



# US Ship Downed Iran Drone: Trump; Tehran Denies Loss

## The Rise and Fall of the Dosa King

AROUND THE WORLD >>> 9

SATURDAY FEATURE >>> 10

# ON Saturday

### PURE POLITICS

## Karnataka House Adjourned till Mon

The Karnataka assembly was adjourned till Monday morning, without concluding whether the JDS-Congress combine enjoyed a majority... >>> 2

## PMO Takes Note of Ghazipur Landfill

The PMO has sought the help of global experts to tackle the challenge posed by the country's tallest mountain of waste at the Ghazipur landfill in Delhi... >>> 2

## Wrap Up Babri Case in 9 Months: SC

The SC has ordered a Lucknow special court to deliver the verdict in the Babri Masjid demolition case within nine months... >>> 3

### ET MAGAZINE ON SUNDAY



### ET WEALTH ON MONDAY



### ET INSTA POLL

Is maintaining fiscal prudence really possible without cutting public spending?

37% YES 59% NO 4% CAN'T SAY

Do you think state control is the main reason behind public sector banks' woes? >>> 1

### TAX WORRIES TAKE TOLL

# Bears Return to D Street as Foreign Funds Head for Exit



### Stock And Awe

Top Sensex Gainers			Top Sensex Losers		
Company	Price (₹)	% Chg vs Prev. Cl.	Company	Price (₹)	% Chg vs Prev. Cl.
NTPC	129.85	2.20	M&M	571.35	-4.36
TCS	2076.95	0.55	Bajaj Finance	3322.05	-4.16
ONGC	144.10	0.42	Tata Motors (DVR)	73.65	-4.16
Power Grid Corp	205.90	0.27	Tata Motors	154.80	-3.73
			Hero MotoCorp	2387.65	-3.71

### NIFTY SECTORAL LOSERS

Index	Friday Close	% Chg vs Prev. Cl.
Auto	7192.75	-3.31
Media	2020.10	-2.51
Pvt Bank	16298.35	-2.45
Pharma	8040.10	-2.23
Bank	29770.35	-2.17
Fin Services	13234.40	-1.97

Sensex slips 560 points, Nifty slides 178 points; 43 Nifty 50 stocks end in red; fear gauge up 6%

### Our Bureau

Mumbai: The stock market slumped after finance minister Nirmala Sitharaman refused to exempt foreign portfolio investors (FPIs) structured as trusts from a higher tax surcharge... >>> 1

FPIs have pulled out ₹6,092 crore from Indian equities so far in July due to uncertainty over taxation... >>> 1

### Our Bureau

Mumbai: The stock market slumped after finance minister Nirmala Sitharaman refused to exempt foreign portfolio investors (FPIs) structured as trusts from a higher tax surcharge... >>> 1

finance stocks, with Mahindra, Bajaj Finance, Tata Motors, Hero Moto Corp, IndusInd Bank and Yes Bank ending down 3-4%, making them the king them the king them the king... >>> 1

### Our Bureau

Mumbai: The stock market slumped after finance minister Nirmala Sitharaman refused to exempt foreign portfolio investors (FPIs) structured as trusts from a higher tax surcharge... >>> 1

falling 1.8%. The finance minister had suggested in her reply to the Finance Bill on Thursday that trust-based FPIs convert themselves into companies to avoid paying the higher surcharge... >>> 1

### Our Bureau

Mumbai: The stock market slumped after finance minister Nirmala Sitharaman refused to exempt foreign portfolio investors (FPIs) structured as trusts from a higher tax surcharge... >>> 1

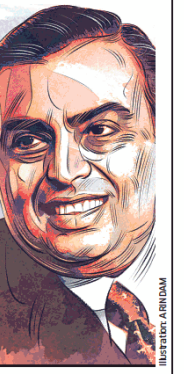
### Q1 NET PROFIT RISES 6.8% TO ₹10,104 CRORE

# Telecom & Retail Stars of RIL's Quarterly Show, Again

New-age businesses offset weakness in oil & gas and petrochem

Mumbai: Reliance Industries reported a 6.8% rise in quarterly net profit as its telecom venture Jio, which now has more subscribers than Airtel, and the retail business more than made up for weaker oil refining margins, lower production and softer prices of petrochemicals... >>> 6

	Q1 FY20 (₹)	YoY Change (%)
Consolidated Revenue	1,72,956	22.10
Refining & Marketing	1,01,721	6
Petrochemicals	37,611	-6
Oil & Gas	923	-35.50
Organised Retail	38,196	47.50
Consolidated Net Profit	10,104	6.8



### Q1 QIP NET PROFIT RISES 48% ANNUALLY

However, the company faced a tough market in the petroleum refining business, which has seen a global fall in gross refining margin (GRM)... >>> 6

### Our Bureau

New Delhi: A consortium led by Brookfield Asset Management has agreed to acquire Reliance Industries' Reliance Jio Infratel unit in a multi-stage deal, which would see first investing ₹25.25 crore in an infrastructure trust that owns 51% of the telecom tower company... >>> 6

# Brookfield-Led Team to Buy Out Jio's Tower Arm in Multi-Stage Deal

Towering Deal 170,000 Towers owned by Jio - the most by any company in India. Tower count to be ramped up to 260,000 in FY20... >>> 6

Proceeds from India's biggest such deal to be used to repay financial liabilities... >>> 6

### Our Bureau

Mumbai: Indigo announced blockbuster earnings for the June quarter as the country's biggest airline took advantage of the grounding of Jet Airways and kept a check on costs... >>> 5

### Our Bureau

Mumbai: Indigo announced blockbuster earnings for the June quarter as the country's biggest airline took advantage of the grounding of Jet Airways and kept a check on costs... >>> 5

# 43-FOLD JUMP IN NET PROFIT Grounded Jet Fuels IndiGo to Stratosphere

Strong Numbers

	April-June (₹ Cr)	FY20	FY19
Net profit	1,203	27.8	
Revenue	9,420	6,512	
Profit from ops	17,337	13,206	
Cash reserves as of June 30	18,431	2,521	
Revenue per available seat km	₹4.10	₹3.62	
Cost per available seat km	₹3.45	₹3.69	

### Appointment of woman director, thorny issues may be discussed today

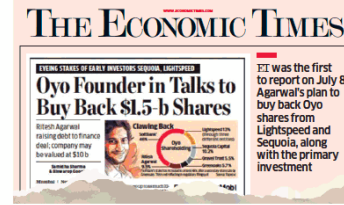
Mumbai: Indigo announced blockbuster earnings for the June quarter as the country's biggest airline took advantage of the grounding of Jet Airways and kept a check on costs... >>> 5

### Our Bureau

Mumbai: Indigo announced blockbuster earnings for the June quarter as the country's biggest airline took advantage of the grounding of Jet Airways and kept a check on costs... >>> 5

### BIG BUYBACK BY RITESH AGARWAL

# Oyo Founder Set to Raise Stake to 30% in \$2.2b Transaction



To buy stake from Sequoia, Lightspeed and infuse \$700 m in primary investment... >>> 1

### Our Bureau

Bengaluru: Ritesh Agarwal, group chief executive of Oyo Hotels & Homes, is undertaking one of the biggest stock buybacks by an Indian entrepreneur... >>> 1

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Bengaluru: Ritesh Agarwal, group chief executive of Oyo Hotels & Homes, is undertaking one of the biggest stock buybacks by an Indian entrepreneur... >>> 1

