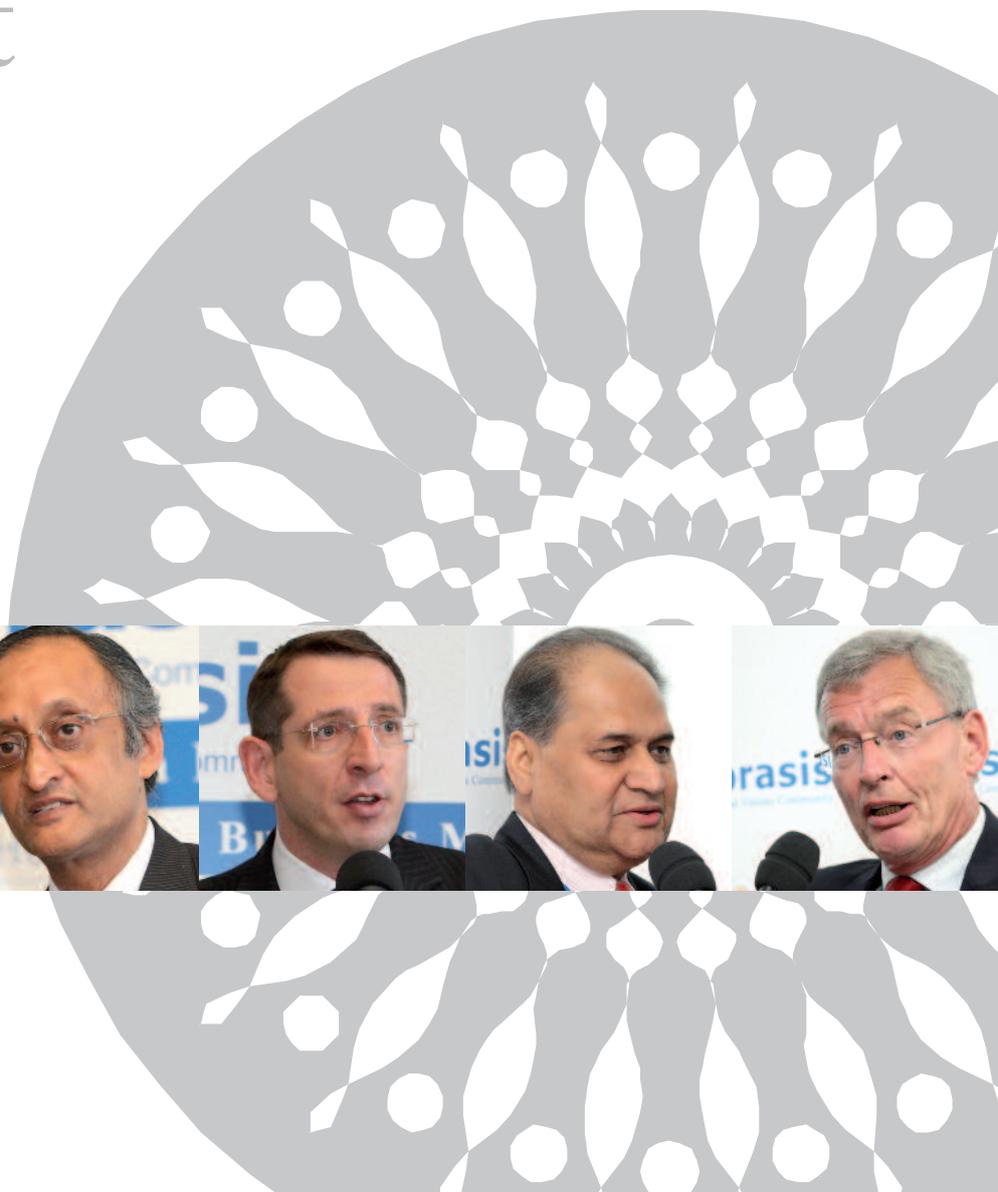


## Global India Business Meeting

28-30 June 2009, Munich, Germany

a Horasis-leadership event

# Report





### **Co-hosts:**

State of Bavaria, with Messe München International and vbw (Bavarian Business Association)  
Federation of Indian Chambers of Commerce and Industry (FICCI)

### **Co-chairs:**

Prince Abdullah bin Mosa'ad	Chairman, Saudi Paper Manufacturing Co, Saudi Arabia
Rahul Bajaj	Member of Parliament and Chairman, Bajaj Auto, India
Peter Bauer	Chief Executive Officer, Infineon, Germany
Claude Beglé	Chairman, Swiss Post, Switzerland
Pramod Bhasin	Chief Executive Officer, Genpact, India
Gerhard Cromme	Chairman, Siemens and ThyssenKrupp, Germany
Jim Goodnight	Chief Executive Officer, SAS, USA
Kris Gopalakrishnan	Chief Executive Officer, Infosys, India
Alan Hassenfeld	Chairman of the Executive Committee, Hasbro, USA
Prakash Hinduja	Chairman, Hinduja Group, Switzerland
Baba Kalyani	Chairman, Bharat Forge, India
Khater Massaad	Chief Executive Officer, RAK Investment Authority, UAE
Liu Jiren	Chairman, Neusoft, China
Nasser Munjee	Chairman, Development Credit Bank, India
GV Krishna Reddy	Chairman, GVK Power & Infrastructure, India
Dhruv M. Sawhney	Chairman, Triveni Engineering & Industries, India
Harshpati Singhania	Managing Director, JK Paper; President, FICCI, India

