



Presents

CEO Roundtable on Manufacturing Opportunities in 'New' India

Co-organised by



Sponsored by



Supported by



Doing Business in India

Jaldeep Sodhi

CEO

Apex Avalon Consulting Pte. Ltd.



India is a land of opportunities

Land of 1.2
Billion people

> 4 mn cars p.a.

> 200 mn
mobile phones
p.a

Logistics spend
> 260 bn p.a

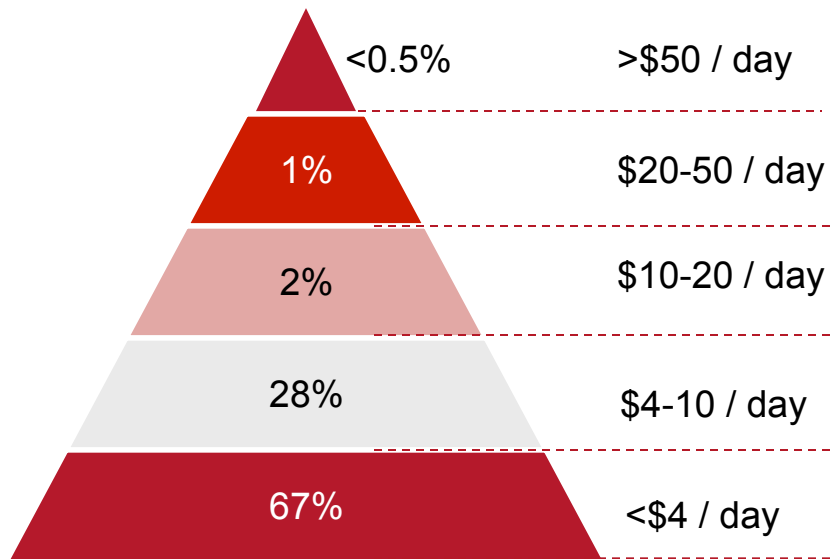
Yet it is not an easy market to crack...

7 Point Compass for a successful India play

1. Look at India Long Term
2. See India as part of a global strategy
3. Target Customers carefully
4. Be Cautious and Selective with JV Partners
5. One Country – Many Stakeholders
6. Be a Rapid Learner
7. Be Patient

