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MAKE IN INDIA: AN EFFECTIVE TOOL FOR TRANSFORMATION

BINEYDEEP SINGH
PRODUCT MANAGER MARKETING
KOHLER INDIA PVT. LTD.
GURGAON

ABSTRACT

Make in India campaign launched by the Indian government focuses on building the effective physical infrastructure as well as improving the market of digital network in the country to make it a global hub for business; ranging from satellites to submarines, cars to software's, pharmaceuticals to ports, paper to power, etc. The major objective behind the initiative is to focus on job creation and skill enhancement in 25 sectors of the economy and to locally manufacture as many as 181 products. The initiative also aims at high quality standards and minimizing the impact on the environment. The initiative hopes to attract capital and technological investment in India. It represents a complete change of the Government's mindset; a shift from issuing authority to business partner, in keeping with Prime Minister's tenet of minimum government with maximum governance. With impetus on developing industrial corridors and smart cities, the government aims to ensure holistic development of the nation. The corridors would further assist in integrating, monitoring and developing a conducive environment for the industrial development and will promote advance practices in manufacturing. The major issues identified are: shortage of fund, technological issues, obstructions by worker union, lack of skilled workers and need to inculcate research.

KEYWORDS

minimum government, maximum governance, intellectual property regime, zero defects-zero effect, attitudinal shift.

HISTORICAL BACKGROUND

India was called 'Sone Ki Chirria'. This implied that there was plenty in India and precisely the reasons that many invaders raided India and plundered its wealth and also destroyed the artisan of India. It is rightly said that India was considered to be a manufacturing hub in ancient times. India's handicrafts manufactured in village huts and houses all over the country were prized in foreign countries. Working on the locally available raw materials and with the skills and tools handed over to them by their forefathers, the village artisans produced products of high aesthetic quality with ease and efficiency. Generations of such workers provided India with a long and glorious tradition of artistic handicrafts of a varied nature. Among all the industries of early times, the textiles, especially the cotton textile industry, had the place of pride both in India and in the outside world. There is enough evidence to show that the Indians knew weaving some 1,500 years before Christ, when the Europeans were still covering themselves with animal skins. Pyrrard, the 17th century Portuguese writer has recorded that everyone from the Cape of Good Hope to China was clothed from head to foot in Indian made garments. The fine Dhaka muslin was the envy of the world for centuries together. Iron and Steel industry was also in advanced stage at that time. The iron column near Qutab Minar in Delhi is standing in the open and is exposed to sun, rain and weathering over 1,500 years old and it still looks fresh. It seems that this column will continue to stand there till eternity. It is believed that the famous Damascus swords were made from steel imported from India. In addition to cotton textiles and steel industries; wood, stone and ivory carvings, silk textiles, pottery, bronze, brass, silver and copper works, dyeing and calico printing were also famous throughout the world. In fact, after the Industrial Revolution, manufacturing industries were dominated by the Western Countries.

FOUR PHASES OF MANUFACTURING IN INDIA

India's industrial development has gone through four distinct phases. The present initiative of Prime Minister Modi's 'Make in India' is the fourth such initiative. It is in India's interest that this attempt succeeds in taking manufacturing's share in GDP to 25% by 2025.

PHASE I: THE BRITISH ERA

In 1922, the imperial government accepted a recommendation of the Fiscal Commission in 1922 to extend tariff protection to a few Indian businesses as a measure of support to encourage localization of manufacturing. The policy of 'discriminating protection' gave a boost to such industries as cotton textiles, sugar and iron and steel. In fact, the Second World War promoted industrial development on the eve of independence. The disruption of maritime trade by the war cut several imports off, giving a boost to domestic manufacturing. On top of this, war demand for clothes, munitions and other supplies further increased demand for Indian manufactures. New industries like ship building and aviation took root during this brief interlude.

