymous to trust and purity. Our core differentiator is understanding and meeting our consumers' requirements. We are a household name today since we truly understand Indian cooking and its needs. That is why we have also focused on innovative packaging to provide the utmost convenience and quality to our customers. At the core of the brand has been developing a clear positioning which is true to the brand value and has clear advantage over its peers. We have gone with very sharp brand positioning for each of our products. From trust and relationship to active living, taking pride in good health and nostalgia, our dif-

ferent products and brands have well defined personalities and positioning. The clarity of thought and purpose have been able to differentiate ourselves from our peers.  
**What are the differentiating factors that have underpinned the brand's success?**  
 >>> At N. K. Proteins, "Innovation at Each Step" is the practice we have nurtured since inception. This has permeated beyond our products and onto the field where we have created a strong distribution chain along with highly effective sales & marketing policies that are making a real difference in meeting our brand promise. Beyond brand differentiation has been a commitment to invest in the brand in line with the derived positioning. We have strategically targeted each segment with our products and have promoted

as per the demography of the audience. This has not only given us sharp brand communication, but we have been able to endear ourselves to our customers. For a brand to succeed, along with the communication, it is extremely important to deliver excellence and build confidence in the brand. At N.K. we have challenged ourselves to deliver better and also have regular availability to the customers. We are respected as a reliable brand across a wide spectrum of customers in various markets.  
**What do you perceive to be the biggest challenge facing the brand, and how are you planning to tackle it?**  
 >>> Though we are acutely aware of the challenges of the unorganized sector, commoditization of unbranded products and competition by other regional brands, N.K. Proteins

has incessantly focused on a long term growth strategy. This has led us to consistently set new benchmarks for quality, research and innovation and tackle any challenges by building our brand awareness amongst consumers and reinforcing the strong brand trust we have created by providing the finest range of products in the market. We also see the Modern trade re-writing the rules of the games, which for us has been beneficial, as strong brands have thrived and are immediately picked up from the shelves. And yes, we always believe that the biggest challenge we face is the benchmarks we place for ourselves. For N.K. protein to consistently grow, it is essential that we maintain the confidence of our customers. We are here to exceed expectations.  
 Yes Challenges are the adrenalin that fire up our growth engines!



## Innovative technology the ticket to success

**Marzdi Kalianiwal, Head - Marketing and Business Intelligence, BookMyShow, talks of how technology has underpinned their ascent to the top of the industry**

important for brands to be visible at the right place at the right time, to engage the user effectively.  
 For this, we at BookMyShow lay a huge emphasis on the digital medium, tailoring our content and communication as per customer preferences and tastes. As a brand, BookMyShow aims to engage users through familiar, topical and quirky content that helps drive home a point of view in a light-hearted fashion skin the industry we cater to - entertainment.  
 Engagement through such relevant and familiar content has helped improve customer stickiness for BookMyShow significantly. With high top-of-mind recall through engaging campaigns such as #CricketerKaTicket for IPL this year or #ChooseWisely for the General Election, supplementing varied offerings across movies, live events, theatricals, sports and outdoor activities amongst others, we have successfully managed to build love for the brand over time, becoming the go-to destination for all things entertainment in India.  
 Sample this. With over 200 million visits on the platform each month, the lifetime repeat usage of customer stands at 82%, one of the highest across industries in this ecosystem.

But it is not merely content that powers brand BookMyShow. We are not only in tune with the latest consumer trends making waves online, but also use the latest technology that forms the bedrock of the brand and its efforts to stay ahead of the curve. BookMyShow builds its campaigns around the latest technology to make sure that customers are introduced to new facets of entertainment experiences not just on-ground but also online.  
 For instance, BookMyShow was the ticketing partner for 50% of the overall IPL ticketing inventory this season for four key franchises including Chennai Super Kings, Mumbai Indians, Kolkata Knight Riders and Rajasthan Royals. But beyond ticketing, we also launched a brand new augmented reality (AR) IPL game on Facebook - 'Bowl Out' which let fans engage with the game as they spend time on their phones. The AR experience in the game lets players use their phone's rear-camera to look-aim-shoot at cricket stumps placed around their 360 degree environment and offers fans a chance to win a host of prizes.  
 Technology helps determine and constantly improve the user experience on BookMyShow across the app and website, helping us introduce new features for consumers