### MINISTER ANURAG THAKUR CLARIFIES

'No Ban on Use of Cryptocurrency' The government has not prohibited the use of cryptocurrency, MoS (Finance) Anurag Thakur told Parliament on Thursday... >>> 13

### 'EXPORTS' TAG FOR BACK-OFFICE SERVICES

# Shot in Arm for BPOs: No GST on Select Services

Business to be treated as 'intermediary' only when there is clear facilitation of services... >>> 5

### Our Bureau

New Delhi: The government said select business process outsourcing (BPO) services will qualify as exports and therefore won't be subject to goods and services tax (GST), marking a substantial relief for the country's \$67 billion IT and ITBS (information technology-enabled services) sector... >>> 5

### Our Bureau

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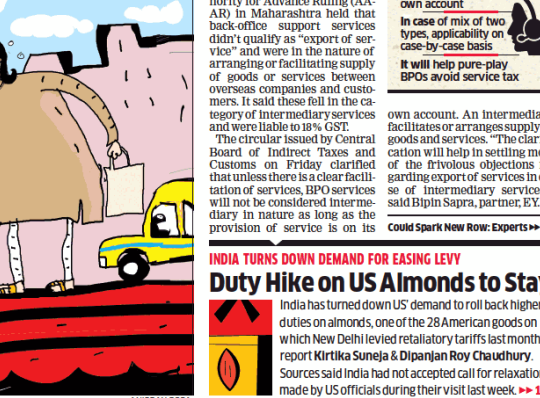
### INDIA TURNS DOWN DEMAND FOR EASING LEVY

Duty Hike on US Almonds to Stay India has turned down US demand to roll back higher duties on almonds, one of the 28 American goods on which New Delhi levied retaliatory tariffs last month... >>> 13

# A Very Fishy Tale from an Erratic Monsoon

Inadequate rains affect freshwater hilsa supply in major metros, price shoots up to ₹1,300/kg

Sutanuka.Ghosal@timesgroup.com from the Bay of Bengal to estuaries of the Hooghly river. Traders say there has been no major landing of hilsa since the beginning of monsoon, and that smaller hilsas that have been caught are being sold locally in Bengal... >>> 1





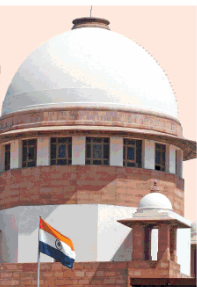
# Wrap up Babri Demolition Case by May: SC to Trial Court

## Guidelines

SC directs UP chief secretary to file an affidavit bringing on record the appropriate orders passed by the state with regard to extension of the tenure of the judge.

During the extended tenure, the special judge would remain under the administrative control of the Allahabad High Court. SC

Special court will examine all witnesses in the case in six months and deliver a ruling three months after that



Extends special judge's tenure with state consent, Allahabad high court to notify it

Samanwaya.Rautray  
@timesgroupp.com

New Delhi: The Supreme Court has ordered a Lucknow special court to deliver verdict in the Babri Masjid demolition case within nine months. Those arraigned as accused in the case include BJP leaders LK Advani, Murlidhar Manohar Joshi, Uma Bharati, Vinay Katiyar and VHP's Sadhvi Ritambhara. A bench granted extension to the

special judge trying the case beyond retirement. He will conclude the trial in nine months and retire. The extraordinary decision is in the interest of a quick trial. SC directed UP chief secretary to file an affidavit

### FORMAT

The oral argument shall be kept to be bare minimum and supplemented with written submissions: SC bench

bringing on record the appropriate orders passed by the state government with regard to extension of the

tenure of the judge. During the extended tenure, the special judge would remain under the administrative control of the Allahabad High Court. SC said. The order of a bench led by Justice RF Nariman came after the state consented to the idea. The special court will examine all witnesses in the case in six months and deliver a ruling three months after that.

SC had earlier transferred the Rao Bareilly case against political leaders and clubbed it with the case against ordinary kar sevaks in Lucknow court. While ordinary kar sevaks face charges of criminal conspiracy, dacoity, robbery, causing hurt, defiling places of worship, promoting enmity between two groups on religious grounds in the Lucknow case, the leaders' case in Rao Bareilly dealt with the political

conspiracy instigation, wantonly causing rioting, creating enmity and statements causing public mischief (Section 505). SC said the trial will continue from where it was left off on a day-to-day basis until conclusion.

"We request the special judge and in addition it is made clear that the recording of evidence shall be completed within six months from today. The oral argument shall be kept to be bare minimum and supplemented with written submissions. Judgment in the case should be ready and delivered maximum within a period of nine months from today," the bench said. The court had also directed the Lucknow sessions court to frame additional charges of criminal conspiracy and other charges against its other who were discharged in the case.



## Raja's Name Proposed for CPI Gen Secy

Our Political Bureau

New Delhi: CPI national executive meeting on Friday unanimously proposed the name of senior centre secretariat member D Raja, 70, as the party general secretary to succeed incumbent S Sudhakar Reddy, who has expressed his desire to quit the top post on health ground.

The proposal will be now placed before CPI national council, which is meeting in the next two days for final approval, it is learnt. Raja's name was proposed by Reddy and was endorsed by all executive members.

Born in a poor Dalit family in Tamil Nadu, Raja rose in the party ranks by leading both the CPI students and youth wings at the national level before becoming part of the CPI national leadership for many decades now. His second term as a Rajya Sabha member will end later this month.

## Maya Asks BJP to Publicise Sources of Poll Funding

Our Political Bureau

New Delhi: A day after the Income Tax Department attached an alleged "benami" property of Maya-wati's brother, the Bahujan Samaj Party chief dared the BJP to reveal the source of funds the ruling party received during elections.

"During elections, over Rs 2,000 crore had come to the BJP's accounts, but I has so far not disclosed the source of it. Is this not a 'benami' property," the former Uttar Pradesh chief minister asked.

In a press release issued by the BSP, she said the BJP and RSS were "casteist" organisations. They do not want SC, tribal and OBC people to prosper, particularly in the field of business and education, she alleged.

She said the BSP would continue its fight against such exploitations.

It is known to everyone that the BSP never receives funds from capitalists, she said.

According to her, the ruling party should introspect before pointing a finger at others. If they think they are "Hartishchandra", they should hold a probe about the wealth of their people before and after coming to politics, Mayawati said. Recently, Mayawati made her brother, Anand Kumar, as the BSP's national vice president and his son, Akash, as the party's national coordinator.

# Bill to Amend RTI Introduced Amid Opposition Protests

Bill aims at institutionalisation, streamlining and ease of delivery of RTI Act: Jitendra Singh

Our Political Bureau

New Delhi: The government on Friday introduced a bill in Lok Sabha to amend the Right to Information Act, which would allow the Centre to decide tenure and salaries of state and central information commissioners, amid protests from opposition parties.

Introducing the Bill to Information (Amendment) Bill, 2019 in Lok Sabha, minister of state in the Prime Minister's Office Jitendra Singh said it aims at institutionalisation, streamlining and ease of delivery of RTI Act, adding that it is an enabling legislation for administration purposes. He claimed that the government's commitment to transparency could not be questioned and blamed the then UPA government for not making proper rules to implement the RTI Act, which was enacted in 2005. "You have made a clumsy Act in haste. We are only trying to strengthen it," a mere nine against it.

Trinamool Congress MP Adhir Ranjan Chowdhury said, "RTI Act is a fundamental right and this bill is an attempt to infringe on our right."