PHASE II: THE NEHRU ERA

India's second, and more concerted, attempt to make in India followed the adoption of the Industrial Policy Resolution of 1948 and the articulation of an industrial development strategy, popularly called the Bombay Plan, by the leadership of Indian business. The creation of an industrial base by the public sector was one such idea. During the five year plans the share of manufacturing in national income went up from around 8% in 1950 to around 12% in 1965. This share remained stuck in the range of 12-13.0% for another decade. It was only in the late 1970s and the 1980s that the average annual share of manufacturing in national income rose to around 15%. A surge in industrial activity in the 1980s and 1990s enabled a further increase in the share to around 16%. Thus, over half a century of post-independence development, between 1950 and 2000, India managed to only double the share of manufacturing in national income, and that ratio has since not improved by much. Several East and South-east Asian economies were able to treble and even quadruple the share of manufacturing in national income during the same period. Clearly, something had to be done.

PHASE III: THE RAO & SINGH ERA

During 1991-92, Narasimha Rao's decision to end the infamous 'licence-permit raj', to decontrol, deregulate and open up several manufacturing sectors to private investment. The 1990s saw another round of growth in manufacturing activity. More importantly, it saw the flowering of Indian enterprise across several sectors including automobiles, plastics, consumer goods, pharmaceuticals and so on. But, this wave of manufacturing growth petered out after a decade. After 2000, Indian manufacturing has had to deal with two major challenges. First, the more liberalised global trading environment following the creation of the World Trade Organisation and India's decision to sign on to several free trade agreements, especially with East and South-east Asian economies and second is of increased trade with China. As if these external challenges were not enough, domestic business also found the home environment for industrial development deteriorating. While the licence raj had gone, domestic business – big, medium and small – has been complaining about the suffocating tentacles of a hydra-headed 'inspector raj', of corruption – big and petty – unhelpful land, labour and environment policies and deteriorating logistics and infrastructure. While in Phase II, Indian business could only complain, in Phase III they have had the option of opting out and investing overseas. Several Indian manufacturing establishments have invested abroad, finding foreign lands more hospitable.

PHASE IV: THE MODI ERA

Prime Minister Narendra Modi launched "Make in India" on 25th September 2014 in a function at the Vigyan Bhavan. On 29th December 2014, a workshop was organised by the Department of Industrial Policy and Promotion which was attended by PM Modi, his cabinet ministers and chief secretaries of states as well as various industry leaders. It is an initiative to make a call to the top business investors all across the world (national or international) to invest in India. It is a big opportunity to all the investors to set up their business (manufacturing, textiles, automobiles, production, retail, chemicals, IT, ports, pharmaceuticals, hospitality, tourism, wellness, railways, leather, etc) in any field in the country. This attractive plan has resourceful proposals for the foreign companies to set up manufacturing powerhouses in India.

The major objective behind the initiative is to focus on job creation and skill enhancement in 25 sectors of the economy. The initiative also aims at high quality standards and minimising the impact on the environment. The initiative hopes to attract capital and technological investment in India. The campaign was designed by Wieden+Kennedy. Under the initiative, brochures on the 25 sectors and a web portal were released. Before the initiative was launched, foreign equity caps in various sectors had been relaxed. The application for licenses was made available online and the validity of licenses was increased to three years. Various other norms and procedures were also relaxed. In fact, manufacturing currently contributes just over 15% to the national GDP. The aim of this campaign is to grow this to a 25% contribution as seen with other developing nations of Asia. In the process, the government expects to generate jobs, attract much foreign direct investment, and transform India into a manufacturing hub preferred around the globe.

The logo for the Make In India campaign is an elegant lion, inspired by the Ashoka Chakra and designed to represent India's success in all spheres. The campaign was dedicated by the Prime Minister to the eminent patriot, philosopher and political personality, Pandit Deen Dayal Upadhyaya who had been born on the same date in 1916. The Prime Minister also laid a robust foundation for his vision of a technology-savvy Digital India as complementary to Make In India. He stressed on the employment generation and poverty alleviation that would inevitably accompany the success of this campaign.