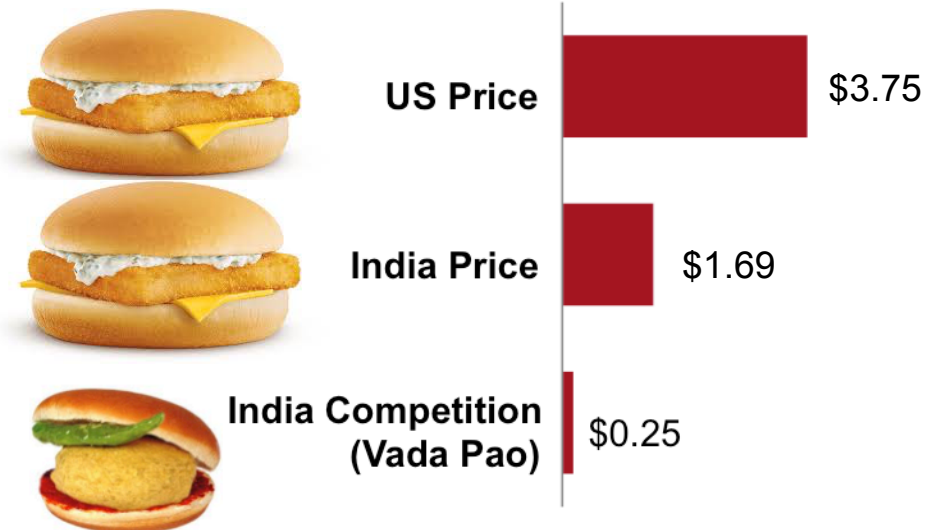
1. Look at India Long Term

India Households by
Income group



Source: Pew Research, Avalon Consulting Research and Analysis

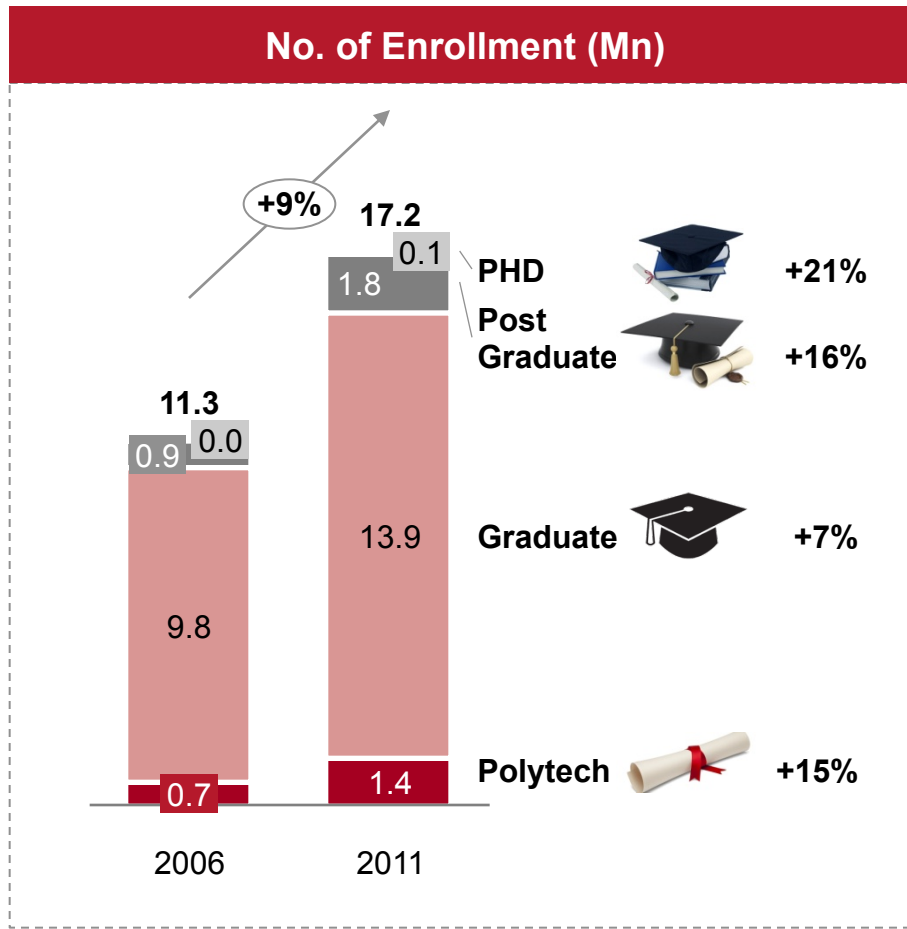
Low cost competition can make pricing
and margins challenging...



Volumes can makeup for compressed margins

2. See India as part of a global strategy

Large skilled workforce...