Congress MP Adhir Ranjan Chowdhury said, He also pointed out that the bill would allow members two days before its introduction as is prescribed by the rules. Shashi Tharoor of Congress alleged that the bill is an RTI elimination bill. AIMIM MP Asaduddin Owaisi sought a division of votes through paper votes on whether the bill should be introduced or not.

For the first time, the Bill has defined transgender and has ensured family life for transgender children, made provisions for sex reassignment surgeries, psychological counselling and protection against any form of discrimination against transgender people. Minister of social justice and empowerment Thawar Chand Gehlot introduced the Bill in the lower house of Parliament. The Bill is likely to come up for discussion and passing next week. The government has defined a transgender person as a person whose gender does not match with the gender assigned to that person at birth and includes trans man or trans woman (whether or not such person has undergone sex reassignment surgery or hormone therapy or laser therapy or such



### PROTECTION AGAINST DISCRIMINATION

## Transgender Rights Bill Introduced in LS, May be Taken Up Next week

Nidhi.Sharma@timesgroupp.com

New Delhi: The government on Friday introduced the Transgender Persons (Protection of Rights) Bill 2019 in the Lok Sabha, to provide for the protection of rights and welfare of transgender people.

For the first time, the Bill has defined transgender and has ensured family life for transgender children, made provisions for sex reassignment surgeries, psychological counselling and protection against any form of discrimination against transgender people. Minister of social justice and empowerment Thawar Chand Gehlot introduced the Bill in the lower house of Parliament. The Bill is likely to come up for discussion and passing next week. The government has defined a transgender person as a person whose gender does not match with the gender assigned to that person at birth and includes trans man or trans woman (whether or not such person has undergone sex reassignment surgery or hormone therapy or laser therapy or such

Shashi Tharoor of Congress alleges that the bill is an RTI elimination bill.

### DIVERSE VIEWS

Trinamool Congress MP Saugata Roy demanded that the bill be referred to a parliamentary standing committee

AIMIM MP Asaduddin Owaisi sought a division of votes through paper votes on whether the bill should be introduced or not

### LS Passes Protection Of Human Rights Bill

Our Political Bureau

New Delhi: The Lok Sabha on Friday passed a bill by voice vote to expedite the process of appointing, chairperson and members of the National Human Rights Commission (NHRC) after the government assured steps were being taken "round-the-clock" to protect human rights. However, many opposition members expressed scepticism about the Centre's commitment to human rights while demanding more provisions in the bill as safeguards.

The Protection of Human Rights (Amendment) Bill, 2019 while including the chairpersons of the National Commission for Backward Classes, the National Commission for the Protection of Child Rights and the Chief Commissioner for Persons with Disabilities as members of the NHRC, also provides for reduction in tenure of chairpersons of national and state human rights bodies three years from the current five years.

It also stipulates that besides a former Chief Justice of India, as is the current requirement, a former Supreme Court judge can also become NHRC chairperson and states that a former high court judge can also become a state human rights commission chairperson besides a high court chief.

### YOU (YOGI) HAVE TO STOP CRIME: PRIYANKA

## Priyanka Stopped on Way to Sonbhadra

What is UP govt trying to hide by stopping me, asks Cong gen secy

Aman Sharma & PTI

New Delhi: Law and order is now at the centre of the political discourse in Uttar Pradesh with Congress leader Priyanka Gandhi sitting on a day-long dharna in Mirzapur after she was stopped from visiting the village in Sonbhadra where two tribals were shot dead two days ago in a land dispute. She refused to furnish a personal bond and insisted that she would leave till she meets families of the victims.

Both Samajwadi Party and Bahujan Samaj Party too are training the fir guns on the Yogi Adityanath government for the 'falling' law and order situation in the state but Gandhi scored a political point by reaching the area before Akhilesh Yadav or Mayawati had done so, in a sign that Congress wants to be seen as the main opposition to the BJP government here which is on the back-foot given that it has suspended five local officials and the CM even conceded that tensions had been simmering in the village with conflicts reported in the past as well. Gandhi continued to sit in protest at a guest house in Mirzapur till late Friday night even as there was no electricity there and has refused to seek bond on charges of trying to breach peace.

The CM on Friday said 20 people, including the sonbhadra, had been arrested for the Sonbhadra killings and said an irregularity in the land transfer way back in 1965 "during Congress rule" sowed the seeds for the current dispute. However, Gandhi questioned what the UP government "had got to hide" by stopping her, especially when she was ready to visit the village along with just four people to respect the prohibitory orders there. "You cannot stop me from standing alongside the families of the victims. You (Yogi) have to stop crime," Gandhi



## NCST Team to Visit Sonbhadra

New Delhi: The National Commission for Scheduled Tribes (NCST) has taken cognisance of the Sonbhadra killings and is sending a team under its chairman Nand Kumar Sai to the Umbha village on July 22-08

said. Rahul Gandhi said Priyanka had been illegally arrested.

Smarting under a massive loss in the Lok Sabha elections in UP, the Opposition has been picking the law and order issue to attack the Yogi government. Senior BJP leaders in UP, however, said the Opposition's attacks on law and order won't connect with the people as the state has seen an unprecedented crackdown on criminals under the Yogi regime with a record number of fatal encounters. "The downward of Opposition is trying desperately to find an issue to revive itself. Priyanka's visit would have only stirred up emotions in the area where the government has tried hard to ensure calm and quickly arrested the perpetrators. It is a politically opportunistic trip over an unfortunate incident of crime," a top BJP leader said. Trinamool too is sending a team to Sonbhadra on Saturday.

## NRC Full of Wrongful Inclusions: Centre & Assam Govt

Samanwaya.Rautray  
@timesgroupp.com

New Delhi: The central and the Assam governments on Friday raised serious objections to the anomalies and discrepancies in the ongoing National Register of Citizens (NRC) exercise in the state which allegedly left out genuine Indian citizens from the draft NRC and wrongfully included many illegal immigrants, urging the court to direct 20% reverification of all inclusions in the districts bordering Bangladesh.

A two-judge bench comprising Chief Justice of India Ranjan Gogoi and Justice RF Nariman listed the case for further hearing on Tuesday. The bench said that the verification exercise of those left out involved verification of the entire family tree of the person excluded. That per se resulted in the verification of over 27% of the inclusions in the draft NRC, the CJ said. At least eight million people got reverified in the process, he said.

The Union and Assam governments through solicitor general Tushar Mehta, assisted by counsel Sivapada Roy, said the reports from the ground were showing more wrongfully inclusions than exclusions.

LAST DATE FOR RECEIPT OF APPLICATIONS  
**03.08.2019**

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### Mega Food Park, Barhi

Sr. No.	Plot Size (Tentative)	No. of Plots/Sheds (Tentative)				Land Premium (Tentative)	
		General	NRI	PWD	TOTAL		
1	450	0	1	0	1	Rs. 12,000 psm*	
2	1012.5	3	1	0	4		
3	1800	2	2	1	5		
4	3515	1	0	0	1		
5	4275	2	1	0	3		
6	Shed-Ground Floor	11	1	0	12		Rs. 80.00 Lakh/Unit*
7	Shed-First Floor	11	1	0	12		Rs. 70.00 Lakh/Unit*
Total		30	7	1	38		

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Step Up Fifth generation's Amit succeeds Anand Burman after his 12-year tenure, while Mohit and Aditya Burman also move up the ladder

Amit Burman is Chairman as GeNext Takes Over at Dabur

Our Bureau

New Delhi: Dabur India on Friday named Amit Burman its chairman, as the next generation...