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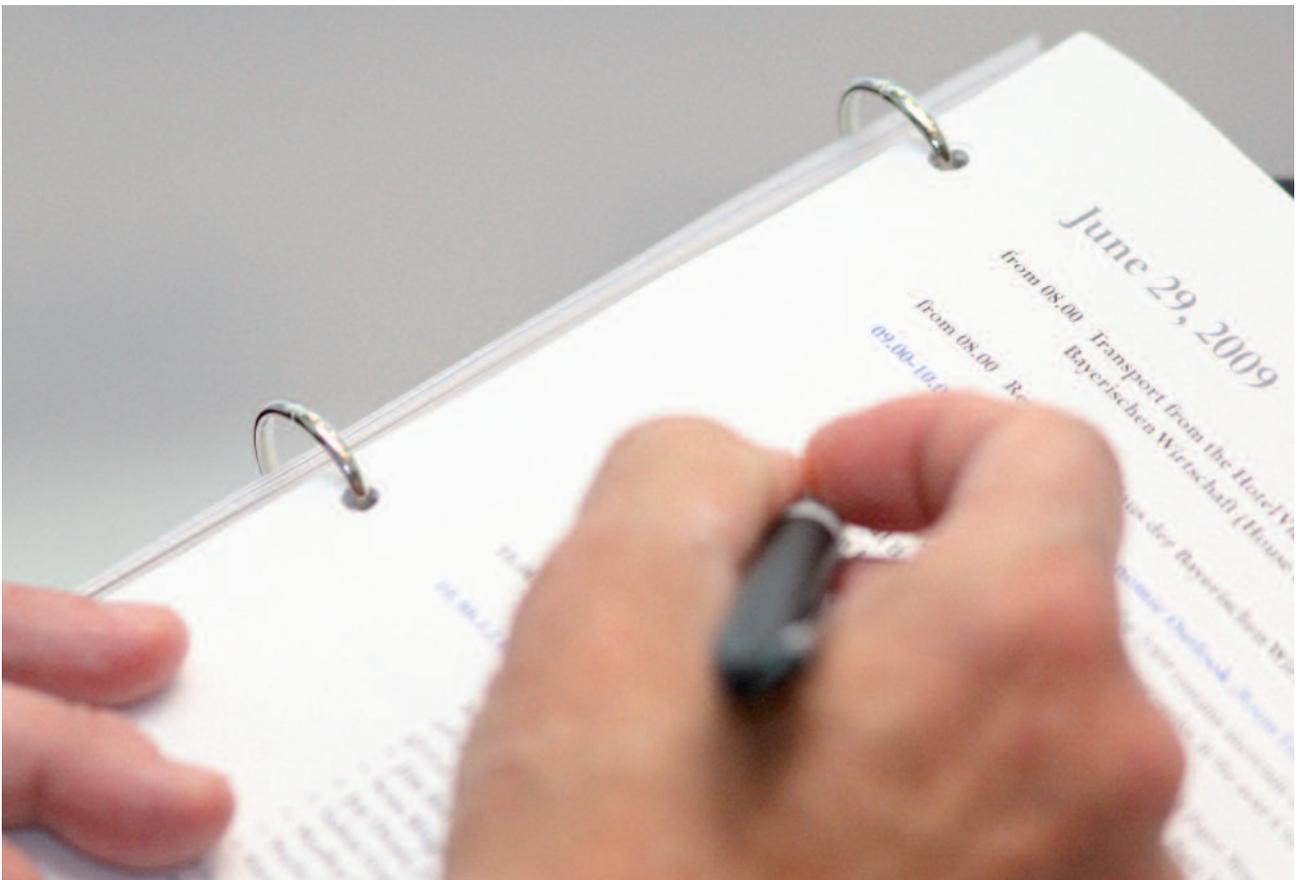
Strategic Foresight Group



*Frank-Jürgen Richter, President, Horasis, welcoming participants*



*Global India Business Meeting 2009*



*Reviewing the Programme*

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# Foreword

The inaugural **Horasis Global India Business Meeting** convened in Munich on 28-30 June 2009. The meeting was held at a critical time, coming less than a month after the formation of the new Indian government. Held under the theme ‘Overcoming the Crisis – Opportunities for India’ and with more than 250 business and governmental leaders taking part in the event, the Global India Business Meeting provided the platform for India, Europe and the rest of the world to discuss the implications of the global economic crisis for India and to shape the post-crisis environment. Also, the meeting was conceived to reflect on the increased emphasis of Indian firms to build global and sustainable brands – and thus contributing to the healing of the world economy. This report distils the outcomes and observations that emerged from the meeting.

In a turbulent region at a time of multiple crises confronting the world, India has emerged after the 2009 election prepared to face both challenges and opportunities awaiting the country. The United Progressive Alliance, led by the Congress Party, has retained power. As one of the participants,

**Rahul Bajaj**, Member of Parliament and Chairman, Bajaj Auto, India, put it: ‘The strength of India’s voice in the international community has proven that the reforms that have been implemented made the country better able to weather the global crisis.’

**Nasser Munjee**, Chairman, Development Credit Bank, India, added that ‘India is expected to emerge from the current global crisis before the average of the world economy.’ **Prince Abdullah bin Mosa’ad**, Chairman, Saudi Paper Manufacturing Co, Saudi Arabia, declared that ‘when markets dried up, India was quick to refocus its trade and marketing efforts in targeting regions not severely affected by the economic downturn such as Saudi Arabia and other Gulf economies. Saudi Arabia and India are partners of natural choice.’