In August 2014, the Cabinet of India allowed 49% foreign direct investment (FDI) in the defence sector and 100% in railways infrastructure. The defence sector previously allowed 26% FDI and FDI was not allowed in railways. This was in hope of bringing down the military imports of India. Earlier, one Indian company would have held the 51% stake, this was changed so that multiple companies could hold the 51%. Between September 2014 and November 2015, the government received 1.20 lakh crore (US\$18 billion) worth of proposals from companies interested in manufacturing electronics in India. 24.8% of smartphones shipped in the country in the April-June quarter of 2015 were made in India, up from 19.9% the previous quarter.

CONCEPT OF MAKE IN INDIA

PROGRAM

The Make in India initiative was launched by Prime Minister in September 2014 as part of a wider set of nation-building initiatives. Devised to transform India into a global design and manufacturing hub, Make in India was a timely response to a critical situation: by 2013, the much-hyped emerging markets bubble had burst, and India's growth rate had fallen to its lowest level in a decade. The promise of the BRICS Nations (Brazil, Russia, India, China and South Africa) had faded, and India was tagged as one of the so-called 'Fragile Five'. Global investors debated whether the world's largest democracy was a risk or an opportunity. India's 1.2 billion citizens questioned whether India was too big to succeed or too big to fail. India was on the brink of severe economic failure.

PROCESS

Make in India was launched by Prime Minister against the backdrop of this crisis, and quickly became a rallying cry for India's innumerable stakeholders and partners. It was a powerful, galvanising call to action to India's citizens and business leaders, and an invitation to potential partners and investors around the world. But, Make in India is much more than an inspiring slogan. It represents a comprehensive and unprecedented overhaul of out-dated processes and policies. Most importantly, it represents a complete change of the Government's mindset – a shift from issuing authority to business partner, in keeping with Prime Minister's tenet of 'Minimum Government, Maximum Governance'.

PLAN

To start a movement, you need a strategy that inspires, empowers and enables in equal measure. Make in India needed a different kind of campaign: instead of the typical statistics-laden newspaper advertisements, this exercise required messaging that was informative, well-packaged and most importantly, credible. It had to (a) inspire confidence in India's capabilities amongst potential partners abroad, the Indian business community and citizens at large; (b) provide a framework for a vast amount of technical information on 25 industry sectors; and (c) reach out to a vast local and global audience via social media and constantly keep them updated about opportunities, reforms, etc.

The Department of Industrial Policy & Promotion (DIPP) worked with a group of highly specialised agencies to build brand new infrastructure, including a dedicated help desk and a mobile-first website that packed a wide array of information into a simple, sleek menu. Designed primarily for mobile screens, the site's architecture ensured that exhaustive levels of detail are neatly tucked away so as not to overwhelm the user. 25 sector brochures were also developed: Contents included key facts and figures, policies and initiatives and sector-specific contact details, all of which was made available in print and on site.

PARTNERSHIPS

The Make in India initiative has been built on layers of collaborative effort. DIPP initiated this process by inviting participation from Union Ministers, Secretaries to the Government of India, state governments, industry leaders, and various knowledge partners. Next, a National Workshop on sector specific industries in December 2014 brought Secretaries to the Government of India and industry leaders together to debate and formulate an action plan for the next three years, aimed at raising the contribution of the manufacturing sector to 25% of the GDP by 2020. This plan was presented to the Prime Minister, Union Ministers, industry associations and industry leaders by the Secretaries to the Union Government and the Chief Secretary, Maharashtra on behalf of state governments.

These exercises resulted in a road map for the single largest manufacturing initiative undertaken by a nation in recent history. They also demonstrated the transformational power of public-private partnership, and have become a hallmark of the Make in India initiative. This collaborative model has also been successfully extended to include India's global partners, as evidenced by the recent in-depth interactions between India and the United States of America.

