

## PROCEEDINGS

# National Conference on “Strengthening Backward Linkages in Food Processing”

May 29, 2017, Hotel Sheraton Grand, Bengaluru



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**May 29, 2017, Hotel Sheraton Grand, Bengaluru**

**The Associated Chambers of Commerce and Industry of India**

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# National Conference on “Strengthening Backward Linkages in Food Processing”

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## INTRODUCTION

The Food Processing sector in India is one of the largest in terms of production, consumption, export and growth prospects. Apart from providing vital linkages between industry and agriculture it creates synergy between the two and has potential for providing jobs in far flung areas of India. Moreover it is well known fact that a significance proportion of the agriculture produce get wasted during transition from place of production to consumption as well as during storage. Realizing significance of Food processing sector, Ministry of Food processing Industries, Government of India has accorded priority to its development with a number of schemes for Infrastructure development, fiscal relief and incentives. Through all these measure, efforts are to encourage commercialization and value addition to agriculture produce, minimize post harvest wastage, generate employment and boost exports of processed food.

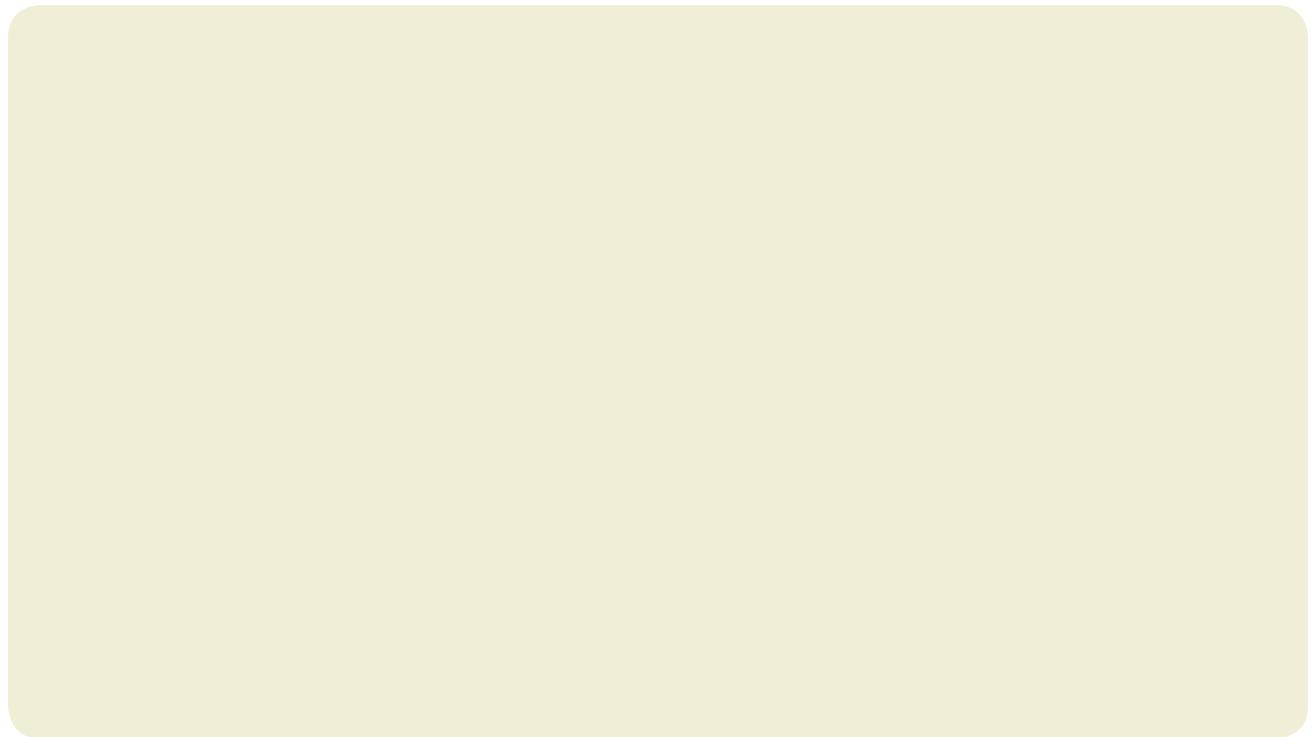
Recently, the trend has been towards increasing integration and collaboration across players in the value chain, to garner mutual benefits. Such integration is being driven by the manufacturers, who are looking to integrate backward and establish linkages with both raw material producers and aggregators/ logistics providers.

In the view of the above points, there is a need of meeting all the stakeholders on a periodical basis in different locations – regionally or nationally to have a better understanding and importance of backward integration and set objectives and timelines to address the issues to have a very efficient backward integration in the food processing sector. Therefore, **ASSOCHAM has organized a National Conference on “Strengthening Backward Linkages in Food Processing” on May 29, 2017 at Hotel Sheraton Grand, Bengaluru.**

## INAUGURAL SESSION

10.30 AM – 10.35 AM	<b>Welcome Address by Shri R Shivakumar, Chairman, ASSOCHAM Karnataka Council</b>
10.35 AM – 10.40 AM	<b>Lightening of Lamp</b>
10.40 AM – 10.45 AM	<b>Theme Address by Dr Vasant Kumar, Advisor, ASSOCHAM Karnataka Council</b>
10.52 AM – 11.00 AM	<b>Special Address by Shri Ashok Dalwai, IAS, Additional Secretary, Department of Agriculture Co-operation &amp; Farmer Welfare, Ministry of Agriculture &amp; Farmer Welfare, Govt. of India</b>
11.00 AM – 11.05 AM	<b>Release of Knowledge Report</b>
11.15 AM – 11.25 AM	<b>Inaugural Address by Sadhvi Niranjan Jyoti, Hon'ble Minister of State for Food Processing Industries, Government of India</b>
11.25 AM – 11.30 AM	<b>Vote of Thanks by Shri Kishore Jagridhar, Startup &amp; Innovation Committee Head – ASSOCHAM Karnataka Council</b>