Participants reached consensus that

- Global and domestic challenges are testing the resilience of the Indian economy. Still, the economy will grow by approximately 6-8% in 2009 and 2010
- Investments in infrastructure, agriculture, healthcare and education will be the key drivers to ensure long-term and inclusive growth



*Arrival of Participants*



Anand Sharma, Indian Minister of Commerce and Industry, on how to connect India with the world

- India will tap the synergies with its neighbouring countries and play a more pronounced role in global trade and investment

The new confidence was on full display at the opening dinner when the Indian Union Minister of Commerce and Industry **Anand Sharma** spoke candidly about the impact of the downturn. ‘The crisis is real and serious,’ the Minister said. ‘In the present global economic meltdown, an emerging power

like India must readjust with the new realities. The challenges require continuity, as well as correction. When the crisis is over, investment will be made in those economies where there is deeper trust. By and large our economy is stable and strong. We in India have perhaps done better than others in this crisis.’

*‘India is expected to emerge from the current global crisis before the average of the world economy’*

*Nasser Munjee, Chairman, Development Credit Bank, India*

Minister Sharma also pointed out how far we have come with globalization where India in the meanwhile is investing more in Germany than Germany in India with more than 100 of India’s leading companies being present in Germany. At the same time he emphasized the challenge of his country to produce inclusive growth where the 7 % GDP increment would benefit also the majority of people in his country who are still living at the poverty line. Minister Sharma made it a point to transcend this necessity to all countries in the world that are facing similar fundamentals as India.

Minister Sharma announced that India will intensify its global economic engagement. He sent the message that the WTO talks need to be reenergised. ‘India won’t be



Rahul Bajaj, Chairman, Bajaj Auto, with Hans Steininger, CEO, MT Aerospace



His Royal Highness Prince Abdullah, Saudi Arabia, sharing his views on the global economic outlook



*Minister Sharma and Minister Zeil*



*Alan Hassenfeld, Chairman, Hasbro, in discussion with Hubert Burda, Chairman, Hubert Burda Media*

stumbling block’, he added. ‘India is determined to complete the Doha trade deal.’ At the same dinner session, **Martin Zeil**, Deputy Minister President of Bavaria, reviewed Germany’s and Bavaria’s economic relations with India. ‘Germany is India’s largest trading partner in the European Union and India will continue to be one of the most important investment locations and trading partners for the German economy,’ he said. ‘I see signs of potential economic growth next year as Germany will benefit from the continued economic growth generated by fast expanding economies like India. India is a driver of global commerce.’

**Supachai Panitchpakdi**, Secretary-General, UNCTAD, Switzerland, added that ‘it is important to further reform India’s

economy so that the country can use trade to recover when the crisis eases.’ Supachai Panitchpakdi stressed that India has been one of the central and influential players in the multilateral trading system, a champion of developing country interests. India fought hard for development issues to be placed firmly and explicitly at the heart of the Doha trade agenda, and succeeded. He also underlined that the world economies have reached a critical time in these negotiations. ‘We need India’s constructive engagement and leadership to help guide the WTO talks towards a successful conclusion that would benefit all members.’

Participants had a chance to learn from the State of Karnataka, one of India’s leading states. **Murugesh R Nirani**, Minister for Large & Medium Industries of Karnataka



*Supachai Panitchpakdi, Secretary-General, UNCTAD*



*Anup Mudgal, Consul General of India*



*Jay Desai, CEO, Universal Consulting - what can Indian entrepreneurs learn from their global counterparts and vice versa*



*Randolf Rodenstock, President, vbw*



*Murugesh R Nirani, Minister for Large & Medium Industries, State of Karnataka*

outlined his strategy for achieving high quantitative and qualitative growth. Karnataka has developed into India's centre of IT and technology. Murugesh R Nirani explained to the participating business leaders how their respective governments will reshape the states' agenda going forward. **Martin Zeil**, Deputy Minister President of Bavaria, stressed how important Karnataka is for Bavaria's economic future – as the Bavarian hi-tech industry is a natural fit with India's emerging technology pioneers. 'We are glad to be involved with India – that's were things happen right now,' said **Randolf Rodenstock**, President, vbw, Germany.

Business leaders from over 20 countries, including CEOs from the Middle East, China, Latin America, Russia as well as

Europe and North America came together for one and a half day retreat to debate the critical requirements for Indian firms to successfully expand their operations towards a global level-playing field. The **Horasis Global India Business Meeting** was co-hosted by the **Federation of Indian Chambers of Commerce and Industry (FICCI)** and the **State of Bavaria**, with **Messe München International** and **vbw** (Bavarian Business Association), and supported by a group of private sector partners led by **Baker & McKenzie** and **RAK Investment Authority**. **Amit Mitra**, Secretary General, FICCI, told participants that 'the Global India Business Meeting provides an excellent platform to discuss Indian firms' strategies, challenges and contributions to overcome the global economic crisis and to develop into truly globalized corporations.'