that can make the product and the experience seamless. With this in mind, we recently introduced the Movie Mode feature that aims to alleviate the last mile experience for customers who are about to watch a movie.  
 Through this feature, BookMyShow offers customers easier access to all the information and tasks that they typically do before watching a movie in a card-based timeline interface, from 24 hours before the movie starts.  
 The technology backs an interface that includes faster access to users' mobile ticket by surfacing the QR code card or the booking ID card, map directions to the cinema theatre, seat details, improved food & beverages ordering process and simplified discovery of restaurant deals around the cinema hall among others.  
 As BookMyShow has evolved from being a ticketing-only platform to the destination for all OOH entertainment experiences in India, our constant effort has been towards improving the experience at every touch point in the consumer's entertainment journey underlining our belief that wholesome experience is what the user will remember long after the curtains come down.

## Personalization PERSONIFIED

**Sundip Shah, CMO, Artistry, elucidates the manner in which the brand delivers richly personalized experiences**

**In your experience, how has the rise in consumer aspirations and awareness driven the Beauty Industry?**  
 >>> We live in an era of information abundance, personalized shopping experiences, constant digital discourse and broadly inclusive product selections, all of which create aspirational demands on companies in the Beauty Industry. Further, global exposure and rising penetration of smartphones have led to growing awareness and aspirations for the latest global trends including demand for beauty and personal care products. The quest for higher participation of women in the workforce with increasing disposable income is transforming attitudes towards the beauty industry. This is leading to an increase in the demand for premium beauty products.  
 At a subliminal level, the de-

sire to be 'selfie-ready' is gaining significance among the young generation, who are highly influenced by beauty digital influencers and social media platforms. Keeping in mind the above, beauty companies across the world are ramping up to keep pace with the fast-changing trends.  
**How is Artistry evolving to meet the needs of modern-day consumers?**  
 >>> Today's consumers are highly evolved. They seek desired quality products that not only perform well but also are good for their skin. With high exposures to international beauty trends & demands, there is an increasing demand for products that have been made from natural ingredients using the latest technology. Consumers understand their specific skin care needs and want personalized solutions that they



can rely upon. At the same time, the products have to be unique. Artistry™ beautifully captures all this and delivers personalized beauty solutions that encompasses the best of nature with more than 45 years of experience and investments in scientific research and development.  
 It's our endeavor to constantly assess the changing needs of our consumers and offer benefit driven performance products that suit those needs. In India Artistry™ offers a complete skin care portfolio that helps women address the needs of their skin depending on age, complexion and lifestyle.

## Striving to be best-in-class

**Ravindra Sharma, Chief of Brand & Corporate Communication, SBI Life Insurance, sheds light on the key triggers for heightened brand experiences**

**With technology ushering in sweeping changes, how has the brand prepared itself to deliver customer's maximum value in the midst of this upheaval?**  
 >>> India has undergone immense digital transformation over the last decade. Life insurance sector has witnessed accelerated pace of innovation and technology adoption. In order to flourish in this emerging digital economy, SBI Life has not only digitalized consumer facing operations but also leveraged technology to drive automation of internal processes and back-end operations to improve efficiencies which led to elevating customer experience.  
 At SBI Life, we have an end-to-end customer first approach, from product design to claim settlement. We have created digital tools and are striving continuously to improve them to provide 24x7 customer assistance. Among our latest offerings, we are extremely excited about is a unique financial literacy tool called 'Paise Genie' which is derived from 'customer-first' approach.  
 SBI Life continues to adopt best-in-class technology to ensure high standards of customer service and world class operating efficiency,

which we believe is the key to a better brand experience.  
**With myriad brands permeating the insurance space, how has the brand acted to differentiate itself from its peers?**  
 >>> A strong brand positioning has a great impact on the success of any business. Therefore, it is important to be updated and relevant when communicating with the stakeholders. Only then will any brand be on the top of mind of their stakeholders.  
 At SBI Life, we believe in 'Customer-First' approach. For instance, based on the insights derived from the feedback of our customers, we designed our Corporate Website in 9 regional languages and in English. This helps our customers to be updated with the latest offerings, tools and techniques etc. Human and Interactive experiences define a holistic brand experience, therefore we strive to keep our self updated with the upcoming times to deliver value to our customers.  
**What, in your opinion, comprises the DNA of the Best Brands?**  
 >>> A strong brand distinguishes you from your competitors, acts as a mark of consistency and quality, and ensures that everyone within your organisation understands -