## **Welcome Address by: Shri R Shivakumar, Chairman, ASSOCHAM Karnataka Council**



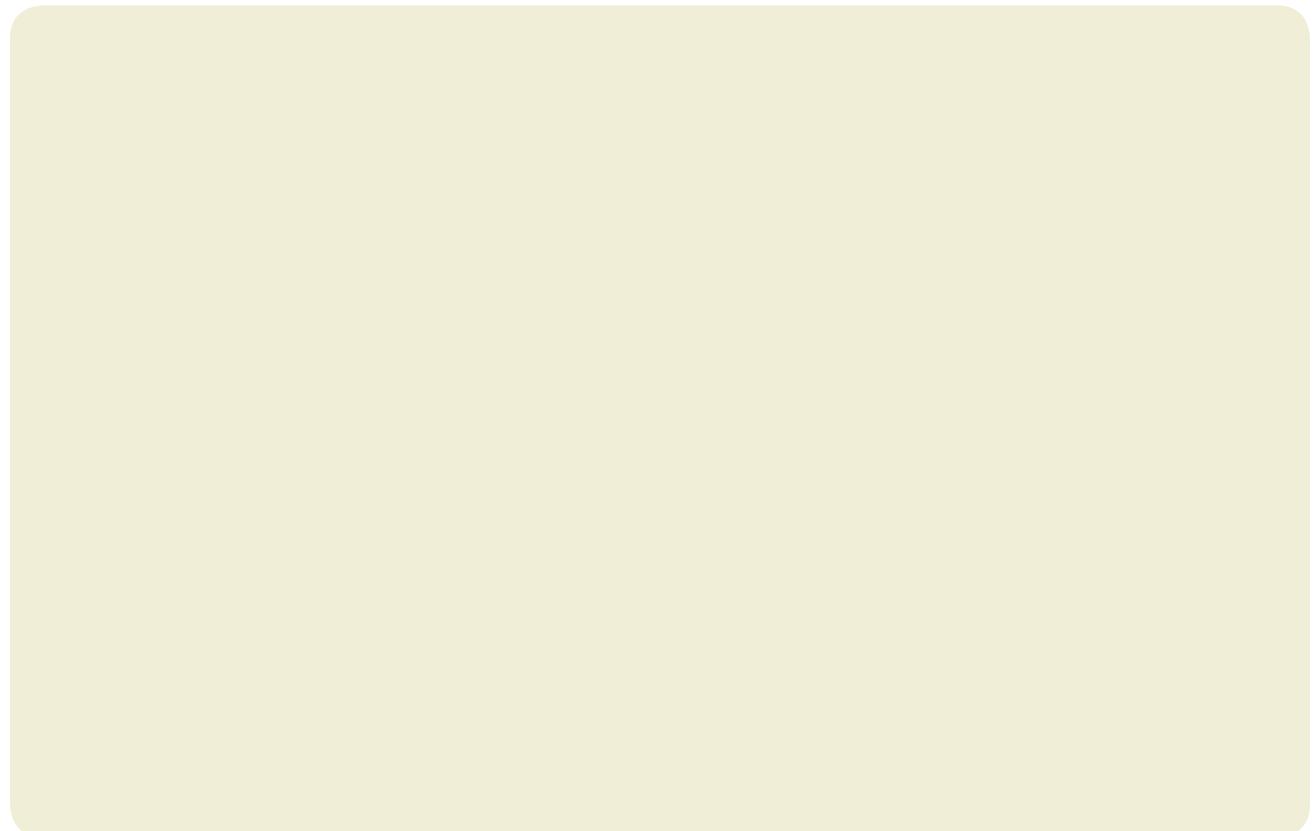
Shri R Shivakumar extended a warm welcome to Sadhvi Niranjan Jyoti, Hon'ble Minister of State for Food Processing Industries, Government of India and other dignitaries on the dais, delegates, press and media.

Food Processing Industry (FPI) in India is a sunrise sector that has gained prominence in the recent years. Easy availability of raw materials, changing lifestyles and favorable fiscal policies has given a considerable push to the industry's growth. FPI serves as a vital link between the agriculture and manufacturing sectors of the economy. Strengthening this link is critical to reduce wastage of agricultural raw materials, improve the value of agricultural produce by increasing shelf-life as well as by fortifying the nutritive value of the food products and ensure remunerative prices to farmers as well as affordable prices to consumers.

The Ministry of Food Processing Industries, Government of India has taken initiatives to reduce wastage of perishables, to add value to the agricultural produce, to create huge employment opportunity and to increase income of the farmers.

ASSOCHAM recommends that there is need of establishing sustained and lasting linkage between farmers based on the mutual interest by utilizing the existing the infrastructure. It also recommended that government and private companies should scientifically workout with farmers and conduct workshops to educate them.

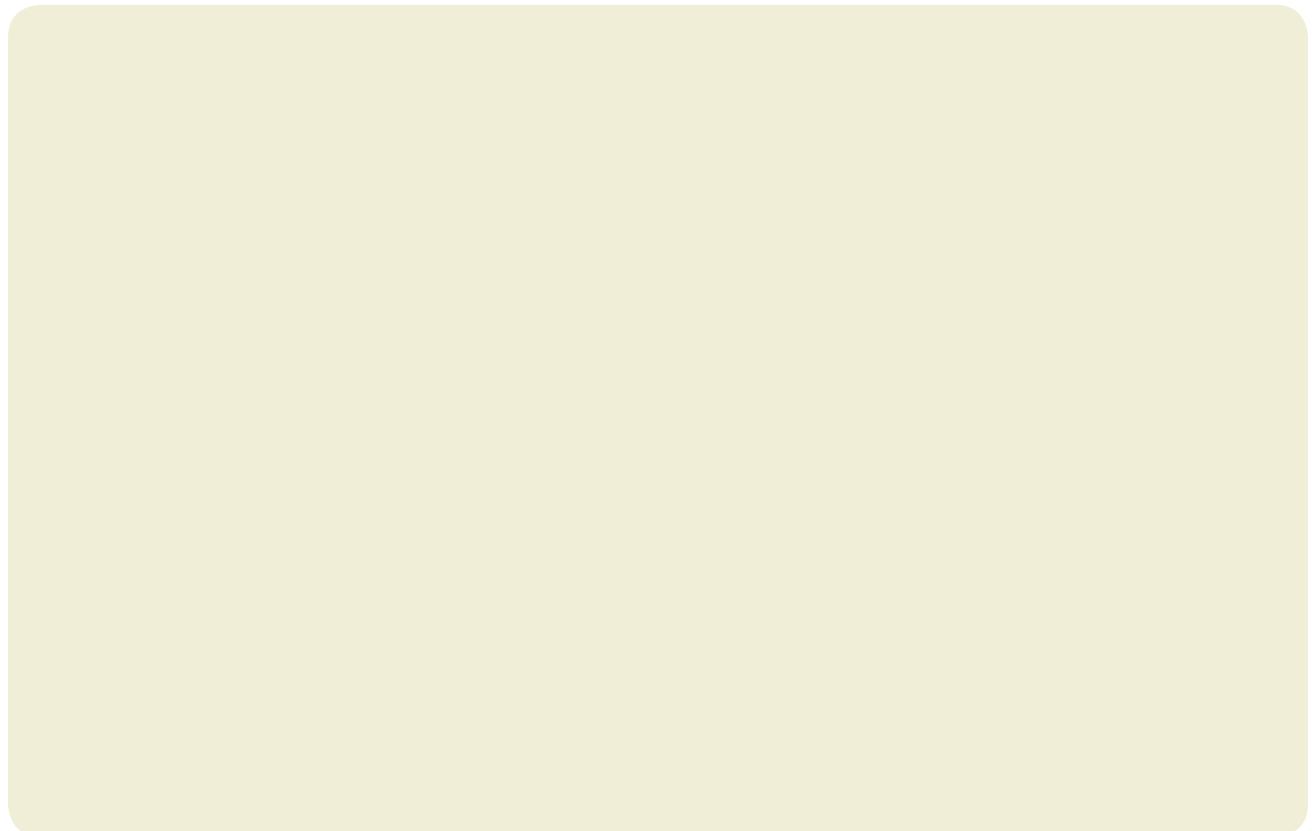
**Theme Address by: Dr Vasant Kumar, Advisor, ASSOCHAM Karnataka Council**