Dabur chairman Amit Burman (L) and vice-chairman Mohit Burman

and sports. His investments include Aviva Life Insurance, Universal Simon General Insurance...



shampoo, Fem skin care, Red tooth-paste, Odonnell air fresheners...

Q1 Net Up 10% to ₹364cr

NEW DELHI: Dabur India on Friday reported a 10.3% increase in consolidated net profit...

environment continues to be challenging with overall demand slowdown and high competitive intensity...

Ford India Recalls 22k Endeavour SUVs

Our Bureau



Mumbai: The Indian subsidiary of Ford Motor Company on Friday announced recall of more than 22,000 units of its flagship SUV...

"Individual customers will be informed and requested to bring their car to the Ford dealership... This was the third recall from Ford in a year...

Brewers Get Invitation to Big Fat Indian Weddings

Beer is popular with youngsters, more of whom organise festivities now

Smta.Balram@timesgroup.com

Bengaluru: Anheuser-Busch InBev served Stella Artois and Hoegaarden on tap at nearly 40 wedding venues...



INBEV's plot at weddings pushed draught beer sales up 50-60%

Expenditure on spirits is 15-20% of a wedding budget

This is only an advertisement for information purposes and not for publication, distribution or release directly or indirectly into the United States or elsewhere outside India...

TATA SPONGE



TATA SPONGE IRON LIMITED

Tata Sponge Iron Limited was incorporated on July 31, 1982, as a public limited company, under the provisions of the Companies Act, 1956...

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ISSUE OF UP TO 3,30,00,000 EQUITY SHARES OF FACE VALUE OF Rs.10 EACH ('RIGHTS EQUITY SHARES') NOT EXCEEDING Rs. 1,65,00,00,000...

NOTICE TO INVESTORS

This notice is being issued pursuant to item (4) of Schedule IX of the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018...

Table with 5 columns: Sr.No, Name, Designation, Term, Period of Directorship, and Brief Biographies of the New Directors. Lists Ansuman Das, Srikanth Menon, and Shashi Kant Maudgal.

Further, all the other confirmations in relation to Directors mentioned in the LOF should be read in conjunction with this Notice to Investors, as being applicable to the New Directors.

Additionally, the Shareholders of our Company, at the 38th Annual General Meeting held on July 15, 2019, approved certain resolutions which include:

- (i) Change in name of the Company "Tata Sponge Iron Limited" to "Tata Steel Long Products Limited" or such other name as may be approved by the Registrar of Companies...
(ii) Shifting of Registered Office of the Company from the State of Odisha to the State of West Bengal.

DISCLAIMER CLAUSE OF BSE (Designated Stock Exchange): It is to be distinctly understood that the permission given by BSE should not in anyway be deemed or construed that the Letter of Offer has been cleared or approved by BSE...

DISCLAIMER CLAUSE OF SEBI: It is to be distinctly understood that the submission of the letter of offer to SEBI should not in any way be deemed or construed that the same has been cleared or approved by SEBI.

DISCLAIMER CLAUSE OF NSE: It is to be distinctly understood that the permission given by NSE should not in anyway be deemed or construed that the letter of offer has been cleared or approved by NSE...

INVESTORS ARE ADVISED TO REFER THE LETTER OF OFFER AND ALOF, AND THE RISK FACTORS CONTAINED THEREIN TOGETHER WITH THE ISSUE ADVERTISEMENT DATED June 28, 2019, AND THE PUBLIC NOTICED DATED July 5, 2019.

AVAILABILITY OF THE LETTER OF OFFER: The Letter of Offer is available on the website of the Lead Managers to the Issue, i.e. www.centrum.co.in; www.axiscapital.co.in and www.sbiccps.com and the websites of the stock exchanges where the Equity Shares are listed...

LEAD MANAGERS TO THE ISSUE: Centrum Capital Limited, Axis Capital Limited and SBI Capital Markets Limited

Office Space Leasing in H1 at Record High of 31m sq ft

Tech corporates account for half of the leasing activity during Q2 2019, followed by BFSI and flexible firms

Our Bureau

Bengaluru: Office space leasing crossed 30 million square feet during the first half of 2019, up almost 40% compared to the same period last year...

47% share, as per the report. The share of large-sized deals (more than 100,000 sq ft) rose to 12.2% from 11% previously. Bengaluru, followed by Hyderabad...

Department of Tourism & Civil Aviation Himachal Pradesh, Shimla

Expression of Interest for Development of Chanshal Area

The Department of Tourism intends to undertake Development of Chanshal (Rohru), District Shimla by encouraging development of a world class ski resort...

The Department invites applications from interested developers of National/International repute for the Development of Chanshal area.

Table with 2 columns: Publication Date and Bid/Document Download/Sale Start Date. Dates range from July 20 to August 30, 2019.

Note: 1. Every bidder should check Eligibility conditions as per EOI Document, before submitting the EOI.

2. Any Corrigendum or Addendum major or minor issued subsequent to this EOI Document will be uploaded only on website www.himachaltourism.gov.in

3. To facilitate checking the responsiveness and evaluation of EOI, Department may at its sole discretion, without being under any obligation to do so, reserves the right to call for any clarification from any Bidder regarding its EOI after opening of EOI...

EOI Cost: Rs. 5000 (Rs. Five Thousand only) needs to be deposited through Demand Draft/pay order in favour of Department of Tourism & Civil Aviation, Himachal Pradesh payable at Shimla issued by a scheduled commercial Bank.

EOI Submission: Applications for the shall be submitted separately by post/ courier or in person latest a before Bid Submission End Date (IST) to: Director, Department of Tourism & Civil Aviation Department, Block No. 28, SDA Complex, Kasumpti, Shimla-171009 HP.

Department of Tourism & Civil Aviation reserves the right, without any obligation or liability, to accept or reject any or all of the EOI at any stage of the process, to cancel or modify the process, or any part thereof, or to vary any of the terms and conditions at any time, without assigning any reasons what so ever.

Director, Tourism & Civil Aviation, Himachal Pradesh, Shimla-171009. Ph. 0177-2625924, Fax: 0177-2625864.

E-mail: tourismmin@hp.nic.in; tourism.hp@nic.in Website: www.himachaltourism.gov.in





**A**shra (Sangli): Rajesh Bagal, a 39-year-old farmer from Nagpur district, has tasted success—and it is sweet. He's been able to triple production of sugarcane simply by purchasing a smartphone and joining a WhatsApp group where farmers share their experiences including some smart cultivation techniques.

# Farmers' Mantra of SUCCESS

Farmers are connecting with each other on WhatsApp groups and Facebook to share the secrets of tripling output. **Jayashree Bhosale reports**

Bagal bought his first smartphone about three years ago. Initially, he did not know how to even make phone calls, but very soon he started using social networking sites and apps like Facebook and WhatsApp.

Bagal grew cotton, oranges, sweet lime and vegetables, the traditional crops of his native Vidarbha region in the eastern part of Maharashtra state. The farmers in Vidarbha had always been envious of their counterparts thriving in the western part of the state, where sugarcane was the most successful crop.

"Farming in west Maharashtra is considered to be most progressive in our state and it was my dream to gain success like them," Bagal said.

About six years ago, he diverted three acres of his 50-acre field to sugarcane. "I used to get a yield of about 35 to 40 tonnes per acre, which was the highest for Vidarbha," said Bagal.