*'When markets dried up, India was quick to refocus its trade and marketing efforts in targeting regions not severely affected by the economic downturn such as Saudi Arabia and other Gulf economies'*

*Prince Abdullah bin Mosa'ad, Chairman, Saudi Paper Manufacturing Co, Saudi Arabia*

Indian firm's corporate globalization was at the heart of the agenda indeed, with a joining of forces among an engaged community of business leaders, led by the co-chairs: **Prince Abdullah bin Mosa'ad**, Chairman, Saudi Paper Manufacturing Co,



*Amit Mitra, Secretary General, FICCI*



*Claude Beglé, Chairman, Swiss Post, listening to his co-panelists*



Jim Goodnight, Chairman, SAS, on globalization and education



Christian Ude, Lord Mayor, City of Munich



Liu Jiren, Chairman, Neusoft - comparing India with China

Saudi Arabia; **Rahul Bajaj**, Member of Parliament and Chairman, **Bajaj Auto**, India; **Peter Bauer**, Chief Executive Officer, Infineon, Germany; **Claude Beglé**, Chairman, Swiss Post, Switzerland; **Pramod Bhasin**, Chief Executive Officer, Genpact, India; **Gerhard Cromme**, Chairman, Siemens and ThyssenKrupp, Germany; **Jim Goodnight**, Chief Executive Officer, SAS, USA; **Kris Gopalakrishnan**, Chief Executive Officer, Infosys, India; **Alan Hassenfeld**, Chairman of the Executive Committee, Hasbro, USA; **Prakash Hinduja**, Chairman, Hinduja Group, Switzerland; **Baba Kalyani**, Chairman, Bharat Forge, India; **Liu Jiren**, Chairman, Neusoft, China; **Nasser Munjee**, Chairman, Development Credit Bank, India; **G V Krishna Reddy**, Chairman, GVK Power &

Infrastructure, India; **Dhruv M. Sawhney**, Chairman, Triveni Engineering & Industries, India; **Harshpati Singhania**, Managing Director, JK Paper; President, FICCI, India.

*‘Technology has been a key enabler for social inclusion – both in China and India’*

*Liu Jiren, Chairman, Neusoft, China*

A major theme discussed at the meeting was the significance of technology to improve productivity and boost the Indian economy’s knowledge base. ‘Technology will help businesses emerge stronger from the economic crisis. Companies that invest in IT and integrate technology into its strategies will also boost their potential for



*‘Riding the next wave of financial services in India’*

sustainable growth,' **Pramod Bhasin**, Chief Executive Officer, Genpact, India, observed. 'There is lot of reason for optimism in terms of technology-driven growth,' concluded **Liu Jiren**, Chairman, Neusoft, China. 'Technology has been a key enabler for social inclusion – both in China and India. Outsourcing is here to stay as cost is the driving factor in these turbulent times. Organizations are looking to reduce overhead in terms of resources and maintenance costs. IT Outsourcing is the lean and mean solution for these firms getting their work done.' **Peter Bauer**, Chief Executive Officer, Infineon, Germany, added that 'we have to leverage major shifts in the global economy to enhance sustainable growth through innovation in technology. And we need to do the necessary to ensure that technology related investments increase corporate performance.'

*'It is important to further reform India's economy so that the country can use trade to recover when the crisis eases'*

*Supachai Panitchpakdi, Secretary-General, UNCTAD, Switzerland*

While the world's attention is often focused on India's superb IT-industry 70% of the Indian population still lives on the



*Gunjan Sinha, Chairman, MetricStream - what should domestic and foreign firms do to thrive in India's financial markets*

countryside and is expected to play a much bigger role in India's growth picture. **Dhruv M. Sawhney**, Chairman, Triveni Engineering & Industries, India, asked how the government can address the infrastructure roadblocks that are holding back a possible rural economic boom. Reflecting on this comment, **Prakash Hinduja**, Chairman, Hinduja Group, Switzerland reasoned how India's economic model shall look like in the future. 'The country's unique development model - relying on domestic consumption and high-tech services - has brought a quarter century of record growth. Should the consumption-driven model be complemented by an export-driven element?' **Claude Beglé**, Chairman, Swiss Post, Switzerland expressed his fears about



*GV Krishna Reddy, Chairman, GVK Power and Infrastructure, talking about India's infrastructure*



*Nasser Munjee, Chairman, Development Credit Bank and Dhruv Sawhney, Chairman, Triveni Engineering & Industries*



*Manfred Wutzlhofer, Chairman, Messe Munich International*



*Arun Shourie, Former Minister of Disinvestment, addressing participants*

mounting protectionism in a world jolted by crisis and despair. ‘The world’s leading trading powers should resist the tendency towards protectionism. We need free markets to shape this post-crisis world. India will do very well in a world routed in free and fair trade.’

*‘We need to learn to explore the future by enacting corporate transformations with a long term horizon’*

*Kris Gopalakrishnan, Chief Executive Officer, Infosys, India.*

Further discussion topics for the meeting included India’s policy priorities after the elections and the country’s role in global

trade, as well as a specific focus on themes like merger & acquisitions, branding, human resources and the efforts to ensure sustainable growth – all rather practical topics to support Indian firms efforts to globalize their operations. Growing into a global firm means much more than establishing a portfolio of units in different countries around the world. ‘We need new models of cooperation to integrate our global activities and to generate knowledge for the achievement of sustainable growth,’ said **GV Krishna Reddy**, Chairman, GVK Power & Infrastructure, India. ‘I met at the Global India Business Meeting with peers from around the world to discuss and create such models of cooperation.’



*Kenneth Juster, Executive Vice President, Salesforce - Indian Technology Pioneers' Global Awakening*



*Dhruv Sawhney, Chairman, Triveni Engineering & Industries*



*Kris Gopalakrishnan, CEO, Infosys, during the Karnataka reception*

In the closing plenary session, panellists reflected on the key take-aways of the Global India Business Meeting and discussed how to build global firms of Indian origin: Improving corporate performance has to be a priority for the new Indian government, argued **Gerhard Cromme**, Chairman, Siemens and ThyssenKrupp, Germany. ‘To do so will entail such measures as investment in infrastructure, both from the public and private sector,’ he concluded. ‘Unemployment must be addressed. Education is the key - it is the solution to unemployment and all other challenges in India,’ continued **Jim Goodnight**, Chairman, SAS, USA. ‘Aspiring global Indian firms have to increase their interactions on all levels with their counterparts from foreign countries,’ said **Kris Gopalakrishnan**, Chief Executive Officer, Infosys, India. ‘And we need to learn to explore the future by enacting corporate transformations with a long term horizon.’