Dr Vasant Kumar in his address said that India has a population of one hundred crore plus and feeding this large a population calls for a strong FPI. The industry also assumes importance in the national economy due to the immense employment generation opportunities it offers and the export revenue it earns.

India is one of the leading exporters of the processed food products. It has a competitive edge over other countries due to the wide variety of crops cultivated as a result of geographical and climatic diversity. Government too is trying to support the industry by formulating favourable policies. With adequate government focus on the infrastructural support, research and development and technological innovation in this sector, India could alleviate its domestic concerns on food security, malnutrition and food inflation.

**Special Address by: Shri Ashok Dalwai, IAS, Additional Secretary, Department of Agriculture Co-operation & Farmer Welfare, Ministry of Agriculture & Farmer Welfare, Govt. of India**



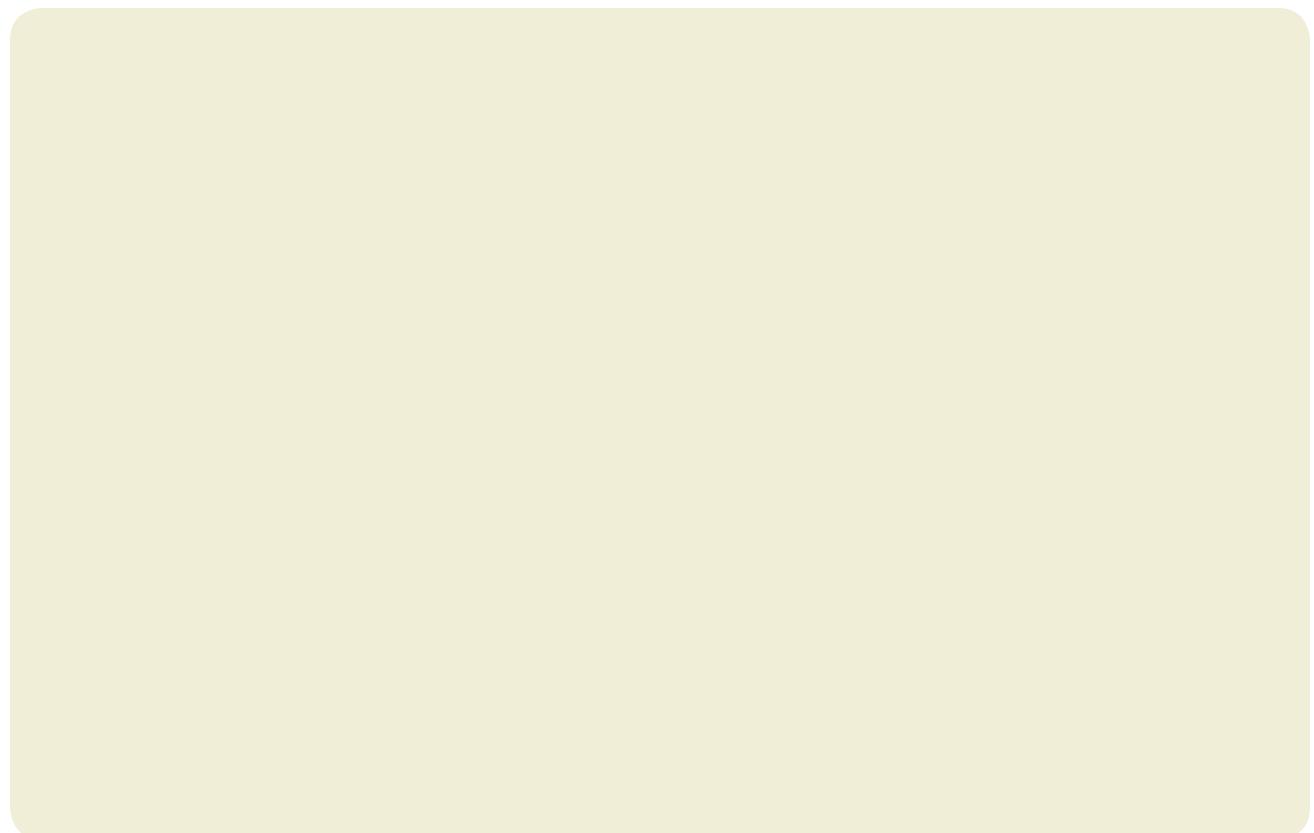
Shri Ashok Dalwai in his address mentioned that we need to move from agriculture to agribusiness to double the income of the farmers in 6 years. And 100,000 crores of agricommodity is lost in India every year because the problem is to how to stitch with the production and consumption center with each other.

He further mentioned that the biggest challenge for us is food mile and we need to focus on it more to build a strong marketing system.

Recently in budget Finance Minister announced that for farmers benefit we should have a Contract Farming Act in which buyers and farmers should come in to the contract which will create win-win situation for everybody.

The Government of India is in the process of creating a national platform for value chain management where Ministry officials, Tradebodies and Farmers will come together and it will be presented at the state level platform and district level platform.