Things changed for Bagal when he heard of Hoi Amhi Shetkari (HAS - Yes, We are Farmers), a WhatsApp group run by Amol Patil and Ankush Chormule of Ashra in Sangli district in western Maharashtra. After signing up on the HAS WhatsApp group, he not only got to know of farmers who produced more than 100 tonnes of sugarcane per acre, he also learned some tricks.

"The idea of getting more than 100 tonnes of cane per acre was like a dream. I called up Amol Patil and visited his farm in Sangli, along with four other farmers. I stayed there for three days, spending all day on the farms of progressive farmers like Suresh Kabade and Vijay Magdum," he said.

Upon his return from Sangli, Bagal implemented every instruction he had received from his WhatsApp friends and became the first farmer in Vidarbha to produce 100 tonnes of sugarcane per acre. He supplies more than 1,000 tonnes of sugarcane, worth more than Rs 25 lakh, to the Puri Sugar Factory of transport minister Nihin Gadkari.

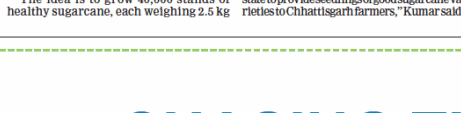
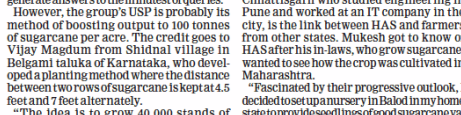
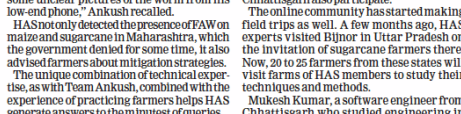
Patil worked with HDFC Bank in Sangli after completing his post-graduation in management. When his father developed health problems, he decided to take up farming on the family's 15 acres of land.

"My idols were progressive farmers like Suresh Kabade and Sunil Shinde from my taluka who had already set benchmarks in production of sugarcane and bananas," said Patil.

A chance introduction to Ankush Chormule, then a PhD student at Mahatma Phule Agricultural University in Rahuri, on Facebook and their shared interest in farming led to the creation of the HAS WhatsApp group. The group's Facebook page started in June 2015, and both quickly gained in popularity. Today, Patil and Chormule run 70 WhatsApp groups, which are managed by a team of about 15 administrators, five of whom are PhD holders.

More than 600,000 farmers are associated with HAS and the Facebook page has 500,000 followers. In addition, there is a HAS YouTube channel and regular field workshops held for farmers.

HAS was the first to flag the invasion of the dreaded Fall Army Worm (FAW) pest in Maharashtra. Ankush, an entomologist working for an MNC, had written an article on the



possibility of FAW coming to Maharashtra from neighbouring Karnataka, where it had affected the maize crop.

"Ganesh Babar, who is a HAS Facebook member, read the article and contacted me, sending me several pictures of the worm from his low-end phone," Ankush recalled.

HAS not only detected the presence of FAW on maize and sugarcane in Maharashtra, which the government denied for some time, it also advised farmers about mitigation strategies.

The unique combination of technical expertise, as with Team Ankush, combined with the experience of practicing farmers helps HAS generate answers to the minutest of queries.

However, the group's USP is probably its method of boosting output to 100 tonnes of sugarcane per acre. "The credit goes to Vijay Magdum from Shindal village in Belagani taluka of Karnataka, who developed a planting method where the distance between two rows of sugarcane is kept at 4.5 feet and 7 feet alternately.

"The idea is to grow 40,000 stands of healthy sugarcane, each weighing 2.5 kg in an acre," said Chormule.

The presence of HAS isn't restricted to Maharashtra. While HAS Facebook discussions are mostly in Marathi, farmers from Gujarat, Uttar Pradesh, Madhya Pradesh and Chhattisgarh also participate.

The online community has started making field trips as well. A few months ago, HAS experts visited Bijpur in Uttar Pradesh on the invitation of sugarcane farmers there. Now, 20 to 25 farmers from these states will visit farms of HAS members to study their techniques and methods.

Mukesh Kumar, a software engineer from Chhattisgarh who studied engineering in Pune and worked at an IT company in the city, is the link between HAS and farmers from other states. Mukesh got to know of HAS after his in-laws, who grow sugarcane, wanted to see how the crop was cultivated in Maharashtra.

Bagal of Nagpur invited Dilip Shinde, a farmer in Chopda in Jalgaon district, to teach him the techniques of cotton cultivation. Shinde, 61, has operated an agricultural input shop for 30 years after quitting his job as professor of geography and has practised farming for 45 years.

Realising that overuse of chemical fertilisers can kill the soil's micro-organism ecosystem, he developed a method of combining natural and chemical farming to get a yield of 24 to 25 quintals of cotton per acre while other farmers in the region struggled to get 10 to 12 quintals.

"I had up of attending a large number of phone calls from farmers wanting to know about my method. I started WhatsApp groups," said Shinde. He started 13 groups on farming and will soon set out on a 10-day journey to guide farmers in 10 districts of Vidarbha and Maharashtra.

HAS WhatsApp group administrators spend on average two to three hours a day answering questions of farmers and taking 30 to 40 phone calls. "I clear all doubts asked on WhatsApp groups from 5am to 9am every day and attend about 30 to 40 calls a day," said Shinde.

The farmers' social network has sprung up alongside the extensive machinery set up by the Indian government for the extension of agricultural technology through the Agricultural Technology Management Agency (ATMA) Scheme being implemented in 640 districts in the country.

"A few farmers are very innovative and take to technology before the others," said A K Singh, deputy director general (Agricultural Extension) at the Indian Council of Agricultural Research. "There are a few farmers who are using innovative practices being improved by farmers. This is the reason the country acknowledged the work of 12 farmers with Padma awards."

ICAR is an autonomous organisation under the ministry of agriculture and farmers welfare set up for coordinating, guiding and managing research and education in agriculture including horticulture, fisheries and animal sciences in the country.

Singh said more than 30 million farmers have registered on the MKISAN portal through Krishi Vigyan Kendras, which are centres to promote agricultural research locally. These farmers get regular weather and market updates. In addition, ICAR and the kendras have developed 145 mobile apps for farmers.

However, farmers claim the knowledge of extension officers of agricultural universities and government departments is bookish and outdated.

"Now that we have already achieved high production levels, what we seek is knowledge of how to go further ahead. If they teach us what is already known, it's boring," said Sunil Shinde, a banana farmer from Sangli.

"The government extension agents do not go to the farm level. They are available at gram panchayat and block levels and hardly have practical knowledge of farming," said Shinde, the cotton farmer from Jalgaon.

Meanwhile, Bagal of Nagpur recently spent Rs 20 lakh to build a farmhouse after earning more than Rs 25 lakh a year just from increased sugarcane productivity. He is happy not only for realising his dream of becoming a successful farmer but also for the recognition and respect it brings.

"Today, I have friends in every district of Maharashtra. People recognise me as a progressive farmer, which could help open up and only because of coming into contact with Patil, Chormule and the entire HAS team through my smartphone," said Bagal.

# Talent Crunch In EV Sector

Prachi Verma at timesgroup.com

New Delhi: Despite the government's thrust for electric vehicles (EVs), a shortage of top-tech talent may act as a roadblock. Search firms are being forced to look overseas for talent. France, Germany, Japan and China. This being a greenfield domain, the supply of EV experts on design, product, infrastructure, storage is not enough, reflecting on the pay packages being offered.