**Arun Shourie**, former Indian Minister of Disinvestment, Communication and Information, **Alex Thomas**, Director of the Ras Al Khaimah Investment Authority (RAKIA) and **Manfred Wutzlhofer**, Chairman of Messe München International, addressed the Gala Dinner on 29 June. ‘Relations between India and Germany are very good,’ said Arun Shourie. He predicted that ‘at this moment, no matter which



*Gerhard Cromme, Chairman, Siemens, gives his view on corporate governance*

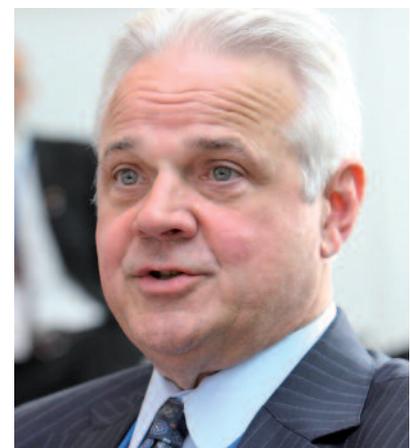
administration is in office in India, relations have been very close and are likely to become even closer.’ Manfred Wutzlhofer held that ‘the Indian market is one of our key markets of future growth. We already established a subsidiary in India to capture the potential India is offering. To my mind the India-Europe axis is extremely important as a factor for economic prosperity on a global level.’ Alex Thomas concluded that ‘India’s fast-growing economy has opened a wide range of business opportunities. We intend to build on this momentum to further expand our



*Gulu Lalvani, Chairman, Royal Phuket Marina, Thailand*



*Alex Thomas, Director, RAK Investment Authority, speaking during the gala dinner*



*Michael Ducker President International FedEx Express reflecting on strategies to boost success in India*



*A boardroom dialogue session*

activities in the country.’ RAKIA which manages the funds of the emirate Ras Al Khaimah, part of the United Arab Emirates, spearheads several large-scale infrastructure projects in the region.

Horasis has created the Global India Business Meeting to bring together CEOs from emerging markets – with India at the core – and business leaders from the developed world. We envision to attract leading Indian and global CEOs year after year, creating a community of engaged leaders from business and government. Participants from India perceive the meeting as a global platform for a constructive dialogue with leaders from other world regions.

The Global India Business Meeting is held

in the recognition that growth strategies require thought leadership and mutually beneficial peer-to-peer networks. The meeting is structured to provide a maximum amount of knowledge exchange and interaction in a variety of formal and informal settings. The meeting shall permit candid and intensive dialogue whilst incorporating a diversity of views and experience.

The Global India Business Meeting closed on a note of optimism for India and called for stronger collaboration between private and public sector initiatives to address the global economic turbulences. As **Harshpati Singhania**, Managing Director, JK Paper; President, FICCI, India, concluded, the strong engagement of leaders joining the Global India Business Meeting showed ‘the



*John Studzinski, Managing Partner, Blackstone, shares his views on M&A*



*Madhu Koneru, CEO, Trimex - on Indian entrepreneurs doing business out of the Gulf region*



*Shri Anand Sharma with participants*

importance of India and entrepreneurial mentality and spirit of people who look beyond the crisis and see opportunities.’  
**Michael Ducker**, President International, FedEx Express, USA, added: ‘Our hope is that the meeting will encourage a close partnership between India and the world in order to stabilize the global financial system through entrepreneurship, innovation and internationalization. In short, to allow both India and the world to better face the challenges of globalization in these challenging times.’

Horasis looks forward to welcoming you back to next year’s edition of the Global India Business Meeting.

Dr. Frank-Jürgen Richter  
 President  
 Horasis: The Global Visions Community



*Nipa Sheth, Chief Executive, Trust Group, listening to Dr Supachai's speech*



*Niraj Sharan, Chairma, Aura, talking about entrepreneurship*



*Anton Kathrein, CEO, KathreinWerke*

# India and Bavaria to Intensify Cooperation

by *Martin Zeil, Deputy Prime Minister of Bavaria*

The State of Bavaria proudly co-hosted the inaugural Global India Business Meeting in Munich, from June 28th until June 30th 2009. Inspired by the theme 'Overcoming the Crisis - Opportunities for India', representatives from Germany, India and the world, both from politics and the business community, gathered in the Bavarian capital city to reflect on the chances that the current global crisis could bring about – for India and for its partners worldwide: For it was the core conclusion to be drawn of this internationally well-attended conference to give privilege to multifaceted and global cooperation over economic and political 'go-alone-strategies'.

The Bavarian-Indian relations best exemplify this tendency towards closer economic integration since our bilateral trade and investment flows have seen a substantial rise in recent years. Our bilateral trade volume accounted for 2 billion € in 2008 and rose by more than 20% compared to the year before. India is currently ranking no. 4 in Bavaria's list of its most important trading partners in Asia.

As for its impressive economic rise, which is comparable to that of Brazil and China, India is indeed one of the new and future engines of the world economy. What has become clear both from the speeches during the opening receptions on the first night of the conference and also in the sessions that were hosted by the Bavarian

Business Association on the second day, was the consensus that India is expecting a dynamic period of growth – even though its growth figures lagged markedly behind what had been forecast before the worldwide crisis had destabilized our economies.