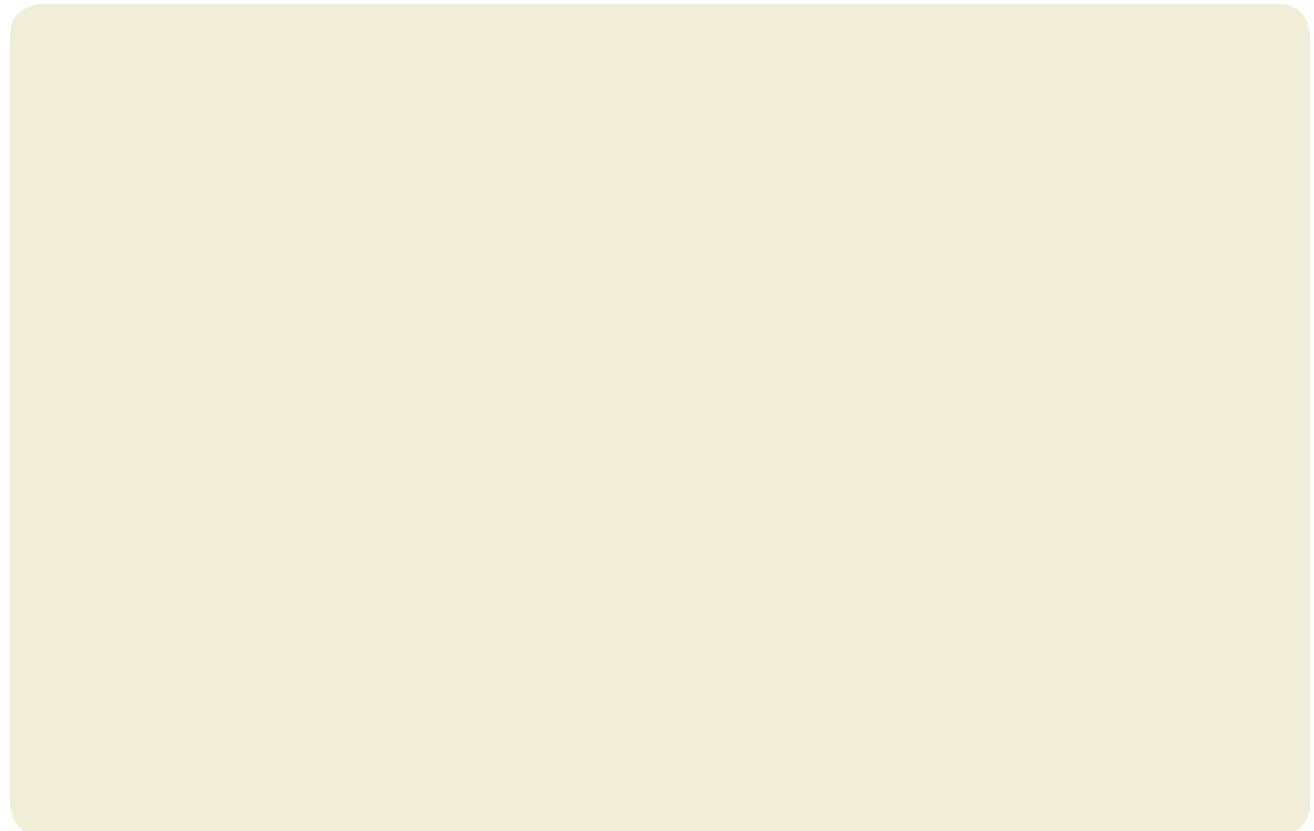
## **Inaugural Address by: Sadhvi Niranjan Jyoti, Hon'ble Minister of State for Food Processing Industries, Government of India**



Hon'ble Minister of State for Food Processing Industries in his address said that the aim of this one-day conference is to provide aspiring food entrepreneurs, existing small and medium enterprises (SMEs) in food, agriculture professionals and students, progressive farmers, self-help groups (SHGs), etc. a platform to share their views and learn about the latest initiatives and opportunities available in the field of agro food industries.

We all know that Indian economy is based on the agriculture and the condition of the farmers are still the same as it was earlier. We need to improve the Food Processing in India so as to stop the agriculture as well as farmers lossess. She further mentioned about the Central sector scheme "Kisan SAMPADA" launched by Ministry of Food Processing Industries to support startup and SMEs in the food processing sector. In this scheme "SAMPADA" 6000 crores is already contributed by the government of India and this scheme will provide the processing facilities to the farmers, fishermen of India. Also in this scheme 1.5 crores to 5 crores subsidy will be given and 35% of the subsidy will be given to the industry if they put up the project in to the plain area. Soon we are going to launch 4 Mega Food parks in which 345 cold chain projects will going to be started and already 63 has been started by the government.