and lives up to - your values and expectations. It also ensures uniform experience that transcends customer satisfaction.  
 The best brands have a thorough understanding of the demographics of their target market, what their interests are, and how they communicate. Only when you identify a problem will you be able to bring the required change and enhance the brand experience.  
 At SBI Life, we do the same. For instance, Breast Cancer in India is one of the major health diseases among women. On Women's Day this year, SBI Life launched 'Thanks-A-Dot', an innovative breast cancer awareness initiative supported by the Women's Cancer Initiative - Tata Memorial Hospital to teach and promote self-preparedness. The initiative intended to educate the women of India by an easy-to-use self-training module to detect the early signs of lump formation that was available free of cost on the corporate website. This, our digital campaign outreach crossed to 12.6 million views and more than 1400+ Thanks-A-Dot kits were ordered online.  
 Therefore, for any brand to establish a life-long relationship with the customer, they must create values that resonate with the consumers. Everything else will fall in a shadow if this connect is established.

**Dinesh Vyas, Sr. Vice President-Head Marketing, H&R Johnson, sheds light on the philosophy of delivering not tiles, but lifestyle solutions**

**Given the diverse customer segments modern-day brands cater to, how do you create distinct value propositions for everyone?**  
 >>> Brand Johnson evolved over 100 years in the World and in the last six decades in India. The growth engine has been the key value propositions for customers. In fact, even for the same customer's different application needs, we created distinct value propositions and products with distinct advantages over the competition, strengthened the Brand. From being mere a decorative ceramic surface, tiles have come up as a robust alternative to natural stone, wood and host of other options wall and floor coverings. At HRJ India, we do not treat Tile as an end-product. We design our products suiting to the final ambience and usage environment. A tiled surface has to perform equally in three distinct parameters - durability, functionality and aesthetics. For different customers and their different space, overall styling and technical requirements vary and Johnson offers unique tiles as a solution rather than just off the shelf, generic products.  
 When we say "Not just tiles, lifestyles", we consider health, safety, environment and knowledge as elements of modern lifestyle which is reflected in our distinctive products having advantages like - Green-Free, Stain-Free, Skid-resistant, Anti-

Static, Industrial and cool-roof tiles. Tiles from Johnson are grouped under four brands that include Marbonite, Endura and Porsealano, each having a wide range of options with distinct value propositions, giving freedom to choose.  
**Has there been a shift in customer expectations and competition in the market place? What innovative steps have you taken to counter this?**  
 >>> The shift in customer expectations has been a big motivation driving innovation along with our strong in-house R&D. Today the customer wants knowledge, global quality and aesthetics and is conscious for the environment. As a Brand, we have been evolving and launching new and best in class products of International quality. Not being a frequently bought category, the end-customer is not having enough past experience to make an informed decision. The current challenge with the end customer is to choose the most suitable product and that is too difficult looking at 1000s of similar-looking tiles from 100s of big or small factories. Our initiative to create more than 20 company-owned Experience Centers, known as 'House of Johnson' in different cities is a new initiative aimed at customer guidance. Apart from this, we are taking some more steps in consumer



education and architect-consult to share the knowledge which would help them in making informed decisions.  
**How large a role does design play in helping the brand appeal to a cross-section of consumers?**  
 >>> A big role! However, when it comes to tiles, the design basically means equilibrium of durability, functionality and aesthetics; it is not just limited to textures and graphics and it doesn't follow the seasons like for dresses as we expect longer life from tiled surfaces. This is how the texture and graphics also become challenging to bring longevity and also follow-fashion or trend quality of lifestyle. With continuous research on architectural and interior designing trends both globally and locally, the design team collaborates with ceramic R&D team and in-house interior designers to bring out the final design options with other unique advantages like anti-microbial, anti-stain features. Not necessarily all unique product advantages are limited to high-end products; even our basic products carry trendy designs.

The assessments/opinions covered herein, within this promotional feature, are the sole and exclusive responsibility of individual clients/experts, to which effect, duplication/updates/representatives are not responsible/liable whatsoever. Readers are to make their own informed choices before relying on information presented herein.



