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STRATEGIC ISSUES OF MAKE IN INDIA CAMPAIGN**DR. SONIA****ASST. PROFESSOR****INSTITUTE OF MANAGEMENT STUDIES & RESEARCH****MAHARSHI DAYANAND UNIVERSITY****ROHTAK****DR. GARIMA DALAL****ASST. PROFESSOR****INSTITUTE OF MANAGEMENT STUDIES & RESEARCH****MAHARSHI DAYANAND UNIVERSITY****ROHTAK****YOGITA****JUNIOR RESEARCH FELLOW****INSTITUTE OF MANAGEMENT STUDIES & RESEARCH****MAHARSHI DAYANAND UNIVERSITY****ROHTAK****SUMEET MALIK****ASST. PROFESSOR****SCHOOL OF MANAGEMENT STUDIES****ANSAL UNIVERSITY****GURGAON****ABSTRACT**

Make in India - A national programme designed to transform India into a global manufacturing hub. In the speech of Independence Day on 15 August 2014, India's prime minister, Mr. Narendra Modi invited the businesses from across the world saying, "come, make in India! Come manufacture in India! Sell in any country of the world but manufacture here". He invited Indian and foreign companies to make everything from "automobiles to agro-value-addition, paper to plastics, and satellite to submarines" in India. During the launch of Make in India campaign on 25 September 2014, PM urged the investors not to look at India only as a market place but to see it as an opportunity too. With these words government aims to focus on growth of manufacturing sector. Manufacturing sector contributes only 15% of India's GDP, which is very less compared to other countries. The Indian government wants to raise that share to 25% by 2022 and with ensuring that goods are manufactured with "zero defect and with zero effect" on the environment. But there are a lot of problems to achieve the vision of Make in India by government. It is not easy to attain the sustainable 10% growth in the manufacturing sector in to reality. There are some key factors on which Indian government should focus to overcome those challenges. This paper aims to analyze those key factors for the success of Make in India campaign and to give some possible suggestions.

KEYWORDS

make in India, success factors, India a manufacturing Hub.

INTRODUCTION

The government of India has taken several initiatives for growth of Indian economy, the most notable being its Make in India programme. **Make in India** is an initiative of the Government of India, to encourage companies to manufacture their products in India. Through this programme India is being presented as one of the most attractive place to start the manufacturing. It was launched by Prime Minister, Narendra Modi on 25 September 2014. The Make in India campaign has its roots in Modi's economic philosophy, which is one of balanced growth. As the chief minister of Gujarat, Mr. Modi focused on manufacturing and agriculture sector to balance the economical growth. At Madison Square Garden in New York, as the prime minister of India, he address to public, "I believe that for a healthy economy, one third agriculture, one third manufacturing, one third service sector- if all these grow simultaneously then even if one of these sectors faces a decline, the country's economy will not be immensely impacted". This campaign focused on 25 sectors such as automobiles, pharmaceuticals and medical equipment, labor intensive industries, capital goods industries, IT hardware, defence equipment, solar energy, textiles, ports, leather, tourism, hospitality, railways, wellness, design manufacturing, renewable energy, mining, bio-technology and electronics etc. It is reported that government has an ambitious plan to manufacture those 181 products in India, which currently India imports. The statistics prove this "Make in India" appeal more important as 2010 onwards, the share of manufacturing in GDP of India has gone below to the point, which is close to the share of manufacturing in GDP during the mid 1960s. On the other hand the neighbor countries like China and Thailand are able to do this share double.

For this campaign, Indian government has created a website to facilitate the investors to seek any information on policy matters within 72 hours. According to Prime Minister Narendra Modi, it is important to increase the purchasing power of Indians. Because increasing purchasing power will further boost demand, and ultimately it will be helpful in the development of Indian economy. It will also be beneficial to foreign and local investors. Then more opportunity will be there for international business. But this requires appropriately equipping the business environment. Therefore it is essential to focus on various factors for the success of Make in India campaign.

OBJECTIVES OF 'MAKE IN INDIA' CAMPAIGN

While a healthy economic balance is main long term objective of MAKE IN INDIA, the prime minister is focusing on the following short term objectives too:

1. **To increase the GDP and tax revenue:** The government's "make in India" initiative aims to increase the share of manufacturing to 25% of GDP by 2022 from the (2015) current 15%.