**Vote of Thanks by: Shri Kishore Jagridhar, Startup & Innovation Committee Head – ASSOCHAM Karnataka Council**

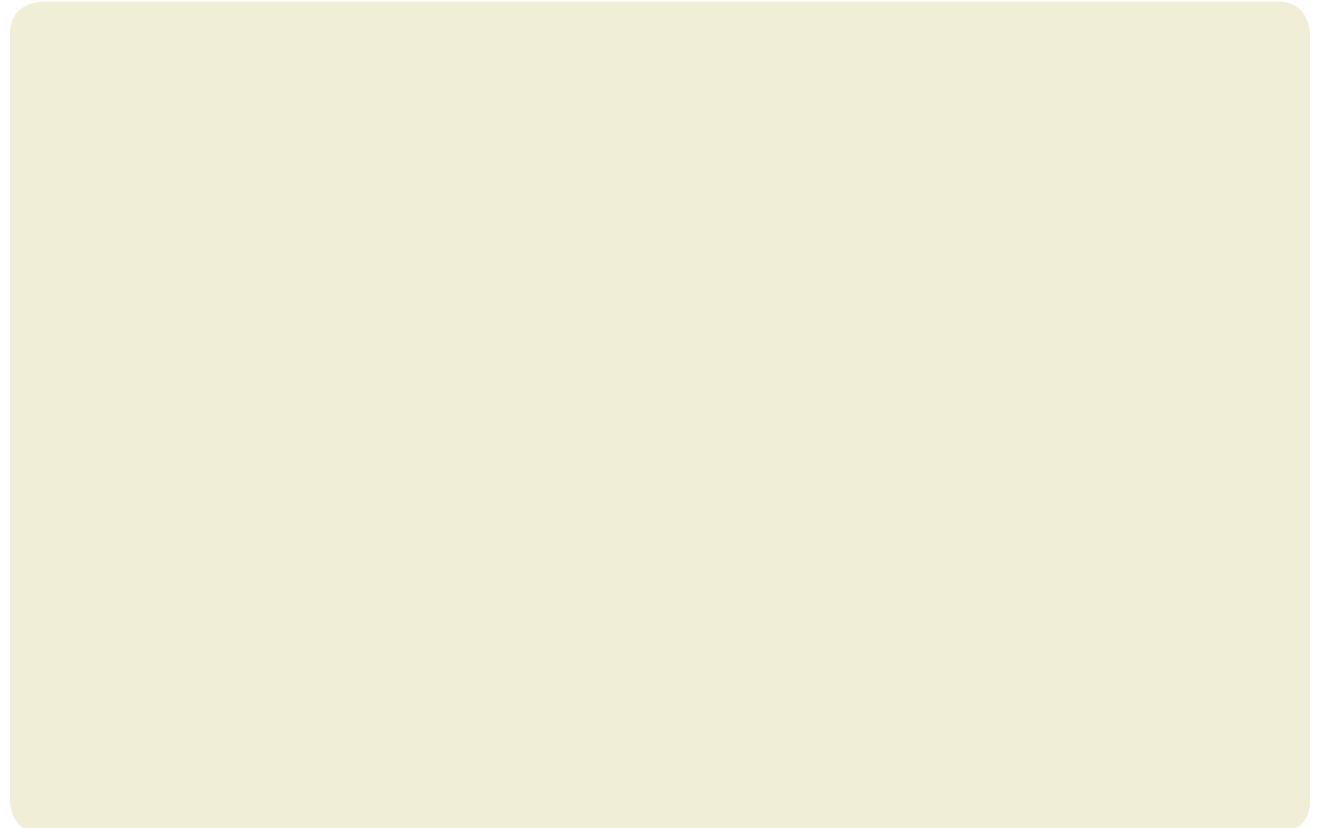


Shri Kishore Jagridhar extended a warm Vote of Thanks to the speakers as well as participants. He also said that the Conclave was well received by the enthusiastic Budding entrepreneurs and overall it was very successful and it is a small step for a giant leap.

## TECHNICAL SESSION I

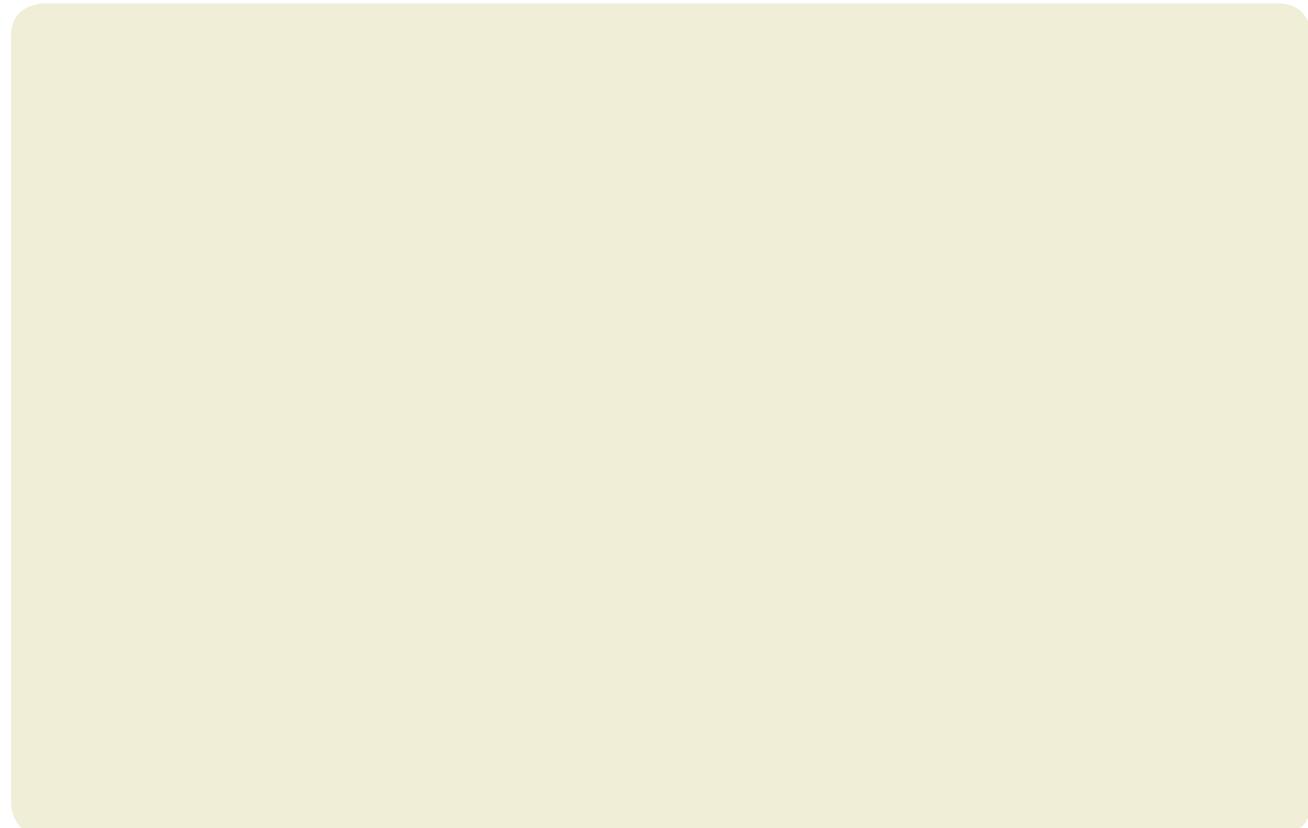
<b>1145 – 1300Hrs</b>	<b>SESSION I</b> <b>Theme: Strengthening Backward Linkages in Food Processing</b>
<b>Chairperson</b>	<b>Dr Vasant Kumar</b> , Advisor, ASSOCHAM Karnataka Council
<b>Address By</b>	<b>Shri L. R. Ramachandran</b> , General Manager, NABARD, Karnataka Regional Office
	<b>Shri Sadananda Maiya</b> , CMD, Maiyas
	<b>Shri Anjum Aziz</b> , Chief Consultant, Culinary Consultancy
	<b>Shri Elumalai.V</b> , Head Staples, Dairy &Frozen, Max Hypermarket India Pvt Ltd
	<b>Shri Amit Vatsyayan</b> , Partner & Social Sector leader, Ernst & Young LLP
	<b>Dr. Pradeep Bavadekar</b> , Managing Director, MITCON Consultancy & Engineering Services Ltd.