# EDUCATION BRANDS TAKE CENTRE STAGE

AN ET EDGE AND OPTIMAL MEDIA SOLUTIONS INITIATIVE, A DIVISION OF TIMES INTERNET LIMITED, CIRCULATED WITH THE ECONOMIC TIMES, ALL INDIA FRIDAY, JULY 19, 2019 AN ADVERTORIAL EDUCATION PROMOTIONAL FEATURE

## INDUSTRY SPEAK



Best brands in the field of education stand for sustained fulfilment of the institutional promise to deliver all-round excellence in academics and global skill sets to all the stakeholders, especially the students seeking to dominate the challenges of our society. Our luminous alumni perpetuate 'beyond the best' mission as it nurtures the soul of the institution".

**Chhagan Bhujbal**  
Founder Chairman,  
Mumbai Educational Trust (MET)



Educators in the gaming industry innovate in pedagogy through state-of-the-art laboratories, a mix of faculty drawn from industry and academia and dynamic curriculum driven by the HR trends. Backstage Pass Institute of Gaming and Technology adds to the innovation in pedagogy through mentoring, an unprecedented emphasis on basics, extensive industry interaction, and an interdisciplinary approach".

**Surya P**  
Founder & President,  
Backstage Pass Institute of  
Gaming and Technology



Organizations which are ever evolving, making best practices with 360 degree approach helps organizations to improve the efficiency and transparency at work environment. Such organizations align themselves to the Market Needs, hire the best talent and nurture them, respond and not react to the feedbacks without any prejudice and treat them as an opportunity to improve, gradually making their own space in competitive environment and leaves mark in customer's heart".

**Manish Jain**  
Founder & CEO,  
Indus Business Academy



The de-emphasis on professional skills in our education system has resulted in an employability crisis from craftsmen to even post-graduate. Appropriate skilling of our workforce, professionals and even corporate executives should be a top priority if the many national goals are to be met. Times Professional Learning, through its brands TimesPro and TSW, is proud to have worked to create outcome-based-learning paradigms that have impacted the lives of thousands of learners and their employers".

**Anish Srikrishna**  
President,  
Times Professional Learning

## Team ET Edge

>>> Ours is a vast country poised to be one of the youngest in the world, and so catering to the nation's diverse educational needs is not just a challenge, but an imperative. Government and educators must work in tandem to fulfil the needs of tomorrow's generation, and The Economic Times Best Education Brands lauded those that have made exemplary progress in attaining these goals.



**Shallesh Dalmia,**  
Hon. Secretary,  
N. L. Dalmia  
Educational Society

## SHALLES DALMIA EMPHASIZES HOW THE INSTITUTE NURTURES CREATIVITY AND INNOVATION ALONGSIDE A CULTURE FOR SELF-DEVELOPMENT

# Encouraging creative self-development

How are educators harnessing the latest innovations to deliver world class student experiences?

>>> The N. L. Dalmia Institute of Management Studies and Research (NLDIMSR) was founded by Founder Chairman, Shri Niranjanlal Dalmia in 1995 at Mira Road. It was founded under the N.L. Dalmia Educational Society which has inherited a reputation for empowering learners with high quality education and emerging as a leader in the management field in India.

We are an ISO 9001:2015 certified Institute, approved by AICTE, HRD Ministry and Government of India and affiliated to the University of Mumbai, Govt. of Maharashtra. We have some of the highest accreditations - A grade

from NAAC and A\*\*\* from CRISIL at the State level and A\*\* at the National level. Accreditation Service for International Schools, Colleges & Universities, UK, has also accredited us as "Premier College". (ASIC - UK). We have a transparent and ethical admissions policy and procedure and are amongst the few colleges not following the management quota. Admissions are conducted by our Alumni and Industry experts.

Our students are admitted purely on a merit basis through national level aptitude tests such as CAT, XAT, CET and others. We are considered as the most sought institute in the student community which is reflected in just a 4% acceptance rate of admission, out of which 50% stu-

dents are from an engineering background from across India. While working towards the needs of our students, faculty and staff, we also invest in our own education. We love learning and like to think of it as a lifelong endeavour. We interact with other schools, colleges and pioneers in the space throughout the year within our own country as well as abroad. We make yearly visits to international education exhibitions and conferences where we get the opportunity to explore and acquaint ourselves with the newest trends and technologies in education, explore future concepts and interact and share ideas with leaders and entrepreneurs in education across the world.