MARKET SIZE

India's manufacturing sector has the potential to touch US\$ 1 trillion by 2025. There is potential for the sector to account for 25-30 per cent of the country's GDP and create up to 90 million domestic jobs by 2025. Business conditions in the Indian manufacturing sector continue to remain positive.

FIG. 1

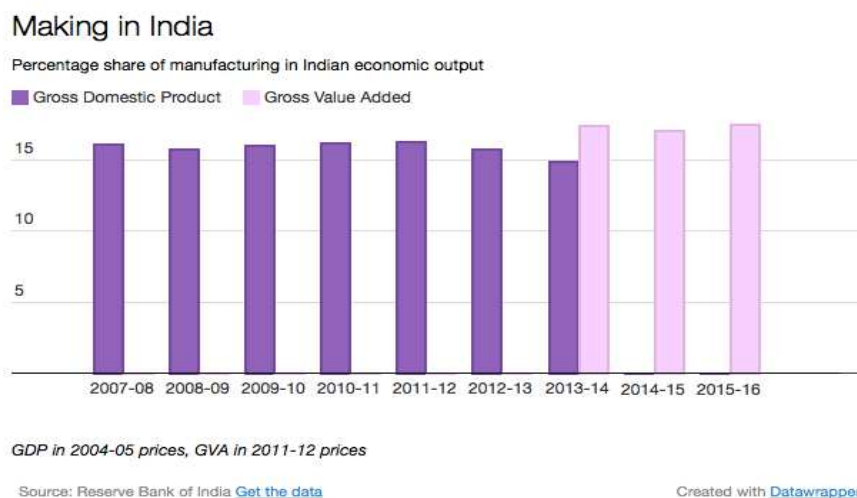
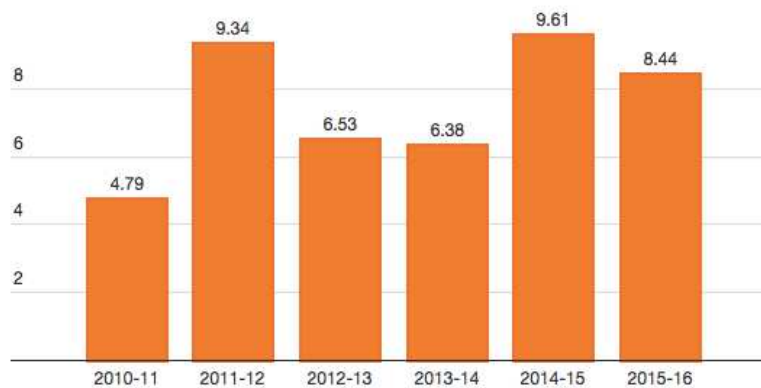


FIG. 2

Foreign investment in Indian manufacturing

Annual FDI inflows to India in manufacturing (US\$ billion)



Data for 2015-16 are provisional, but generally do not change.

Source: Reserve Bank of India, 2015-16 Annual Report [Get the data](#)

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If we analyze the above data, we can say that no meaningful change is noticed in the share of manufacturing during the last one decade rather there is a slight downward trend. There is no doubt that building infrastructure, liberalizing land and labour laws and improving the ease of doing business is difficult and time-consuming, and will take time to play out. But the Modi government needs to ensure that change is happening and will happen at the growing rate.

Consider the most recent FDI data from the Reserve Bank of India (RBI), broken up by sector, since Make in India specifically concerns manufacturing. After an encouraging jump to a record \$9.6 billion in 2014-15, FDI in manufacturing actually fell to \$8.4 billion in 2015-16 (below the \$9.3 billion it had reached in 2011-12). The percentage of FDI flowing to manufacturing, which has been in the range of 35-40% for the past four years, dropped to 23% in 2015-16. Rather than manufacturing, services — think e-commerce providers like Amazon, Snapdeal and Flipkart, ride-sharing services like Uber and Ola — seem to be drawing a greater share of investment.