**Chairperson: Dr Vasant Kumar, Advisor, ASSOCHAM Karnataka Council**



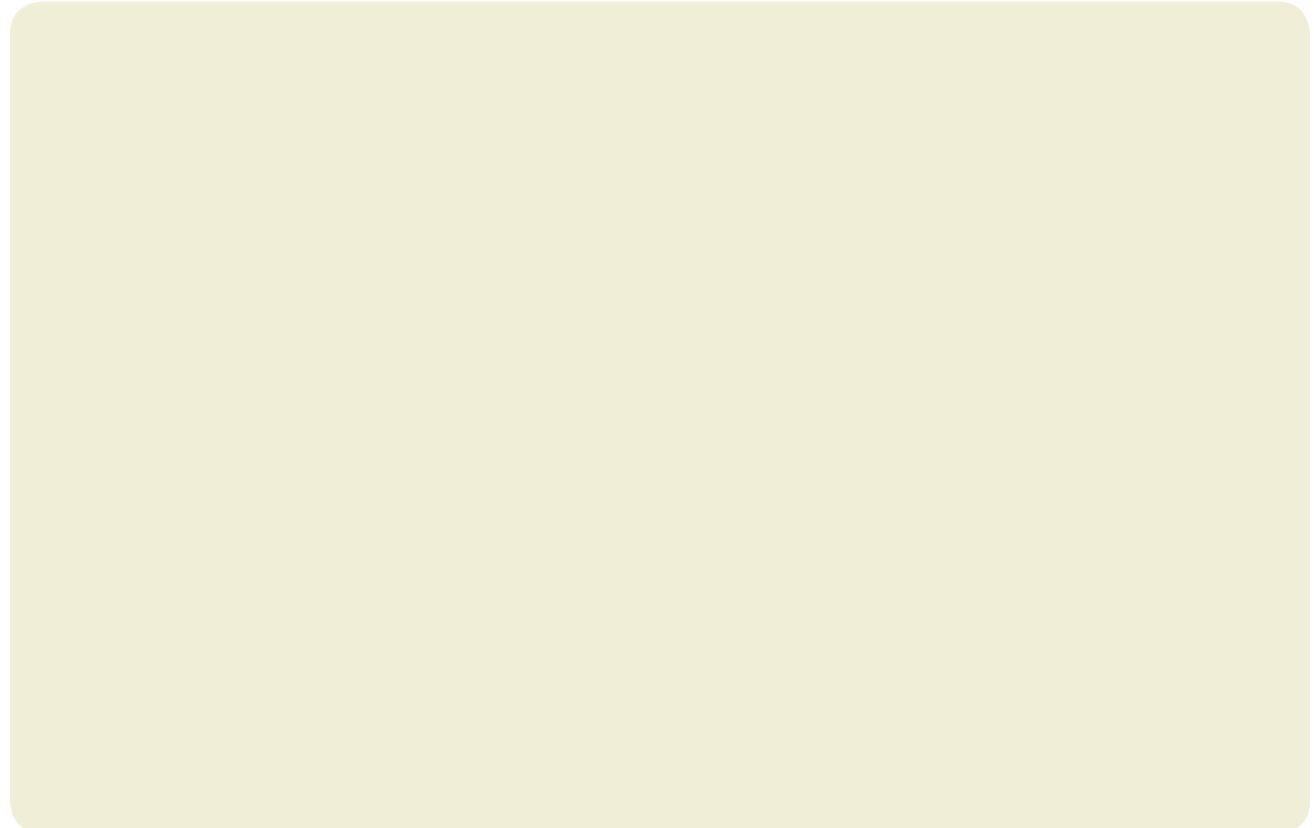
**Dr Vasant Kumar** chaired the Technical Session I of the conference.

**Address by: Shri L. R. Ramachandran, General Manager, NABARD, Karnataka Regional Office**



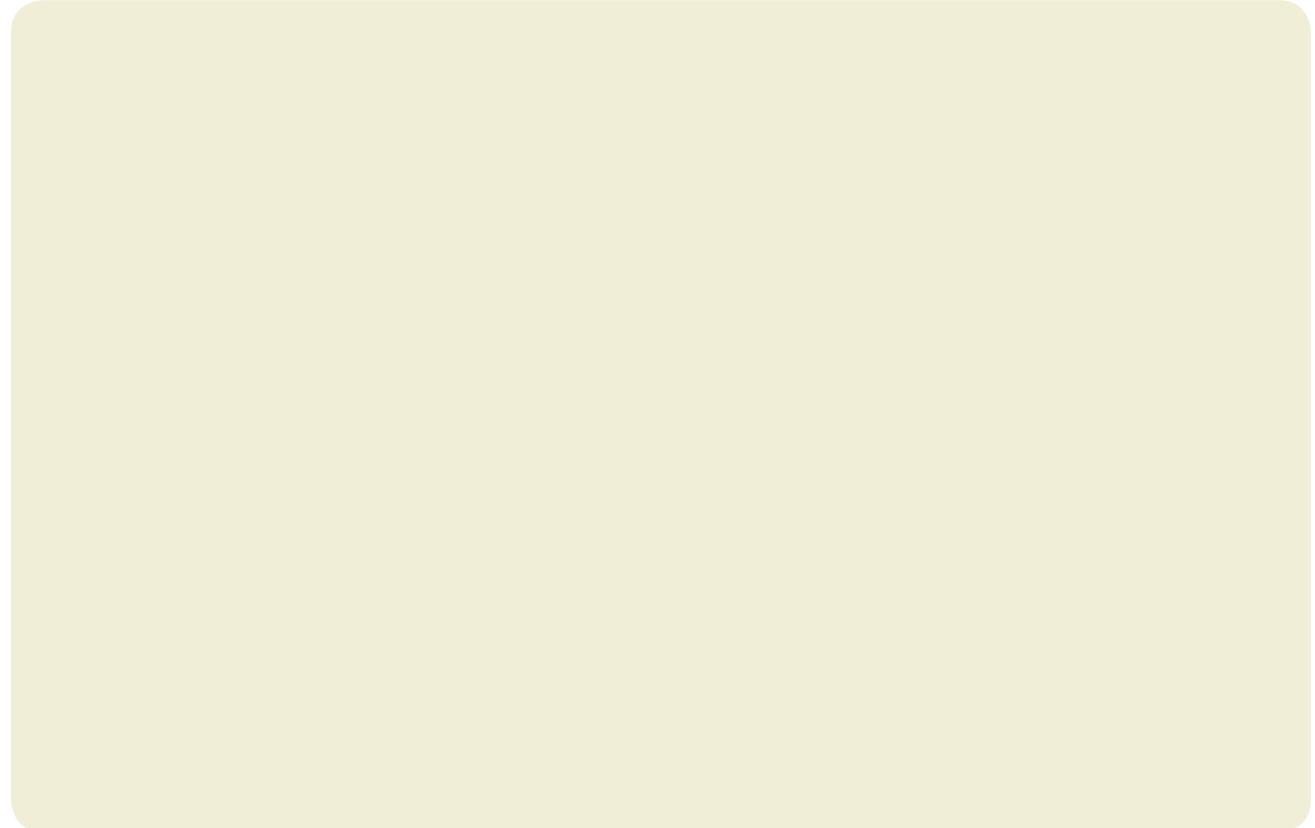
**Mr L. R. Ramachandran** in his address discussed various financial schemes funded by NABARD to help farmers and rural youths to develop into successful Agri entrepreneurs. He also mentioned that under NABARD initiative, 2000 crore fund has been sanctioned by the government to promote food processing industry and also to encourage capacity building.