Companies such as Tata Motors, Mahindra & Mahindra, TVS Motor, Continental, Maruti Suzuki along with start-ups like Turk and Ather Energy are either hiring top tech talent or building a pipeline to head the EV initiatives. Search firms including Transsearch, EMA Partners, Hunt Partners, Xpheno and Michael Page are scouting for talent on behalf of their clients who are willing to pay upwards of about \$50,000 per annum.

Hunt Partners (an executive search firm) is currently looking for a head, on behalf of a global OEM in India where its client is willing to pay a package of \$1 million per annum (6.8 crore).

"We are forced to look for talent outside India due to a dearth within the country," Suresh Raina, partner at Hunt Partners, told ET. EVs also got traction in the recently announced budget, when the finance minister proposed GST cut from 12% to 5% on EV.

"EV development is at a nascent stage in India, almost every organisation will face a challenge in terms of EV talent acquisition and development," said CV Raman, senior executive director, engineering, Maruti Suzuki India. Maruti Suzuki along with other major auto players including Tata Motors, Kinetic Motors, Audi, MG Motors, Volvo and Nissan are gearing up to launch their own EVs over the next two years, as reported by ET earlier.

"Companies which want to smoothly transition into this new space need to ensure that they work back towards preparing a ready workforce," said R Anandakrishnan, senior vice president-human resources at

Information technology, TVS Motor. "Organisations are looking for overseas talent after exhausting the local Indian options... mainly professionals in similar roles in Germany, China, Japan, France, America and Sweden," said Dinesh Vedgirdi, associate director, Michael Page India.

Such is the demand that auto and ancillary companies are also open to hiring globally, albeit on an advisory role due to dearth of talent, according to a Ramachandran, senior partner, EMA Partners. EMA is working on at least 4 mandatas across the value chain. As a result, companies like TVS Motor, Maruti, Continental and startups like Turk and Ather are compelled to simultaneously build a pipeline for EV talent.

For instance, the Institute of Quality and Leadership at TVS Motor Company has mapped out the skills (including for EVs) that are required for the future. "Only with the growth of EV sector in India will we see a substantial increase in the EV-specific talent pool. It is not always about bringing in new talent but also re-skilling existing talent," Anurag Garg, head - Powertrain, Continental India, said.

Startups in this space are also active in attracting talent. "There is enough talent available for EV sector, we just need to identify them," said a spokesperson at Turk, which has showcased TX3, soon to be launched electrical motorcycle. Currently, Turk is not only busy with the launch of its electric motorcycle but also setting up charging infrastructure in Pune.

Another upcoming EV startup, Ather Energy is in the space of EV scooters with operations in Bengaluru and Chennai. "We will continue to invest in the right talent to build superior products in the future. We also continue to add more talent in the business and operation functions across the country as we grow," said Swagat Jain, co-founder, Ather Energy.

With the hardware base in place, Ather's focus is on building a strong software and intelligence team. "We are also scouting for tech-commercial operation roles to build multiple new products," said Jain.

**EV top tech talent in demand**

**DUE TO A SHORTAGE** of EV tech talent in India, companies are looking outside.

**TALENT WITH TECH** expertise in storage, infrastructure, product, design within EV domain are in demand.

**MANY AUTO AND AUTO** components players are simultaneously building their own talent pool to meet the demand apart from lateral hiring.

**OEMs ARE LOOKING** for experts who can either identify the global market for different EV technologies in India or help in building EV solutions for the Indian market using these technologies.



# CHASING THE CLOUDS

India's first company seeding monsoon clouds in select areas of Water-stressed Rajasthan



- Trebling STP capacity to 60 million litres of sewage per day in Udaipur, conserving fresh Water usage in the 'City of Lakes'
- Cloud seeding in select areas of Rajasthan, enhancing Water security after low monsoons
- India's first dry-tailing waste disposal in a mine under commissioning, saving 2500 m<sup>3</sup> per day of Water
- Deepening of lakes & water bodies by 4 lakh m<sup>3</sup> desilting this year, increasing retention of monsoon Water

## HIGHLIGHTS - 1st QUARTER RESULTS

PRODUCTION	QUARTER ENDING		
	June 30, 2019	June 30, 2018	Growth
Ore mined (Mn tons)	3.42	3.12	10%
Refined Silver (MT)	159.00	138.00	15%
Refined Lead (KT)	48.00	42.00	13%



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QUICK HITS

Canadian Platform Spills 312,000 Litres of Oil Mix Into Atlantic Ocean

Montreal: An oil platform off the Canadian island of Newfoundland spilled 12,000 litres of a oil-water mix into the Atlantic Ocean...

BMW Picks Insider Zipse as CEO to Catch Up with Rivals

Frankfurt: BMW has named Oliver Zipse as its new CEO, continuing the German carmaker's tradition of promoting production chiefs to the top job...

9 Killed, 33 Injured in Blast Outside Kabul University

Kabul: At least nine people were killed and 33 others injured after a suicide bomber detonated his explosives-laden car near a gate of Kabul University here on Friday...

Trump says US Sidelined Iran Drone; Tehran Denies Loss

USS Boxer took defensive action to destroy drone: US president

Washington: President Donald Trump said the US "immediately destroyed" an Iranian drone that approached the USS Boxer near the Strait of Hormuz...



File photo of the flight deck of the amphibious assault ship USS Boxer

"The drone was a threat to the amphibious assault ship and its crew," Trump said at the White House on Thursday...

Iran and the US have been at loggerheads since last year, when Trump withdrew the US from the 2015 nuclear agreement he called the "worst deal ever"...

Gibraltar Extends Detention of Iranian Tanker to August 15

London: Gibraltar's supreme court has granted a 30-day extension to allow authorities there to continue to detain the Iranian oil tanker Grace 1 until August 15...

AB InBev to Sell Aussie Brewer CUB to Asahi for \$11.3b

Brussels: The world's leading brewer, Dutch-based AB InBev, said on Friday it is selling off its Carlton & United Breweries (CUB) unit in Australia for 16 billion Australian dollars...

PepsiCo to Buy SA's Pioneer Food for \$1.7b

Johannesburg: PepsiCo has struck a deal to buy South Africa's Pioneer Food for \$1.7 billion, the companies said on Friday...

Donald Trump's 'Go Back' Tweet Also Has a Danish Variation

Policy of sending back refugees seen as having racist overtone



A protester is escorted out of a Trump rally in North Carolina

Copenhagen: The words "Go back to where you came from" steered the political debate in the US for much of the past week...

Paradigm Shift: Garbi Schmidt, a professor specialising in immigration, integration and Islam at the University of Roskilde, says that "telling people to go back home" isn't new...

9 Killed, 33 Injured in Blast Outside Kabul University

Kabul: At least nine people were killed and 33 others injured after a suicide bomber detonated his explosives-laden car near a gate of Kabul University here on Friday...

Boeing to Take \$4.9-Billion Charge over Grounded Jets

Dallas: Boeing said on Thursday it is booking a \$4.9-billion charge to cover possible compensation to airlines that have cancelled thousands of flights since the 737 Max 8 was grounded...

Stolen Novel Idea 'Motive' behind Japan Arson Attack

The motive behind the arson attack at an animation studio in the Japanese city of Kyoto, which killed 33 people a day earlier, may have been the theft of ideas, the media reported on Friday...

Boeing to Take \$4.9-Billion Charge over Grounded Jets

Dallas: Boeing said on Thursday it is booking a \$4.9-billion charge to cover possible compensation to airlines that have cancelled thousands of flights since the 737 Max 8 was grounded...