INVESTMENTS

With the help of Make in India drive, India is on the path of becoming the hub for hi-tech manufacturing as global giants such as GE, Siemens, HTC, Toshiba, and Boeing have either set up or are in process of setting up manufacturing plants in India, attracted by India's market of more than a billion consumers and increasing purchasing power. Foreign Direct Investment (FDI) inflows in India's manufacturing sector grew by 82 per cent year-on-year to US\$ 16.13 billion during April-November 2016. India has become one of the most attractive destinations for investments in the manufacturing sector.

THE SALIENT FEATURES OF THE INITIATIVE

- Introduction of new processes** (a single window E-biz platform) - with special focus on ease of doing business which includes de-licensing and deregulation measures to reduce the complexity and significantly increase the speed and transparency.
- Infrastructure** – new smart cities and industrial clusters are proposed to be developed in identified industrial corridors having which would have a high-speed connectivity.
- Skill development** – new youth-focused programs and institutions dedicated to developing skills will be started.
- Strengthening of Intellectual Property Regime** in the country. This will help to protect the innovation.
- Opening of crucial sectors** like defence, construction and railways for Foreign Direct Investment (FDI).
- Attitudinal shift of Government** from permit issuing authority to true business partner. It also seeks to establish a dedicated team that will guide and assist first-time investors from time to arrival.
- The concept of Zero Defect and Zero Effect.** It means we should manufacture goods in such a way that they carry zero defect, that our exported goods are never returned to us and We should manufacture goods with zero effect that they should not have a negative impact on the environment. Sameer Bakshi Company Secretary & Head- Legal & Compliance, Bajaj Allianz Life Insurance Company Ltd.
- Major role for Youth:** With 65% of our population below 35 years of age, youth in our country has a major role to play in making this campaign a big success. It has got the required skill and talent to provide the quality resource to the manufacturing industry. The Government and the education institutions should take pro-active measures to harness these strengths through better management and good governance and skill development programmes. The youth should develop an entrepreneur mindset i.e. they should conduct a research, try to find out the gaps in the society and come up with solution.
- Impetus to Domestic Innovation – Example of 'Mangalyaan':** Mars Orbiter Mission of India is the best possible example, in recent times that I can think of in regards to the success of the make in India initiative. Every required component in this mission was made indigenously and most of them were made in very small factories. Our scientists got the success in first attempt. The total cost incurred on this mission was lesser than the budget of a Hollywood movie. It is said that the per kilometer cost of the "Mangalyaan" was cheaper than an auto fare in Ahmedabad. This best describes the quality and the potential Indian have. Indeed a new era of economic regeneration has begun in the world, where we can make India a global manufacturing hub.

RECENT MAJOR INVESTMENTS

Airbus has procured more than US\$ 500 million worth of supplies from India in 2015, registering a growth of 15 per cent annually and has targeted a cumulative procurement of more than US\$ 2 billion over a period of five years up to 2020.

- Apple plans to produce iPhone SE at an upcoming facility in Bengaluru, owned by its partner Wistron, which has upgraded the plant to assemble Apple iPhones.
- Ashok Leyland Ltd has launched its circuit series electric bus, the first ever electric bus designed and engineered entirely in India specifically for Indian road conditions, with a capacity to travel over 150 km on a single charge.
- BSH Home Appliances Group, the leading home appliances manufacturer in Europe, inaugurated its first technology centre in India at Adugodi, Bengaluru, which will enable the company to further develop localised technologies for the Indian market.
- Boeing Company, an American plane maker, and Tata Advanced Systems Ltd (TASL), a fully owned subsidiary of Tata Sons, have entered into a joint venture to set up a new facility in Hyderabad to manufacture Boeing AH-64 Apache helicopter fuselages.