2. **To attract capital and technological investment:** Currently India is far behind on FDI compares to its peer countries. On a per capita basis, cumulative FDI inflows from April 2000 to April 2014 for India is just USD 183 compared to USD 2017 and USD 1531 for Mexico and China respectively. Thus it is an opportunity to attract more FDI with the help of Make in India campaign.
3. **Quality of work and product:** the initiative also focuses on improving quality standards of work and product with the slogan of "Zero defect and Zero effect on the environment". If work is done efficiently and effectively then products will be produced with high quality.
4. **Job creation:** "make in India" has multiplier effect of creating jobs in medium and small scale industries in manufacturing sector and in other areas such as logistics, transportation, customer services and technical support. This is expected to result in the creation of 100 million jobs by 2022.
5. **Cutting down the imports:** India is still dependent on other countries in various sectors to import such as aviation, defence, electronic manufacturing and technology. But with the focus on Make in India our government can do strategic alliance with other countries to substitute the imports. This will help to reduce the fiscal deficit and to maintain the balanced economy.

REVIEW OF LITERATURE

Krunal K. Punjani focused on the need of skills development for the success of Make in India. During his study, he found that according to Planning Commission of India (11th five year plan) only 10% of the Indian workforce has formal training in the form of higher education, technical education or vocational training. India has an annual training capacity of 4.3 million, which is less than 20% of the industry requirement of 22 million skilled workers a year. He highlighted on key skill development plan of the government. He also explained about the implementation of skill development programme of Germany, Singapore, South Korea, China and United Kingdom and gave various suggestions to improve the skill development in India.

Samridhi Goyal, Prabhjot Kaur, Kawalpreet Singh (2015) focused on the role of HR and financial services for the success of Make in India campaign. They stated that India's current ranking in total factory output is 10. In India 17% work force is engaged in factory output. The basis of any manufacturing organization is depending on the money invested in it and the people who are working in it. So we need to focus on the improvement of human resources and financial services. Foreign investors should be attracted to invest in India to make the India a manufacturing hub.

Vibhava Srivastva (2015) raised a question; will "Make in India campaign fuel the spirit of innovation in India"? He further explained that increasing patents are proof of it. Ministry of micro, small and medium enterprises signed a memorandum of understanding with the international labor organization to support the make in India programme. By tapping the opportunities of manufacturing sector, make in India can boost the innovations.

Gunjan Bhagowaty also focused on various challenges of Make in India campaign. She suggested that by improving ease of doing business in India, land acquisition, employability of general and engineering graduate, infrastructure development and capacity addition in power sector, we can make India a global manufacturing hub.

OBJECTIVES OF THE STUDY

1. To describe the concept of Make In India.
2. To explore the effects of Make in India campaign on business environment.
3. To find out the key success factor for Make in India campaign.

SIGNIFICANCE OF THE STUDY

With rapidly changing business environment, increasing globalization and to meet the requirements and living standards, India needs to focus on its infrastructure. In order to maintain the Indian economy we need to make co-ordination among manufacturing sector, agriculture sector and service sector. And for the growth of these sectors we need to improve the infrastructure again. Initiate of Mr. Modi the "Make in India" is related with manufacturing sector. This initiative will not be successful until we improve our infrastructure or in other words the key success factors for the growth of manufacturing sector. So this paper helps to understand the factors that are important for the success of Make in India initiative and to give various suggestions to improve those factors. Through this paper we are also able to focus on strategic alliances between businesses and state and central government of India.

RESEARCH METHODOLOGY

RESEARCH TYPE

Current study is descriptive research in nature.

DATA COLLECTION METHOD

Secondary sources of data are used for this study. Information is derived from various journals, newspaper, and websites.

LIMITATION OF THE STUDY

The research is limited to secondary data only. No primary data was collected. Time constraint remained the major limitation of the study.

EFFECTS OF MAKE IN INDIA CAMPAIGN

Before the campaign started, foreign equity capital in various sectors was relaxed. In August 2014, 49% FDI was allowed in defence sector and 100% in railway infrastructure. The application for license was made available online. The validity of license was increased to 3 years. Other responses are as follows

- In October 2014, Lava mobiles CMD Hari Om Rai announced to start a manufacturing plant in Noida from 2015. In November 2014 Lava was in talk with Nokia to purchase its plant of Chennai.
- In January 2015, a memorandum of understanding was signed between Spice Group and government of Uttar Pradesh to start a mobile manufacturing plant in UP with an investment of 500 crore.
- In January 2015, HyunChil Hong, the president & CEO of Samsung South West Asia, discussed with Kalraj Mishra, Union Minister of micro, small and medium enterprises (MSME) to start a joint initiative under which 10 "MSME-Samsung Technical Schools" will be established in India. In February, Samsung said that it will start manufacturing the Samsung Z1mobile in its plant of Noida.
- In February 2015, Hitachi announced that it would increase its employees in India from 10,000 to 13,000 and try to increase its revenue from 100 billion to 210 billion. It also announced that an auto-component plant will set up in Chennai in 2016.
- In February 2015, Huawei opened a new research and development campus in Bengaluru. It had invested USD 170 million to establish this R&D campus.
- In February, Marine Products Export Development Authority said that it was interested in supplying shrimp eggs to shrimp farmers in India under this Make in India campaign.
- In March 2015, Kenichiro Hibi head of Sony India announced to open a factory in India at the Mobile World Congress.