Although India is far from the epicentre of the global financial and economic crises, the downturn in advanced economies is slowly spreading to the major emerging markets with India being one of them.

*'We shall give privilege to multifaceted and global cooperation over economic and political go-alone-strategies'*

*Martin Zeil, Deputy Prime Minister of Bavaria, Germany*

But along the lines of the theme of the conference, it was confidence that prevailed over partly controversial and lively discussions and panels. The participants shared the common conviction that any country's growth in a globalized world is dependent on strong and well-performing partners: whether it be purchasing and export markets or co-operation partners in research, development and also production. Opinions diverged as to whether we would see a setback in the liberalisation of markets and as to the future role of government. Similarly divergent were opinions on whether the large number of young people was a curse or a blessing with regard to



*Anand Sharma in discussion with Martin Zeil, Deputy Prime Minister of Bavaria*



*His Highness Sheikh Salman Al Kalifa, Bahrain, with Maria Cattai, Member of the Board, Petroplus Holding, and Prakash Hinduja, Chairman, Hinduja Group*

their needs for training and the apparent inaptitude of Indian government to provide it.

Bavaria, the host country of this event, is located right in the heart of Europe and opens up unique market opportunities for international companies: Bavaria is the turnstile in the East-West and North-South trade routes and can be reached easily from all the economic centres in Europe. An excellently developed infrastructure in the fields of transport, telecommunications and energy guarantees optimal supply facilities and links with international markets. In its location at the geographical centre of Europe, Bavaria not only offers access to the German-speaking market, the biggest market in the EU, but also opens the doors to the markets in Central and Eastern Europe. The Bavarian market itself is one of the strongest in the world in terms of purchasing power.

With over 1,400 foreign high-tech companies located in Bavaria, international business has become an integral part of the Bavarian economy. These companies have chosen Bavaria because of its excellent business environment, good infrastructure and a healthy mix of high-tech companies

and traditional industries. Bavaria boasts a tightly knit network of small- and medium sized industrial, crafts and service enterprises. Every investor encounters a wide spectrum of competitive suppliers, purchasers and co-operation partners in the region. More than 1,200 foreign high-tech companies from some 30 countries with establishments in Bavaria appreciate these factors.

Bavaria is the key investment destination for industries like life sciences, automotive, electrical and mechanical engineering, bio-technology, medical technology, environmental technology and aerospace. Today, Bavaria is a centre of the German aviation and space travel industry and computer industry. Thanks to Audi and BMW, it is a strong centre of the automotive industry, - and the headquarter of numerous companies of worldwide repute in the field of automation and machine construction, electrical and mechanical engineering, bio-technology, medical technology and environmental technology. Other high profile global companies are Siemens, EADS, Adidas, Puma and MAN, just to name a few.

For investors seeking advice, there is 'Invest in Bavaria', a specialist team within the Bavarian Ministry for Economic Affairs, Transport, Infrastructure, and Technology, which is responsible for recruitment of investors and location marketing.



*Welcome dinner at the Bavarian Royal Residence*

# What is India's Impact on Global Growth?

By Harshpati Singhania, President, FICCI

FICCI is honoured to co-host this meeting, which aims to be a conclave of top CEOs from all sectors of the Indian economy and other parts of the world. We congregate in the dynamic state of Bavaria with a view to find strategies to address the pressing issues facing global business today. We also hope to evolve new models of cooperation between Indian industry and their international counterparts.

FICCI, as the thought leader and harbinger of positive change for Indian industry, is proud to be part of this initiative. I am confident that the in-depth discussions and networking at this forum will create new partnerships and precipitate new thinking. The agenda for the Global India Business

Meeting is very topical: the global melt-down has wreaked havoc on the prevailing world financial architecture and on the real economy of the mightiest countries. At least four major changes are currently getting manifest.

*'India has remained a relative island of calm'*

*Harshpati Singhania, President, FICCI*

- First, is the old order changing? Are new players destined to replace the existing ones?
- Second, is the structure of global manufacturing industry undergoing radical change?
- Third, we had become complacent assuming that the Malthusian Challenge has been solved. there is a new spectre haunting the world – the spectre of food security.
- The fourth issue I would like to highlight is whether the philosophical basis of established orthodoxy in the world of finance is being challenged and will a tectonic shift manifest in future.



Harshpati Singhani, President, FICCI, and Amit Mitra, Secretary General, FICCI, greeting Anand Sharma



*'A Roadmap for the Acquisition of Foreign Firms'*

Let me touch upon each of these for a moment: First, the seating order at the global high table has changed with the G20 summit and a new power matrix is evolving.

It isn't the developed world which has the reserves today, but it is countries such as Saudi Arabia to Qatar to Brunei that have the funds, surprisingly. Today, Indian companies have invested more in the US, UK and Germany than those countries have in India.

Second, Manufacturing has been migrating from developed countries to emerging countries not just because of cost arbitrage but equally because of market dynamics and scalability. Here India presents huge opportunity including the bottom of the Pyramid. A major study done by FICCI points in this direction.

Third, let me turn to food. The spike in food prices in 2008 caused by high global commodity prices and coupled with the economic slowdown has raised the spectre of food security for millions. Compounding this issue is the tussle between land for food and land for fuel. How will business, technology, and R&D address this challenge?

Lastly, will the free market model of the Anglo-Saxon variety survive this onslaught? Are we going to see greater emergence of dirigiste dogma with state intervention and ownership as the new models. Are we entering the domain of much greater regulation and monitoring the markets that ever seen before World War II.