- Canada's Magna International Incorporated has started production at two facilities in Gujarat's Sanand, which will supply auto parts to Ford Motor Co in India and will employ around 600 people at both units.
- Coca-Cola, the US-based beverage giant, plans to invest around Rs 750 crore (US\$ 112.5 million) to set up a food processing unit and a bottling plant at the newly developed Mohasa-Babai industrial estate in Hoshangabad, Madhya Pradesh.
- China based LCD and touchscreen panel manufacturer, Holitech Technology, has announced plans to investing up to US\$ 1 billion in India by the end of 2017.
- Global beverage company Pepsi plans to invest Rs 500 crore (US\$ 75 million) to set up another unit in Maharashtra to make mango, pomegranate and orange-based citrus juices, while biotechnology giant Monsanto plans to set up a seed plant in Buldhana district of Maharashtra.
- Havells India Limited, one of the top Indian consumer electrical equipment producer, plans to set up a new manufacturing unit near Bengaluru by making an investment of Rs 1,059 crore (US\$ 158.85 million), which would be its twelfth plant in India and its first outside north India.
- Hindustan Coca-Cola Beverages plans to set up a bottling plant with an investment of Rs 750 crore (US\$ 112.5 million) in phases at the first industrial area being developed by Government of Madhya Pradesh under the public private partnership in Babai village of Hoshangabad, Bhopal.
- Huawei, the China-based smartphone manufacturer, has entered into an agreement with solutions provider Flextronics Technologies (India) Private Limited, to manufacture its smartphones in India. Flextronics would start by making 3 million smart phones at its facility in Chennai and is expected to generate additional 1,500 jobs.
- Honda Motorcycle & Scooter India plans to invest around Rs 600 crore (US\$ 90 million) to add a new line at its Narsapura facility at Karnataka, and launch at least 10-15 products during FY 2016-17 in the country.
- Force Motors, a utility and commercial vehicles manufacturer, inaugurated its Rs 100 crore (US\$ 15 million) manufacturing facility in Pune, which will supply engines and axles to the Germany-based automobile manufacturer Mercedes-Benz.
- Isuzu Motors, the Japan-based utility vehicle manufacturer, has inaugurated its greenfield manufacturing unit in Sri City, Andhra Pradesh, which was set up for Rs 3,000 crore (US\$ 450 million), with an annual production capacity of 50,000 units and is estimated to generate around 2,000-3,000 jobs.
- Panasonic Corporation, the Japan-based electronics company, plans to set up a new plant at Jhajjar, Haryana, to manufacture refrigerators for the Indian market, and a Research and Development (R&D) center for appliances consisting of two technical divisions to strengthen its product development in the country.
- Tristone Flowtech Group, the Germany-based flow technology systems specialist, has set up a new facility in Pune, which will manufacture surge tank as well as engine cooling and aircharge hose for the Indian market. The company plans to start the production at the plant in the fourth quarter of 2017.
- Tata Power has partnered with US-based Javelin Joint Venture, which is a partnership between Raytheon Company and Lockheed Martin, for its Strategic Engineering Division (SED), in order to create a strategy to co-develop and produce the Javelin missile system and integrate platform mounts to meet Indian requirements.
- Vital Paper Products, one of the major supply chain players in the paper and paper products industry, plans to set up a packaging product unit in the Special Economic Zone (SEZ) of Sri City, Andhra Pradesh, at an investment of Rs 60 crore (US\$ 9 million), which will be operational from April 2017.
- Zopo Mobile, a China-based smartphone manufacturer, plans to invest Rs 100 crore (US\$ 15 million) to set up a manufacturing plant in Noida by the end of 2016, which will have a monthly production capacity of 100,000 units.