KEY SUCCESS FACTORS FOR MAKE IN INDIA

OPPORTUNITIES MUST BE EXPLORED FAR BEYOND WHAT WAS PREVIOUSLY THOUGHT POSSIBLE

India is a hub of knowledge, skill and labor which are necessary to change the vision in to reality. Various challenges such as administrative machinery, heavy taxation are hurdles in the way of make in India campaign. We should overcome these challenges by focusing on our competencies. Key success factors may be as follows:

1. **Skills development:** for the better quality, industry requires the skilled work force. Government should focus on building the trained graduate. As the trained workforce can optimize the resources and minimize the efforts. As an organization, we should try to create an enabling environment where

- employees are encouraged to upgrade and expand their skills throughout their lives. Some of the sustainability efforts in this direction include programme; such as Ready Engineer for college graduates and various learning programme for school going children. Vocational education and training should be made compulsory and should start in every secondary school.
2. **Relax technology import restriction:** integration of technology and infrastructure is necessary for the achievement of goals of Make in India. In order to support this integration we need liberal tax policies; so that technologies can be imported. There are some laws for imports of intellectual property rights which should be relax up to some extent.
 3. **Create knowledge cluster:** for the innovation capabilities India needs a convergence of capital, talent, entrepreneurial spirit and knowledge. Government should focus on creating knowledge by developing infrastructure and other required facilities.
 4. **Supply chain management:** only manufacturing is not enough, proper supply chain management is also necessary for this vision. Transportation, ports and location played significant role in supply of products. So it should be area of concentration. Most of the highways are two lane highways. With increase in vehicular traffic and for the smooth running of large container trucks it is imperative for Indian government to convert the single or double lane highways in to four or six lane highways with the help of public-private partnership.
 5. **Encourage innovation:** unfortunately most of the products manufacture in India are designed and developed outside India. If India wants to become the manufacturing hub and wants to sell its products in India and outside countries, then it has to focus on invention and developing the products within country. Youth should be focused for encouraging innovations. New products, new ideas, new manufacturing techniques should be welcomed by providing necessary financial and non financial aids.
 6. **Efficient administrative machinery:** healthy business environment is possible only when administrative machinery is efficient. India is strict in clearance and regulatory procedures. To start a business in India a lots of procedures have to follow such as land acquisition, license, finance etc. A business-friendly environment can be created only when India does easier approval of projects, and easy clearance mechanism. Corruption is the major problem in running of efficient machinery. So necessary steps should be taken to overcome this problem.
 7. **Tax concessions:** to make the country a manufacturing hub the unfavorable factors must be avoided. Taxes on necessary and elastic goods and services should be kept very low so that there is not a heavy tax burden on either the consumer or the producer. With the introduction of goods and services tax (GST), India will be able to eliminate the indirect tax, central tax, sales tax, entry tax, stamp duty etc. It is expected to build a transparent and corruption free tax administration. It is estimated that India will gain \$15 billion a year by implementing goods and service tax, as it will help in promoting the exports, to raise the employment and to boost the overall growth. India should also be ready to give tax concessions to companies who come and set up their units in our country.
 8. **Emphasis on small and medium scale industries:** small and medium scale industries can play an important role in Make in India campaign. So more focus should be given to novelty and innovation of these units. The government should make some plan and give special privileges to small and medium scale industries.
 9. **Research and development:** R&D department is the power booster to any industry. Special attention should be given to research and development so that technologies can be updated. Government must ensure that it provides platform for such research and development.
 10. **Make In villages:** villages provide the raw material, labor and other resources which are necessary to set up a manufacturing plant. So a start should be done with the make in village concept. Indian government must focus on providing opportunities to villagers. These opportunities can be in form of education, financial aids, employment and technology assistance. When employment, opportunities will be provided to villagers ultimately the India will shine.
 11. **Financial services:** in layman language financial services means money management provided by various organizations that are operating in finance industry of a country. These organizations include banks, consumer finance, insurance companies and investment funds etc. Financial Services may be-
 - a. Fund/Asset based financial services: it helps in raising the finance against movable and immovable assets, bank deposits, underwriting shares, debentures, bonds etc.
 - b. Fee based financial services: it involves higher expertise and less financial risk. It includes merchant banking, credit rating, capital restricting, bank guarantee etc Government should facilitate and encourage these financial institutions in order to make the finance easily available.