Boeing 737 Max 8 aircraft

Raghuram Rajan, Janet Yellen Didn't Apply to Replace Carney at BoE

London: Former Reserve Bank of India governor Raghuram Rajan did not formally apply to replace Mark Carney as Bank of England governor, according to a person familiar with the matter...

TIPS, TRIVIA & TRENDS

YOUR DAILY DIET OF FUN AND FACTS

World's Highest Aquarium Starts Trial Ops in China

The world's highest aquarium has opened for trial in northwest China's Qinghai province, news agency Xinhua reported...

Members of First All-Female Afghan Orchestra Missing in Slovakia

Police in Slovakia said on Thursday they were searching for four members of Afghanistan's first all-female orchestra who went missing from their hotel after performing at a local festival...

After Nicki Minaj, Other Singers asked to Cancel Jeddah Tour

Singers Janet Jackson, 50 Cent, Chris Brown and others are facing the heat from the same human rights group which asked rapper Nicki Minaj to cancel her performance at the Jeddah World Fest in Saudi Arabia...

Stolen Novel Idea 'Motive' behind Japan Arson Attack

The motive behind the arson attack at an animation studio in the Japanese city of Kyoto, which killed 33 people a day earlier, may have been the theft of ideas, the media reported on Friday...

US Town Becomes Gender Neutral

The US city of Berkeley has officially gotten rid of all of its "manholes," "policewomen" and "Tiremen" - well, so to speak. According to an ordinance adopted this week by local authorities in the northern California city...

Crossword

7464

Crossword puzzle grid with clues for Down and Across words.

Dilbert

by 5 Adams



# The Rise and Fall of the Dosa King

Saravana Bhavan founder Pitchai Rajagopal was many things—an entrepreneur who put idlis and dosas on the world map, a benevolent employer—and a convicted murderer. **Bharani Vaitheesvaran** reports



Employees offer tribute to the portrait of P Rajagopal, founder of the Saravana Bhavan chain of hotels, after he passed away in Chennai on Thursday

Toward the final moments, P Rajagopal left everything to Lord Murugan, the Tamil deity he had put his faith in all his life through his restaurant as well as a restaurant with outlets from Stockholm to Singapore. That life also included abduction, murder and a life term. Rajagopal died in a Chennai hospital on Thursday at 72.

For those close to him, he was quite a little toosoon. “Had the courts listened to our pleas for a thorough medical examination and the necessity for private hospital treatment to battle the 12 ailments closing in on him, he would have survived a few more years,” said Charles G, a family friend who was with Rajagopal in the latter’s final months. “He was strong and had turned very, very plump in the end. All he said was Lord Murugan is showing the way and follow.”



“He was strong and had turned very, very plump in the end. All he said was Lord Murugan is showing the way and follow.”

“He was strong and had turned very, very plump in the end. All he said was Lord Murugan is showing the way and follow.”

murder. A decade after that, the Supreme Court upheld the order. Court documents reveal sustained intimidation and threats—open and veiled—aimed at forcing Santhakumar to leave his wife and coercing her into marrying Rajagopal. He asked a confidante to murder Santhakumar. The aide told his target to stay out of sight and informed Rajagopal of a successful “extermination,” according to court documents. Santhakumar, however, didn’t stay out of sight and met Rajagopal to plead for his life. The latter eventually managed to split the couple in late October 2001, just days before the husband’s body was found in the hills off Kodakkal.

A farmer’s son, Rajagopal’s rags-to-riches story began with his migration to Madras, as Chennai was known then, from southern Tamil Nadu. He began his entrepreneurship as a grocer and then took over a shuttered restaurant in KK Nagar, serving the staple menu of idli vada dosa. Affordable, consistency in taste and hygiene were the cornerstones. He followed a hub-and-spoke model to ensure that the dishes tasted the same as he expanded. Even now, among the 40 locations of Saravana Bhavan in Chennai, the model is followed, although the setup has been decentralised to a certain degree.

Bhavan has 49 outlets in India and 88 outside the country. Another eight stores are slated for launch in India. Until a few months ago, Rajagopal used to make regular morning visits to some of the outlets in Chennai, tasting the sambhar or

filter coffee while sitting in the front passenger seat of a white SUV. After his many ailments put a stop to this, hotel food would be sent to his residence. To be sure, some Saravana veterans say standards of restaurant upkeep and employee welfare aren’t as high as they used to be. People aware of business-related developments said a recent demarcation of responsibilities between Rajagopal’s two sons—R Saravanan and PR Shiva Kumar—was to streamline management. “The restaurant will get back to its nimble self soon,” said one of the persons. Rajagopal was buried in his hometown on Friday evening. The murder conviction hasn’t tarnished his halo for longtime employees. Some of those who gathered outside his residence in KK Nagar in Chennai were tired-eyed. Their lives continue to be defined by their four-decade relationship with Ammach (elder brother).

“I’ll defend, he’ll keep his commitment to the restaurant. He was a true-blue unlettered countryman who loved his business and his people,” said a worker, who says that he was able to put his two children through college thanks to Rajagopal’s support. “I travelled to the US and worked in different locations, only because of him,” said Shanmugam R, a chef from Madurai who worked at the New Jersey and New York outlets a few years ago. “What happened in the murder case is something I don’t know. He was very good to me and I will remember him for that.”

# New Converts to Indian Cuisine

Young chefs have followed pioneers in walking the fine line between tradition and innovation, responding to tastes of a new clientele

## Silk Stalkings



A search on the Internet for Bone Marrow food. The megalomaniac references led to the trendy Indian-owned-and-run Sri Lankan cuisine destination Hoppers. Lunching there earlier this month I saw the dish heading to several tables around us, but to tables in the South Asian guests. Indeed, the restaurant had customers of many ethnicities and south Asians were by no means the majority.

Most of the diners I saw at the newly-opened restaurant by chef Bharani at Harrods that same week were Arabs rather than fellow subcontinentals. And as my old friend and veteran Michelin-starred chef confided, it was not merely because the store happened to be owned by the Qatari royal family. Of the six restaurants in the refurbished dining hall, Arabs clearly preferred the Indian one. A lunch buffet at the hotel, which was a grist of Indian chefs in London, Sriram Ayler, the force behind the iconic Michelin-starred Quilon, added further masala to an emerging idea, as did his focus on the meat and merely the meat was very classical. It was spiced so expertly that South Asians as well as others—who once again were in fair numbers there—would appreciate the delicate flavours and aromas.

Bone marrow has been, well, a thing in International culinary circles for a while. But we Indians don’t generally make the marrow the focus of a dish, though it has been a ubiquitous accompaniment to mutton. The appearance of marrow itself in a continental varuval in London, therefore, signals something else to me that Indian (and broadly subcontinental) chefs are responding to a new clientele.

For a long time, ‘Indian’ restaurants—and their Pakistani and Sylheti counterparts—were catered primarily to expatriate subcontinentals and beer-swilling Britons who fancied a sweat-inducing ‘Indian’ curry meal once a week. The focus was nostalgic, and the result was a series of chicken tikka masala and baat’ cuisine to add to greasy, orange-red curries, poppadoms and chutney.