Beyond the classroom, how can we empower students with the social and cross cultural tools needed to meet the challenges of a dynamic world? >>> In order to develop a sense of responsibility in our students, we have introduced (My Social Responsibility) MSR in the Institute rather than (Corporate Social Responsibility) CSR. We would like the students to take onus of their share of responsibilities rather than transferring it to the corporate. Apart from the emphasis on academic vigor at the Institute, students also get exposed to organizations & participate in inter collegiate level conferences & Paper Presentation Competitions. Its important for the students to stay plugged into the paradigm of

the current business environment & form their own opinions. Events like International Marketing Conclave and Maadnyam, Mulyankam, HR Conclave, Shikhar, Aakarshan, Howzait, Alumni meet encourage our students to be innovative, creative & bode them well in their journey towards corporate success.

Our deep commitment to Management Education, balanced with social responsibility ensures that students understand first hand, the problems faced by a vast majority of our population. Through case studies, business games, simulations, research projects, coaching and mentoring, our students are encouraged to develop a sensitivity which will enable them to become successful business leaders.

# Raising the bar for Indian education

EDUCATION IS THE SOUL OF SOCIETY PASSED FROM ONE GENERATION TO THE NEXT, AND THE ECONOMIC TIMES BEST EDUCATION BRANDS 2019 LOOKED CLOSELY AT THE TRENDS AND ACHIEVERS SHAPING THE EDUCATION SPHERE

As Nelson Mandela once sagely remarked that, "Education is the most powerful weapon which you can use to change the world". A world-class education today acts as the passport to a better tomorrow, and the Indian education system has come a long way with education institutes undergoing rapid growth that has seen a clutch of institutions rise to the pinnacle of the world of education.



clung their feats was unveiled in a gala ceremony, which included Ajeenkya DY Patil University, Apex Professional University, ASGM Group of Institutes; Backstage Pass Insti-

tute of Gaming and Technology; The Bhawanipur Education Society College; BIES, Kolkata; Bright Kid Montessori House; Edique Solutions; Extramarks Education; F1-NORBIT Global; GIIS; Greenwood High School; IBOOKS Institute; Indus Business Academy; Bangalore; INature Education Solutions; International Institute of Hotel Management; International Institute of Management Studies; ISBR Business School; Jaipur National University; JARO Education; Karakids; Lovely Professional University; Mumbai Educational Trust; NES International School Mumbai; N.L. Dalmia Institute of Management Studies and Research; Noida International University; RBK Educational Institutions; REVA University; Ryan International; and The Shishukunj International School.



The Economic Times Best Education Brands lauded the achievements and indomitable spirit of select brands taking modern-day education to greater heights. In the process shaping India's next generation of leaders. A coffee table book chroni-



## GIIS' UNIQUE EDUCATION APPROACH HAS CREATED A HOLISTIC AND FUTURE-READY LEARNING ENVIRONMENT

# Nurturing tomorrow's leaders

How is GIIS helping create the leaders of tomorrow? >>> Our flagship campus in Singapore, GIIS SMART Campus, is readily becoming popular as the 'school of the future'. It is based on the concept of innovation and creativity. A lot of technological and conceptual innovation has been used in its design to assure that students can become proficient not only in academics but also in 21st century skills like collaboration, creativity critical thinking, use of technology, and most importantly innovation. By integrating the best practices in education with the latest technology we provide an enhanced learning environment to students, and that is our USP.

How has GIIS looked to be a disruptor in the education space? >>> We offer super premium quality holistic education through the 9GEMS framework at a moderate fee which is almost 50% lower than other international schools. Our strong emphasis is on future skills-based education through 42 dedicated studios such as TV Studio, Radio Studio, Design and Technology Lab, Maker and Innovation Studios, Robotics Studio, Environment Studio etc., Programmes like Entrepreneurship and Leadership Bootcamp run by INSEAD faculty, help hone students into well-rounded individuals with an extra edge over competition.