## **Address by: Shri Sadananda Maiya, CMD, Maiyas**



**Mr Sadananda Maiya** in his address said that Food processing is a process of value addition to the agricultural or horticultural produce by various methods like grading, sorting, preserving, packaging, etc. Processing is a technique of transforming a raw agricultural product into eatable food or beverage. The Indian food processing industry plays a vital role in India's economic growth and it has been growing faster than the agricultural and manufacturing sector. The Indian food processing industry accounts for about 32% of the total India's Food Market.

**Address by: Shri Anjum Aziz, Chief Consultant, Culinary Consultancy**



**Mr Anjum Aziz** in his address said that Key capital for linkages is Value based approach delivery systems. Further he mentioned in his presentation.

## KEY CAPITAL FOR LINKAGES IS VALUE BASED APPROACH DELIVERY SYSTEMS

### INTEGRITY

- To adopt unquestionable professional demeanor in all walk of professional life.

### LEADERSHIP

- Ability to think and act beyond the obvious, achieving excellence through varied initiatives.

### INNOVATIVE THINKING

- Ability to think off-center, Unconventional, Creative, Avant-garde

### CUSTOMER CENTRIC

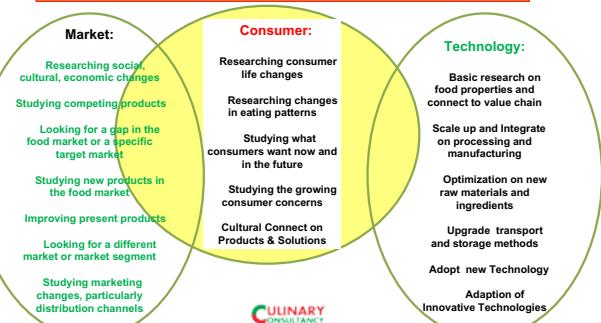
- To be customer focused and deliver as per expectations.

### TEAMWORK

- To work with the team, provide expertise when required, ability to adapt to changing needs of business and team composition.



## MAPPING CRITICAL FACTORS TO LINKUP OR DOWNLINK



## INDIA ON CUSP OF MILLENNIAL BURST LINKING OPPORTUNITIES IN REGION, ETHNIC CULTURE FOODS, COMFORT FOODS, FESTIVITY CUISINE



## LINKING FOOD GPS OF INDIA IN ITS DIVERSITY & HERITAGE TO MARKET POTENTIAL

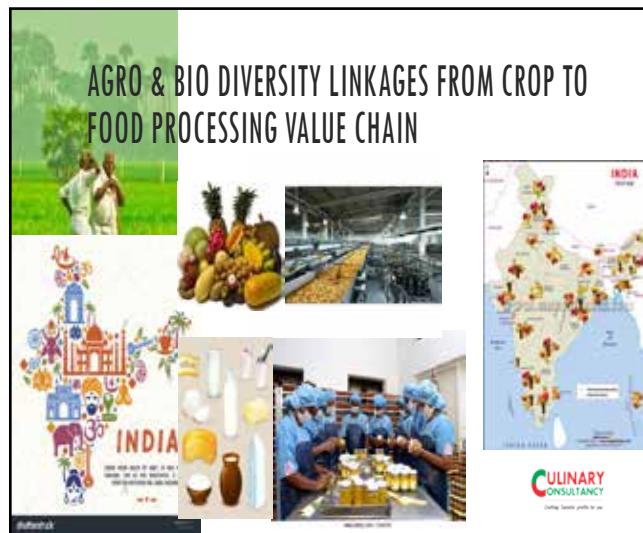
Northern, Southern, Easterly & Western Indian Cuisine can be selectively created into Categories and Potential Target Market can be commercially explored.

Variations within the Region Specific Cultural Ethnic Cuisine can be the strength of Regional Companies and Brands.

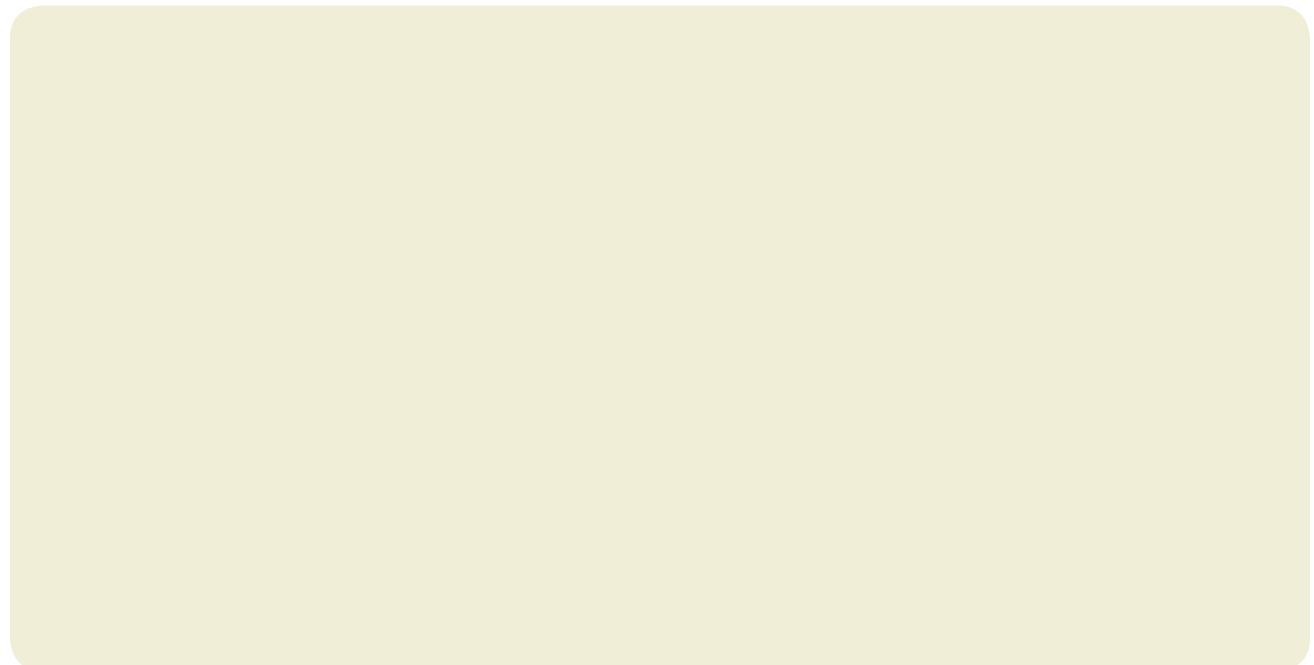
Provides huge opportunity to Link Traditional Rare Foods and capture the Health Fitness value which is available.