To name the Herculean effort by Indian chefs in London like Sriram V. V. Inet, Anil Kochhar, Vivek Singh, Ritu Dalma and Anvi Varma to lift Indian cuisine above the mess of the curry houses, leading to the Michelin star for Zaika (by V. Inet) and Tamarind (by Anvi) in 2011. Many other Michelin stars followed, and ‘haute’ Indian cuisine gained a devoted clientele of discerning Indians with in-

ternational palates. In the two decades since those first two stars, at least in London, I’ve noticed changes in the way Indian cuisine is regarded. Years ago, an Irate Chef Sriram had told me that while Gordon Ramsay and he bought fish from the same place, the former could charge three times as much for a dish. “Indian cuisine requires just as much skill but why are our dishes not deemed to be worthy of the same price?” he queried. That anomaly has been settled with Indian cuisine finally gaining due respect, banishing the ghosts of curry house repute. In major cities around the world, a new generation of Indian chefs from Gagan Anand in Thailand to Srihith Gopnith in San Francisco have added to the effort of pioneers V. Inet, Sriram, Anvi and others to compel culinary arbiters to acknowledge both Indian cuisine and their prowess. The result of that has been an influx of ‘new converts’ to Indian cuisine. Not merely expert subcontinentals and Britons but a new, younger ethnic group—all with distinct preferences—now flock to good Indian restaurants



in cities across the world. Including in India. That presents a new challenge for the Indian chefs who have brought our cuisine to this juncture: to present dishes that appeal to diverse palates. Srihith told me his California clientele doesn’t relish pungent mustard as we Indians do; conversely, many cosmopolitan Indians don’t like the western fad of adding turmeric to every dish. No top chef overdoes chillies any more, but responses of all to other spices have to be noted as also sugar levels in Indian sweets and curries are on a downward march because of the entry of new ingredients. Do we really want quinoa pulao? Bona mutton varuval is a clever way to fuse dishes. Indeed, the Sethi siblings’ expanding empire of restaurants besides Hoppers includes a variety of cuisines, which goes to show that they have a phenomenal understanding of the diversity of London’s palates. In Indian cuisine, to remain and expand in this hold on this culinary scene, our great chefs will have to tread a fine line between tradition and innovation.

# WASHING UP SALES

Dishwashers save time and even water yet consumers are not convinced these are a necessity. **Vikram Doctor and Writankar Mukherjee** report

There is a story of a customer in a Western country who called a customer service helpline to complain about a malfunctioning dishwasher. The call centre employee in India was a bit confused. He asked if the dishwasher wasn’t working why couldn’t the customer just fire him or her and hire a new one?

Even if that story is probably untrue, it encapsulates Indian attitudes to dishwashers: why has machine needed when a maid can easily be hired to do the job? Maids also know how to do hard scouring to tackle stains caused by turmeric and charred food at the bottom of pots. They know how to clean traditional Indian brass vessels with an acidic solution of tamarind to keep them gleaming. And they provide a range of other services from churning vegetables to pressing feet to passing on local gossip. “A dishwasher wouldn’t wish me ‘Eid Mubarak’ or ‘Happy Diwali,’” wrote Shobha De in a tribute to her maid in the Times of India (ToI) in 2002. “A dishwasher wouldn’t wish me anything but a practical commentary on current affairs first thing in the morning.”

That’s a lot to compete with, and dishwashers have been trying for quite a while. In 1896 ToI carried a report on the Whitesmiths patent, billed as “the first and only dishwasher available in India,” though mostly made with Italian technology. And it was ready to mangle maids by mashing itself as “a soon to working women who are otherwise at the mercy of tantrum-throwing servants.” Maharashtra’s product manager was optimistic that “after the year 2000 growth in the dishwasher market will reach levels found in the West.” It hasn’t worked out that way. Estimates by dishwasher makers put that market between Rs 140-200 crore. In contrast, the size of the residential air-conditioner market in India is around Rs 200 crore, refrigerator Rs 21,000 crore and washing machine will be about Rs 8,000 crore. Even the microwave oven market is Rs 550-600 crore.

Dishwashers always tend to lag other appliances, but in the USA, and parts of Europe, like Germany, they have taken time to grow their image as a luxury product. The first successful model was created by Josephine



Cochrane, a 19th century American socialite who got tired of servants chipping the bathroom crockery she used while entertaining. Cochrane conceived of a device where plates, cups and glasses could be confined in wire racks and then placed in a larger container where agitated water would clean the dishes. She had fabricated and it worked well enough to be awarded a patent in 1886. The company she set up eventually became part of the kitchen appliance corporation Kitchen Aid. But the primary buyers of these early dishwashers were restaurants and hotels. Home cooks that could afford them at that time usually could also afford servants, as in India today. Hand washing dishes was seen as part of women’s work, an endless round of daily toil at home. Also, lack of open space and lack of the piped water needed for efficient cleaning pressure were constraints in adopting dishwashers. World War I began the change. The war

Perhaps the biggest challenge, especially where water and power shortages are common, is combating the impression of dishwashers being wasteful of both. This is also a global challenge

was easy fix. It was the war that changed the expectations of women. Working outside home increasingly became an option, which left less time for doing the dishes daily. It also meant that fewer women were willing to work as servants. As old neighborhood gets redeveloped and people move into modern apartment blocks their new modular kitchens make installing a dishwasher easy. Fewer people have a live-in servant these days and that means dirty dishes can pile up at night—an uncomfortable prospect in a warm climate where flies and rotting smells can develop in a few warm hours. One dishwasher owner in Chennai, who often entertains at home, says that dishwashers are

ideal after parties: “You’re too tired to wash up them, but you can load the dishwasher, put it on and by morning everything is clean. Many of our domestic workers don’t like doing the dishes. Delivery services provide the food, all that’s needed is a dishwasher to clean up after eating.

While growth for most consumer durables is in single digits, for dishwashers it is 16-17% (from six bases). “The market is expected to grow potentially at 2x over the next 2-3 years. The category is at a growing stage in India but has massive opportunity fuelled by increase in aspirational customers looking to simplify their busy lives,” says Gunjan Srivastava, MD of BSH Household Appliances, which sells the Bosch and Siemens brands. The German company is doing its best to encourage wider adoption. It has, for example, devised an intensive kadhla feature to remove all stubborn stains of masala, turmeric and oil. And its flexible racks can now accommodate that essential item of Indian cooking vessels, the pressure cooker. Bosch has also tried to counter the impression of dishwashers being expensive luxuries. Srivastava says prices are already down by 10-15% in the last 7-8 years and may be driven

Dishwashers always tend to lag other appliances, but in the USA and parts of Europe, like Germany, they are now owned by 75% of households. It has taken time for them to outgrow their image as a luxury product

down further by the increase in market. At present, the price ranges start from around Rs 28,000 and goes up to Rs 1.5 lakh for the built-in models. “We believe that as the category develops and market penetration increases, dishwashers will see greater penetration becoming a mass market product,” he says.

E-commerce marketplaces like Amazon and Flipkart are also pushing dishwashers with such sales that bring down average prices to anywhere between Rs 22,000-25,000 and positive consumer reviews. As per industry estimates, around 18-20% of dishwasher sales is generated from e-commerce whereby it’s not a negligible figure considering 30% in terms of high online contribution. For washing machines, online accounts for 10% or less, for air-conditioners and 5% for refrigerators. Perhaps the biggest challenge, especially where water and power shortages are common, is combating the impression of dishwashers being wasteful of both. This is also a global challenge as increasing awareness of environmental issues is making people question their daily behaviour. But in a number of studies have shown that the heat and steam of dishwashers allow them to clean better, with less water, than hand washing. The real problem with hand washing is in