...being harnessed in cost management and innovation



Hyundai - India

Small car export hub

Small car R&D Centre



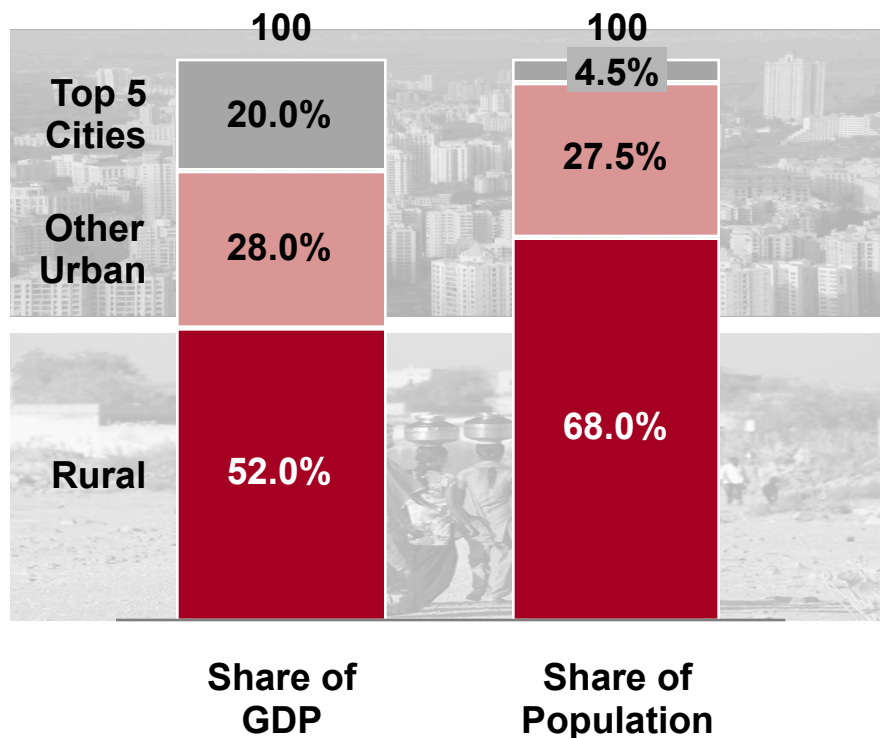
Deep Backoffice / Capability

200 wholly owned IT/ITeS centres of MNCs

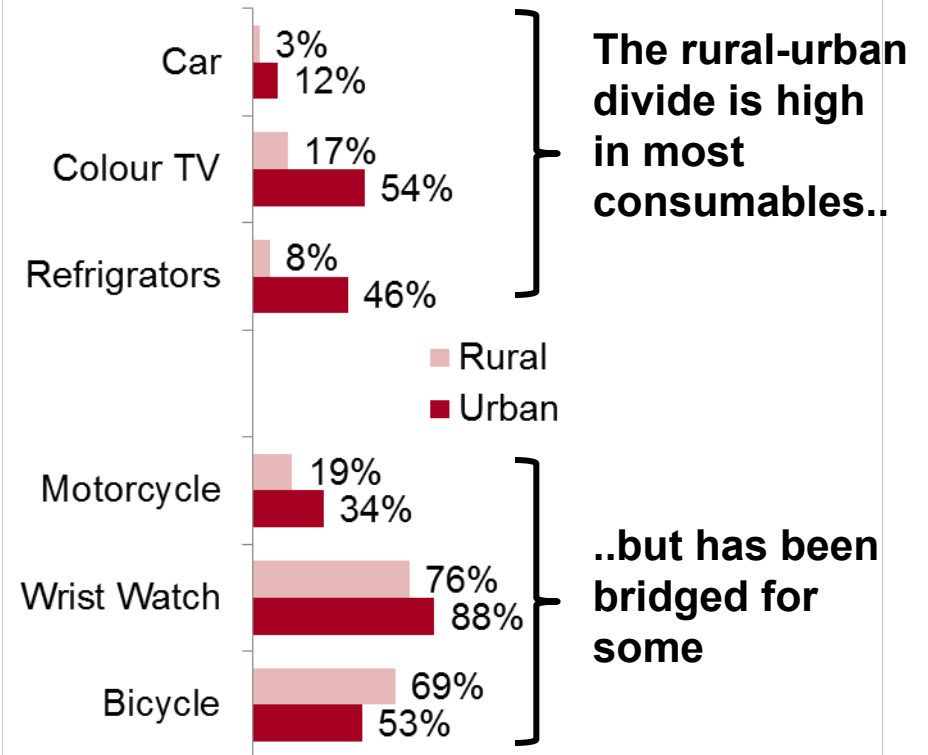
Several Third party service providers of global scale

3. Target your customers carefully... (1/2)

Share of Population and Share of GDP



Ownership of consumer durables (% of households)



3. Target your customers carefully... (2/2)

Diverse India has **22 official languages** (The currency note has only 16) with a plethora of dialects