What are the biggest challenges you foresee in the education fraternity, and how are you readying yourself for it? >>> The biggest challenge I see in the education fraternity is the complacency about the fact that traditional educational approaches are the best. As educators we cannot be oblivious of the fact that technology is redefining every aspect of life and a progressive learning approach should imbibe latest technology. Educational institutions are on the fence about the use of technology, but they do not know that technology can drastically transform the learning experiences. We have incorporated technology in our schools in an optimum way and our students are ready to face the risks and challenges that might appear in the coming years.

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# Empowerment through digital learning ecosystems

## ATUL KULSHRESHTA DELVES INTO THE DNA OF THE INSTITUTION AND WHAT SETS IT APART

Extramarks has always been at the forefront of integrating cutting-edge technology with researched pedagogy in order to deliver outstanding learning experiences. A decade into building innovative learning products and services for students, Extramarks has created disruption in the education ecosystem multiple times. It has been our vision to give students a digital learning support which maintains continuity of learning from school to home and allows students to learn and excel at their own pace and space at home.

We have seen learning habits undergo a sharp shift in the past few years. The tech-savvy students of today require exciting learning content, which is accessible to them at a click. We, at Extramarks, are constantly innovating and making learning visual, interactive and simplified. We make use of AR, VR, gamification and rich media to take the boredom out of studies while ensuring complete concept clarity.

Our recently introduced Learning App that caters to students of all classes and provides learning content of subjects of all major curriculum of India has found an early success with the students and has more than 6 million users of its services. Our early childhood extramarks has launched a toddler app that al-

lows them to learn. Pedagogy at Extramarks is game-based and thematic at early stages and layered and hierarchical at the later stages. A clear approach of 'Learn-Practice-Test' is employed to give a 360 degree coverage of syllabus and exam preparation. Extramarks is the only educational technology player that uses rich media, animations and other tool for explaining the concepts and is very different from other players in this segment that provide teacher led recorded lectures that are similar to class room type deliveries. The company has also gone global and has presence in South Africa, Indonesia, Singapore and the Middle-East, where they are empowering digital learning ecosystems.

For post K-12 learning, Extramarks has created Test Prep Apps for IIT-JEE, NEET & CA Foundation. The unique feature of these apps is the robust testing engine they have built. Through the unparalleled National Level Weekly Tests, Extramarks is helping make exam prep national. Backed by an intelligence driven data analysis system, extensive reports are generated by these apps to help understand areas of gaps and strength in great detail - right to the level of each subject, chapter and topics. In short, Extramarks is empowering the learners of today and tomorrow. The innovation at Extramarks is constantly going on and interesting new initiatives are likely to be witnessed in near future.



**Atul Kulkshreshtha,**  
Founder, Extramarks  
Education

# An emphasis on hands-on learning

## MIRAJ D. SHAH EXPOUNDS ON THE HOLISTIC EDUCATION PHILOSOPHY EMBRACED BY THE INSTITUTION

How is the institution playing its part in creation of future leaders? >>> The Bhawanipur Education Society College (BESC) is focussed on creating knowledge warriors - men and women ready for deployment, that too, on both sides of the employment coin. The stress is on nurturing the latent entrepreneurship streaks in students so that instead of being merely academically competent members of the herd, they can attain true empowerment and acquire leadership positions, thereby making positive contributions in the process of wealth creation and nation building. All efforts of the institution are aimed towards this end which explains the stress on hands-on learning, the basket of extra-curricular, career-oriented courses and other specifically crafted programmes built with regular inputs from the industry.

At BESC, creation of tomorrow's leaders is neither an after-thought, nor a cliché to fill pompous brochures with - it is built into everything that we do - a fact that is borne by the industry's demand for BE-ites, which far outstrips our capacity to supply, consistently and with constant regularity. How is your pedagogy and curriculum evolving to meet changing industry needs? >>> BESC does not believe in restricting young minds to the confines of academic, classroom intensive, assembly-line pedagogy. On the contrary, the stress is on ensuring that the young, impressionable minds are unfettered, allowed to roam free in the domain of choice; interact with the thought leaders and industry achievers so that they can learn on the run, synthesise the essence of life lessons even as they go about preparing to pick up the gauntlets that life throws at them. With inputs from the industry - the end users of our creation, the curriculum at BESC is in a constant state of flux, as emerging skills sets that prepare the students for life-struggles that lie ahead of them are sought to be imparted and inculcated.



**Miraj D. Shah,**  
Vice Chairman,  
Bhawanipur Education  
Society College.

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