In the end, I am proud to say that in the midst of this global turmoil, India has remained a relative island of calm. Our growth rate has clocked 6.7% for the financial year 08-09 despite the turmoil and we from Indian business are confident that we will take this trajectory back to the 9% level in the next two years.



*Entering the Emperor's Hall*

# Honoring the Indian Business Leaders of the Year 2009

By Thomas Gilles, Partner,  
Baker & McKenzie

The global economy has been in turmoil for much longer than most of the international community had hoped or anticipated. However, India has not been affected to the same degree as other major economies and has shown signs of a more rapid recovery. India's strength and resilience in these difficult times is in no small part attributable to the tremendous entrepreneurial spirit of the business leaders driving its economic growth and development.

A jury led by Horasis and Baker & McKenzie therefore took the opportunity at the first Global India Business Meeting to recognize and honor two business leaders who exemplify this entrepreneurial spirit: Mr. **Rahul Bajaj**, chairman of the Bajaj Group and Mr. **Pramod Bhasin**, founder, president and CEO of Genpact.

The Bajaj Group, which was founded in 1926, is today one of India's top 10 enterprises in terms of revenue. Bajaj Auto, the group's flagship company, is currently ranked as the world's fourth largest manufacturer of motorcycles. Bajaj Auto took ten years to produce its first 100,000 vehicles. Today, the company sells over two million vehicles per year.

*'If I had to go to jail for the excess production of a commodity that most Indians needed, I didn't mind.'*

*Rahul Bajaj, Member of Parliament and Chairman, Bajaj Auto, India*

Genpact is the largest business process outsourcing company in India, a leader in the globalization of services and technology and a pioneer in managing business processes for companies around the world. Genpact was established in 1997 as the Indian base of GE Capital's business process services operations. Genpact became an independent company in 2005 and now employs over 36,000 people.

When the jury reviewed the business profiles of the award winners, it was particularly impressed by three features, each of which seemed to be a key factor to their success. First, both Mr. Bajaj and



*Rahul Bajaj and Pramod Bhasin, the Indian Business Leaders of the Year, with Thomas Gilles and Frank-Jürgen Richter*



*Rahul Bajaj, Chairman, Bajaj Auto, during the opening plenary*

Mr. Bhasin anticipated the internationalization of the Indian economy; second, both play an active role in civil society; and third, both possess a tremendous entrepreneurial spirit.

Both the Bajaj Group and Genpact have internationalized – organically and through acquisitions – over a sustained period of time. Bajaj Auto began importing and manufacturing motorcycles in India more than 50 years ago. Today, Bajaj Auto has expanded its operations to Africa, Latin America, and Southeast Asia. The 27 entities of the Bajaj Group operate on a global scale in a diverse array of industry sectors. In addition to the auto sector, the Bajaj Group also operates in the financial, household appliance, steel, travel, and infrastructure sectors, among others. Furthermore, since 2001, the Bajaj Group and the German financial giant Allianz have operated two joint ventures in the insurance industry.

From its establishment, Genpact pursued a very aggressive strategy of internationalization, expanding operations to Mexico after its first year of independent operation. Following this move, the company continued to expand rapidly across the globe. Today, Genpact has an

international network of over 35 operation centers in 12 countries: India, China, Guatemala, Hungary, Mexico, Morocco, the Philippines, Poland, the Netherlands, Romania, Spain, and the United States.

Mr. Bajaj and Mr. Bhasin both understand the importance of social responsibility and play an active role in civil society. Mr. Bajaj has been a member of the Indian parliament since 2006. Before joining the parliament, he was an outspoken supporter of India's continued growth and development, once famously declaring: "I will not support one political party or the other, but I will support India." In this spirit, the Bajaj Group has established numerous foundations and trusts designed to serve local communities throughout India.

*'Where else will companies go if they want 30-40% savings?'*

*Pramod Bhasin, Chief Executive Officer, Genpact, India*

Under Mr. Bhasin's leadership, Genpact founded numerous programs to actively engage its employees in social projects, including projects allowing employees to donate a small portion of their salary to local charities; skill-based volunteer programs designed to "teach a man to fish" as opposed to "giving a man a fish"; mobile computer literacy classrooms installed on five fully equipped buses that are used to offer computer training to over 6000 students in Rajasthan, India's largest state. Mr. Bhasin also serves as chairman of the National Association of Software and Service Companies ("Nasscom"), the premier trade body and chamber of commerce in India for more than 1200 Indian and multinational member companies in the IT and business process outsourcing industries.

Both award winners represent the best of India's tremendous entrepreneurial spirit.



*Thomas Gilles with the two award winners*

In the 1970's, a time when India's economy was characterized more by an onerous regulatory framework than the opportunity for development, Bajaj Auto's production of motorcycles was capped at 24,000 per year. Bajaj Auto exceeded this cap by more than 25%. Recalling these days, Mr. Bajaj once said: "If I had to go to jail for the excess production of a commodity that most Indians needed, I didn't mind." When the two-wheeler segment began to liberalize in the early 1980s, Japanese manufacturers made an aggressive push to gain control of the market. In spite of these efforts, Bajaj Auto not only secured its market share, but increased it. After Bajaj Auto was hit hard by the recession and the stock market collapse of 2001, some predicted that the days of Bajaj Auto were numbered. However, under Mr. Bajaj's leadership, Bajaj Auto was able to re-invent itself, invested heavily in R&D, built new factories and emerged stronger than ever.

Mr. Bhasin has always been among the vanguard in providing innovative solutions, even in adverse business climates. He emerged as a visionary in the field of business process outsourcing, convincing then-parent General Electric to set up a call center in India at a time when other business process outsourcing companies flinched at the perceived lack of infrastructure in India.