 12. **Human resource:** the basis of any manufacturing organization is money invested in it and human resource employed in it. In order to make India a most preferred destination for domestic as well as foreign investors, it is must to focus on financial and non financial (HR etc) activities. Indian work force is talented and adaptable. In order to develop make in India and for its sustainable growth, it is very much important to develop the human resources working on it. If work force is skilled then automatically it will help in cost reduction, reduce the defect rate of products, increase the sales, and help in overall growth of manufacturing sector.
 13. **Facilitating land acquisition:** very first and important step for starting the manufacturing unit is the acquisition of land. Under the new land acquisition act, developers are required to take consent of up to 80 percent of people whose land is acquired for private projects and in case of public-private partnership projects this consent should be up to 70 percent. Land acquisition for factories, roads and housing projects in Haryana and Uttar Pradesh is the reason of clashes between farmers and state government. It is also responsible for the delay of various necessary projects. According to data available in Wasteland atlas of India as per 2003 figures, out of the total geographical area of 3287263 square kilometers, a total of 552692.26 square kilometers of wasteland exist in India. This huge wasteland can be used in various manufacturing projects after appropriate engineering and geographical assessment of this area. Government should facilitate the land acquisition proper compensatory and easy, so that manufacturing plants can be established. Each and every party should be considered in this process.
 14. **Portals for business queries:** a portal is always useful which can help in business queries at any time. For the Make in India initiative, a web portal (<http://www.makeinindia.com>) has been created. The back up and support team would answer within 72 hours for any specific query. List of frequently asked questions is also available on this portal.
 15. **Improve the process and quality:** the key success factors for manufacturing industry are efficiency and productivity. Engineering plays an important role in this, especially it relates to complex machinery and plants across various manufacturing units. That's why high level of efficiency is required at the engineering stage itself for the fast, flexible and intelligent production.
 16. **Integration of virtual and real world:** today, before starting the physical action for manufacturing anything, it is possible to stimulate, model and test the design in virtual world. Thus with the real-virtual integration, suppliers and customers can be brought together and more likely to be succeed in real market. If India wants to achieve its Make in India campaign then the manufacturing sector should go for this virtual technology.
 17. **Building an export eco-system:** it is not enough to meet the demand of domestic market through Make in India; we have to search the opportunities for export too. If India wants to become a manufacturing hub, the government would need to create an eco-system with the help of policy reforms, infrastructure and various subsidies.
 18. **Attracting investment:** there is a high positive correlation between the FDI and industrial growth. More the foreign direct investment, more the growth of industries. Currently India is far behind to its peer countries in case of FDI. In India on a per capita basis, cumulative FDI equity from April 2000 to April 2014 is only USD 183 compared to USD 2017 and USD 1531 for Mexico and China respectively.
 19. **Enlarge the capacity of energy sector:** every sector is dependent on the energy sector. Delay in environmental clearance and shortage of fuel supply are some major challenges faced by Indian power sector. To avoid the coal import and to meet the fuel shortage, government must ensure the healthy and transparent allocation of coal blocks. Government should also focus on other renewable resources of power like hydro power. Central and state government should do co-operation with each other so that funds given by central government to state government are properly utilized.
 20. **Strengthen the CISF to secure the industries:** major industrial installation in India are on terror attack such as oil refineries, nuclear installation, space installation and other heavy engineering industries. It is also possibility that in future most of the industries are to be set up in remote areas of India; where

terror attack is the biggest danger. So CISF (Central Industrial Security Force) should be well trained to fight with this situation. Earlier CISF only provide security to central government industrial installation, but after the 26/11 Mumbai attack there was an amendment in CISF act that it will provide security to private industrial installation too.

CONCLUSION

For the success of Make in India campaign it is necessary to facilitate India's youth with the right skills to compete in the global world. Sector specific skill councils should be established by the government for such industries, which required skilled labor. Regular evaluation of the courses and necessary modification should be done to meet the requirement of manufacturing sector. Start should be done by exploring the opportunities in the villages of India. The local government should help the local enterprises to encourage the manufacturing. Focus should be given to core competencies. Foreign countries should be attracted to invest in India with attractive proposal. Research and development department should be encouraged with proper incentives. Youth should be encouraged for the technological advancement. This is a time of high expectation for India. If government continues in the current manner, we can definitely hope to see significant and sustainable growth in the manufacturing sector and progress towards India becoming a global manufacturing hub.

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