Different Preferences: E.g. higher penetration of luxury brands in North

Different sale patterns– Durga Puja in the east, Diwali in North and West, Pongal in South

Diverse media: 823 TV channels 647 radio stations. Regional language channels with higher local viewership

4. Be cautious and selective with the JV partners



Evaluate the need of JV partner

Single vs. Multiple Partners

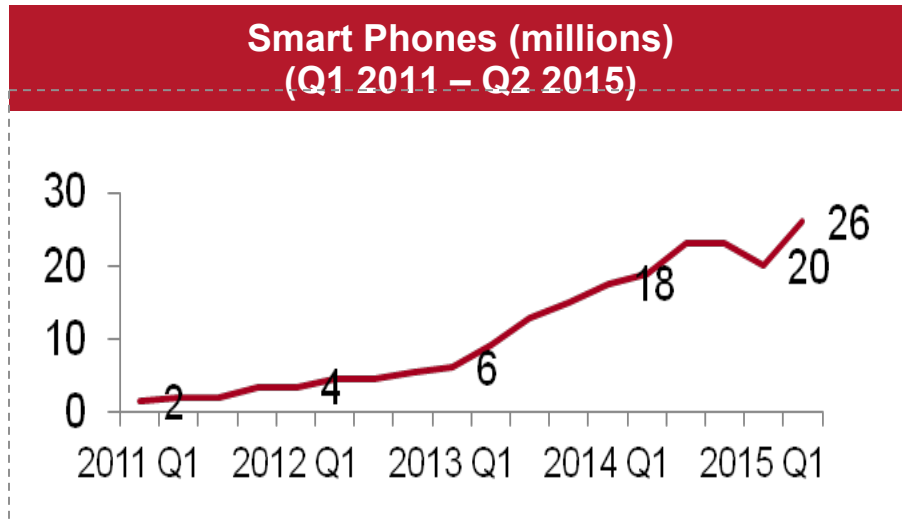
Proper Due Diligence

5. India : 'One Country – Many Stakeholders'



6. Be a quick Learner – landscape changes rapidly

Landscape in India is fast changing...



- Digitization mandate of TV broadcasts required installation of 100 million set top boxes pan India

... there are many more frontiers of change

- GST

- E-Commerce

- Mobile payments

- National Electric Mobility Mission Plan to put 6-7 million EVs on road by 2020

7. Be patient

Well! It's not going to be like Singapore....

Ease of doing business in India	
Topics	World Rank
Starting a Business	158
Dealing with Construction Permits	184
Getting Electricity	137
Registering Property	121
Getting Credit	36
Protecting Minority Investors	7
Paying Taxes	156
Trading Across Borders	126
Enforcing Contracts	186
Resolving Insolvency	137



... but some states are better than others

States Preferred by Singaporean Cos.
Gujarat
Maharashtra
Karnataka
Tamil Nadu
AP
Rajasthan
NCR
MP
Haryana

In no specific order

Singapore is well positioned in India

Brand Singapore is well perceived

- Efficient
- Ethical
- Ease of doing business
- Disciplined
- Aspirational



Trade treaties with India positions Singaporean businesses well

- CECA
 - Tariff elimination or reduction in 75% of Singapore's exports
 - Elimination of duplicative testing and certification of products
 - National Treatment to investor from the other country
- AIFTA
 - Tariff rates for most of the products will be no more than 5% by 2016

Leverage the EDGE !

Avalon can help you grow in India

An Introduction to The Avalon Group



THE AVALON GROUP

- Founded in 1989
- 1,700+ team
- 13 offices in 10 cities
- Experience in 100 countries
- Ranked **Top 10 Strategy Firm in Asia**



● Exclusive Analytics Offices

● Proposed Consulting Office

* JV – Apex Avalon



Contact Us:

APEX AVALON CONSULTING PTE LTD
LEVEL 30, BATTERY ROAD
SINGAPORE 049909

Jaldeep.Sodhi@apex-avalon.sg