In addition, he was among the first employers to specifically target employees over fifty years of age as a stable and experienced core workforce. He also was among the first employers to give part-time jobs to housewives, allowing them to do data processing from their homes. When Genpact became an independent entity in 2005, Genpact's revenues rose from US\$490 million to US\$1.04 billion in just three years. Even in times of crisis, Genpact has been able to maintain large profits. In a concise summary of Genpact's competitive advantage during these difficult times, Mr. Bhasin has stated: "Where else will companies go if they want 30-40% savings?"

Mr. Rahul Bajaj and Mr. Pramod Bhasin excel in leadership, innovation, global reach, and economic performance and thus truly deserve to be honored as Indian Business Leaders of the Year 2009.



*Pramod Bhasin, CEO, Genpact, making a point during the plenary session on global trade and investments*

# Need for Rule-based Multilateral Trading System

By *The Hindu*, 30 June 2009

Trade Ministers of India, Brazil and South Africa have come out with a joint declaration asserting that the needs and aspirations of developing countries must remain in the forefront of the Doha Round of World Trade Organisation talks.

*'I urge global companies to invest in India. India offers very attractive returns'*

*Anand Sharma, Union Minister of Commerce and Industry, India*

The declaration came on the sidelines of the Organisation for Economic Cooperation and Development (OECD) ministerial meeting in Paris and ahead of the Global India Business Meeting in Munich, at which Union Commerce and Industry Minister **Anand Sharma** was a lead speaker.

The statement came after Mr. Sharma held talks with his Brazilian and South African counterparts seeking their engagement for



*Tayeb Kamali, Vice Chancellor, Higher Colleges of Technology, UAE*

the resumption of the Doha Round and also for protecting the interests of developing nations. The declaration, highlighting the need for a rule-based multilateral trading regime, emphasised that it would be unreasonable to expect further unilateral concessions from the developing countries in the present economic crisis.

Mr. Sharma made it clear to OECD delegates that protectionist tendencies on the part of some developed countries in times of economic downturn would adversely impact the developing countries.



*Sharon Bamford, CEO, UK India Business Council, moderating the session on Investing Overseas*



*Suhas Gopinath, CEO, Globals Inc - what are the risks when advancing from a start-up to a global business*



*Tom Schick, Executive Vice President, American Express, on challenges global investors are facing when operating in India*



*Simon Zadek, Managing Partner, Accountability, moderating the sustainability panel*



*Paolo Martelli, Director South Asia, IFC*

He reaffirmed India’s commitment to the successful conclusion of Doha Round for creating a rule-based multilateral trading system, which would be fair and equitable and address the aspirations of the developing countries.

worst-ever recession and slowdown. Chief Executive Officers of leading firms from India, Germany, the US and Saudi Arabia, including Siemens, Volkswagen, Bajaj Auto and Infosys, were present.

Speaking at the Global India Business Meeting organised by Horasis in Munich, Mr. Sharma urged global companies to invest in India as it offered attractive returns even as the world grappled with the



*Minister Sharma joining the opening panel*

# Commerce Minister Sharma Meets Global CEOs in Germany

*By Press Trust of India, 29 June 2009*

Commerce and Industry Minister Anand Sharma today asked CEOs of global companies to invest in India as the country offers attractive returns on investments, even as several economies are in the grip of recession.

‘The investments are not only fully protected, but also provide high rate of returns. This was acknowledged by the CEOs of major companies,’ Sharma said from Munich on phone. The minister addressed the Global India Business Meeting organised by Horasis in the German city.

CEOs of leading firms from India, Germany, the US and Saudi Arabia, including Siemens, Volkswagen, AirAsia, Bajaj Auto, Genpact India and Infosys attended the conclave. Despite a slackening pace during the second-half of the last fiscal, India attracted \$27 billion foreign direct investment in 2008-09.

Sharma said none of the CEOs had raised any bottleneck or policy problems with him and ‘there is a great respect for the country’. This is because when several big markets of the world are passing through a recession, ‘India continues to be one of the fastest growing economies.’

The Indian economy grew by 6.7 per cent in 2008-09 and is projected to expand by 7 per cent in the current fiscal, while the World Bank has forecast that the global economy would shrink by 2.9 per cent in 2009.

*‘I am looking at India in a big way’*

*Peter Bauer, Chief Executive Officer, Infineon, Germany*

Attending the Global India Business Meeting, Chairman of Hasbro **Alan Hassenfeld** said that his company, the makers of the world famous Monopoly gameboard, would be interested to invest in India. ‘Hassenfeld said he has been investing in Japan, Korea and China, he wants to invest in India too,’ FICCI Secretary General **Amit Mitra** said quoting the Hasbro chief. Likewise, **Peter Bauer**, CEO of Germany-based software firm Infineon told Mitra he is ‘looking at India in a big way.’



*Peter Bauer, CEO, Infineon, on investments in technology*



*Utpal Sheth, CEO, Rare Enterprises, reflecting on investment strategies overseas*



*Neena Gill, President, European Parliament Delegation for Relations with India*



*Greetings from the Balcony of the Munich Townhall*



*The Bavarian Royal Residence*



*At the world famous Marienplatz*



*Bavarian Tourist Guides*

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# Horasis

The Global Visions Community

Horasis: The Global Visions Community  
Rue du 31-Décembre 47  
CH-1211 Geneva 6  
Switzerland

phone +41 79 305 3110  
fax +41 22 718 4140

[www.horasis.org](http://www.horasis.org)