- The Government of India has introduced several policy measures in the Union Budget 2017-18 to provide impetus to the manufacturing sector. Some of which include reduction of income tax rate to 25 per cent for MSME companies having turnover up to Rs 50 crore (US\$ 7.5 million), MAT credit carry forward extended to 15 years from 10 years and abolishment of Foreign Investment Promotion Board (FIPB) by 2017-18.
- The Union Cabinet has approved the Modified Special Incentive Package Scheme (M-SIPS) in which, proposals will be accepted till December 2018 or up to an incentive commitment limit of Rs 10,000 crore (US\$ 1.5 billion).
- The Government of India has removed the 12.5 per cent excise duty and 4 per cent special additional duty (SAD) on the manufacturing of point-of-sale (PoS) machines till March 31, 2017, which is expected to give a boost to the cashless economy as more PoS machines will be deployed in the future.
- The National Institution for Transforming India (NITI Aayog), after its recent push for Rs 6,000 crore (US\$ 900 million) textile sector package, aims to persuade the Government for similar support in the manufacturing sectors with large-scale employment generation opportunities, such as electrical and electronics engineering, footwear and light manufacturing segments, which also have export potential.
- The Ministry of Labour and Employment plans to relax compliance measures for MSMEs by exempting them from inspections related to key labour laws in order to encourage entrepreneurs to help promote manufacturing in India.
- The Government of India plans to give a big boost to local manufacturing by introducing the new 'Make in India green channel', which will reduce the time taken for cargo clearance at ports from about a week to a few hours without any upfront payment of duties.
- Gujarat government is planning to set up an electronics products manufacturing hub in the state, through its newly announced Electronics Policy 2016, which will generate about 500,000 jobs in the electronics sector in the next five years.
- The Ministry of Heavy industries and Public Enterprises, in partnership with industry associations, has announced creation of a start-up centre and a technology fund for the capital goods sector to provide technical, business and financial resources and services to start-ups in the field of manufacturing and services.
- NITI Aayog plans to release a blueprint for various technological interventions which need to be incorporated by the Indian manufacturing economy, with a view to have a sustainable edge over competing neighbours like Bangladesh and Vietnam over the long term.
- Ms Nirmala Sitharaman, Minister of State (Independent Charge) for Commerce and Industry, has launched the Technology Acquisition and Development Fund (TADF) under the National Manufacturing Policy (NMP) to facilitate acquisition of Clean, Green and Energy Efficient Technologies, by Micro, Small & Medium Enterprises (MSMEs).
- The Government of India has asked New Delhi's envoys in over 160 countries to focus on economic diplomacy to help government attract investment and transform the 'Make in India' campaign a success to boost growth during the annual heads of mission's conference. Prime Minister, Mr Modi has also utilised the opportunity to brief New Delhi's envoys about the Government's Foreign Policy priority and immediate focus on restoring confidence of foreign investors and augmenting foreign capital inflow to increase growth in manufacturing sector.
- The Government of Uttar Pradesh has secured investment deals valued at Rs 5,000 crore (US\$ 741.2 million) for setting up mobile manufacturing units in the state.
- Government of India has planned to invest US\$ 10 billion in two semiconductor plants in order to facilitate electronics manufacturing in the country.
- Entrepreneurs of small-scale businesses in India will soon be able to avail loans under Pradhan Mantri MUDRA Yojana (PMMY). The three products available under the PMMY include: Shishu - covering loans up to Rs 50,000 (US\$ 735), Kishor - covering loans between Rs 50,000 (US\$ 750) to Rs 0.5 million (US\$ 7,500), and Tarun - covering loans between Rs 0.5 million (US\$ 7,500) and Rs 1 million (US\$ 15,000).

ISSUES AND CHALLENGES

We may claim that India is overtaking China as the world's fastest growing major economy, and the fact that rising wages across the Himalayas spell opportunities for a Make In India surge in local factories. However, the scenario is more complicated than that. There are five major challenges that loom for Modi's mission that are not easy to surmount. And that might mean a baptism by fire. They are explained below

1. **SHORTAGE OF FUNDS** – India needs funds to build industries, which in turn need infrastructure, which is in itself in short supply and requires more finance. The Make In India week is happening at a time the Supreme Court wants to know about the pile-up of bad loans in India's banking system which is not in a position to lend much unless its balance sheets are cleared. State-controlled banks are neck-deep in losses after making provisions to cushion bad loans. If the government pumps in more to save them, it would have less to spend on infrastructure. India's bad loans total R 443,000 crore, most of it from the

corporate sector, which is hardly in a position to take up massive investments. That would leave foreign direct investment (FDI) as the best bet, but that cannot come in big doses unless other issues are resolved, especially in the ease of doing business. A bankruptcy law to enable smoother shut-down of companies is yet to be passed. The government is said to be wooing oil-rich Gulf countries to participate in the R 40,000-crore National Investment and Infrastructure Fund. Amid a global fall in oil prices, there may be caution all around. Most of the investment projections being made are considering a longer term.

2. **TECHNOLOGICAL ISSUES** – Technology is changing at an alarming rate. There is a talk about Robots, who will replace human beings. Vivek Wadhwa, Stanford University fellow who is at the forefront of alerting the world on the robotic threat, told the BBC recently that it was now “indisputable” that a new kind of industrial revolution was in the offing – one that won’t require many humans. He mentioned that in a decade or two robots and artificial intelligence can do almost every job that human beings do and we are heading into a jobless future. It is really scaring. Just think of Google’s self-driving cars – and the fact that your smartphone is now good enough to be an ECG machine on the basis of an application. There is small consolation that some jobs may be had in making robots. Tata Motors is perfecting one, expected in under two months.
3. **WORKERS UNION BACKED BY POLITICAL PARTIES** – Unlike in China, where a communist government can (strangely) keep workers in control and wage costs in check, India has labour laws and organised unions that can hinder smooth expansion. It is not easy for the Modi government to change laws to make a dramatic impact. The major political parties like Congress, Communist, BJP are controlling different Unions, which may hinder the progress. The recent strikes in Maruti, Nokia, Ford and Hyundai are examples to prove the point.
4. **LACK OF SKILLED WORKERS:** The government’s Economic Survey said last year that the skilled workforce in India is counted at a mere 2%, while the NSDC estimated a need for 120 million skilled people in the non-farm sector– which would make it 10% of the population at current levels. Dearth of vocational education facilities and lack of training facilities are a key part of India’s industrial landscape. A report by consulting firm Ernst & Young said in 2012 that India lags far behind other nations in imparting skills training to its workers. Not too much has changed since then. While engineering colleges mushroom, the same cannot be said of industry-specific technical skills for shop floors. A major effort has got underway under the National Skill Development Corporation (NSDC), but this needs time to develop.
5. **NEED TO INCULCATE RESEARCH:** India’s industry has grown over the past six decades either through pampered public sector companies or through domestic industries enjoying access to a market protected by customs duties. Long-term competitiveness now required in an open global environment needs huge investments in research and development. While India is home to R&D facilities for many global companies, Indian companies have been slow to embrace R&D. Groups like the Tatas and Mahindras are bucking the trend now, but they are toddlers in a global landscape. Indian companies now need to dovetail their efforts with the state-run Council of Scientific and Industrial Research, which has historically led R&D in India with its 38 national laboratories and more than 13,000 scientific personnel.

CONCLUSION

If we really want to make India a global manufacturing hub as per the vision of the present Government, we need to display to the world our strengths of being sincere, hardworking, excellence in computers and changed mind set. In order to become the Best in the World, we need to be aligned to the best manufacturing practices followed by companies worldwide. The aim is firstly to establish a manufacturing system without wastes, without losses and without any Human Errors. Secondly to treat uniformly all persons and engage them in problem solving with an intention of Continuous Improvement. Further we need to create a team work atmosphere and ever learning organization. For this we need competent leaders, who understand problems; see the need of nurturing people and those are not only good in management issues but also good in Engineering / Technical issues and in the art of problem solving. We need to have new processes, new infrastructure, new sectors, new mindset, zero defect zero effect attitude with high-quality manufacturing standards while minimizing environmental and ecological impact.

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