## AGRO & BIO DIVERSITY LINKAGES FROM CROP TO FOOD PROCESSING VALUE CHAIN



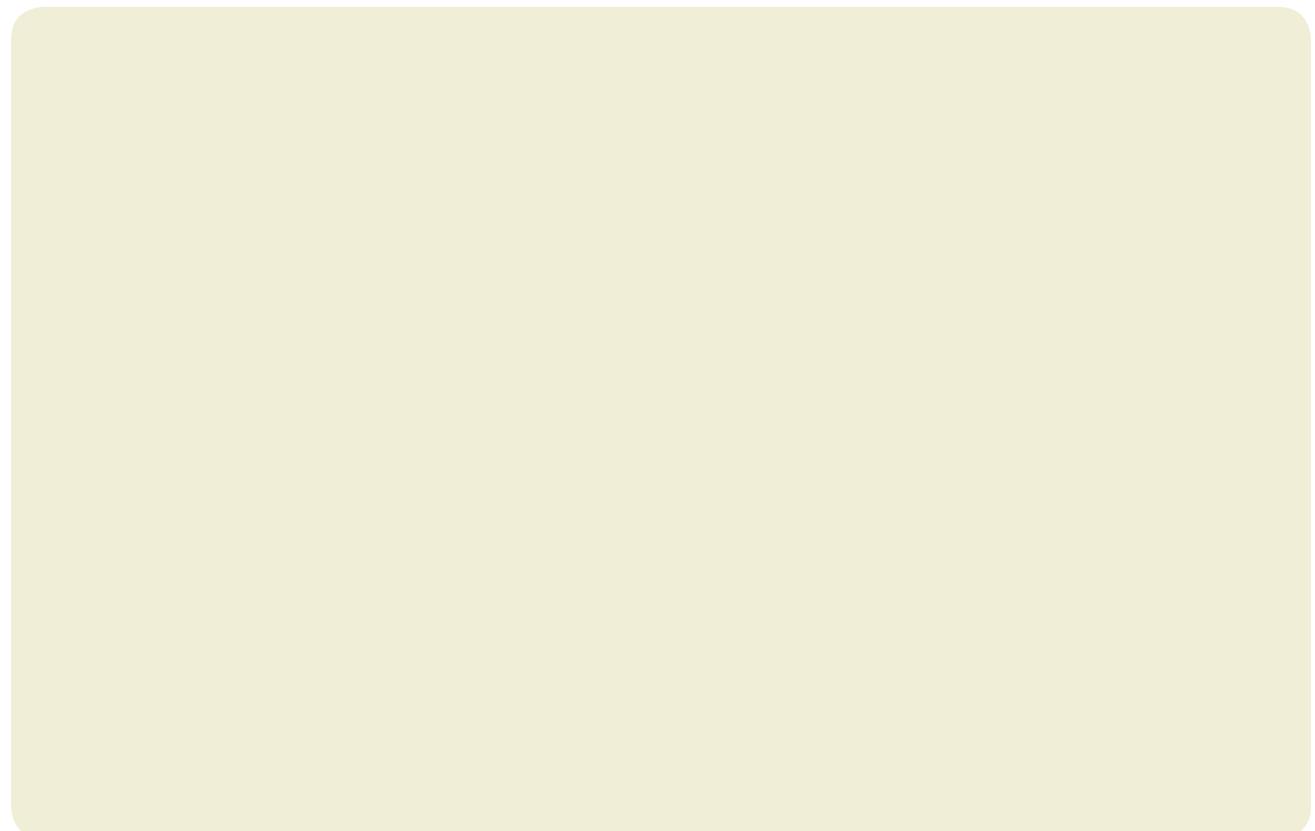
**Address by: Shri Elumalai. V, Head Staples, Dairy & Frozen, Max Hypermarket India Pvt Ltd**



**Mr Elumalai. V** in his address said that the concept of backward linkage between farmers and industry would be promoted to encourage and enable farmers to grow products of appropriate quality. This will help the poorest of the poor farmers as well as marginal and medium farmers fetch appropriate and remunerative return for their produce. The existing institutions like local bodies, cooperatives and self-help groups, which have been in operation for over four decades in different contexts, would be utilized to strengthen the backward linkage. This way the skill and expertise acquired by these institutions would be constructively used, while this mechanism would help quickly create the bridge of trust between farmers and processors. This would ensure smooth supply of raw material to the processors and help the farmers (poor, marginal and big) in getting remunerative prices for their products. Thus, a complete network of farmers and processors will be created cutting across their status.

There is an urgent need to develop forward linkages for fresh and processed food. Presently, there are a large number of intermediaries operating between the farmers/processors and the consumers, resulting in high cost to the latter and low return to the former. The efforts to cut intermediaries would be made in such a way that the special skill and expertise required to operate the intermediate links in the system like transportation and market distribution are not jeopardized. To achieve this, attempts will be made to provide appropriate tax incentives and holidays for setting up food processing industries, taking care of expenses on market promotion and ancillary activities.

**Address and Presentation by: Shri Amit Vatsyayan, Partner & Social Sector leader, Ernst & Young LLP**



**Mr Amit Vatsyayan** in his presentation discussed about improving food processing sector in India. He then mentioned major challenges that need to be overcome to improve value chain in India:

- The unavailability of land in rural areas and inadequate support infrastructure (including connectivity and power).
- Lack of training to farmers to use technical knowledge and technological knowhow for better and quality production.
- Lack of awareness about quality standards and global certifying values amongst farmers and at local procurement level.
- Lack of effective connecting linkage between farmers and procurement segment in market, presence of large number of intermediaries and fragmentation.
- Lack of good manpower to work at processing units in remote area, mainly due to lack of facilities in these areas.
- Lack of proper logistic channels leading to high travel and logistic cost at each level.

## How to strengthen food processing sector in India?

Enabling systems, expanding mechanism, enriching value and enhancing gains!

The better the question. The better the answer.  
The better the world works.

**EY**  
Building a better working world

**The global food processing industry is growing with the rising demand from emerging economies**

- 1 Global Packaged Food Market by 2020 will be a **\$3.03-Trillion** Industry
- 2 Geographically, **North America** is the largest market in the current scenario, followed by Europe, APAC and LAMEA
- 3 **Asia Pacific** ranks as the **fastest CAGR of 5.4%** during 2015-20, primarily driven by the growing per capita incomes and increasing health awareness.
- 4 **China and India** are expected to show significant market growth for packaged food products

Source: World Packaged Food - Market Opportunities and Forecasts, 2014 - 2020  
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**The Indian food processing industry accounts for 1/3<sup>rd</sup> of the country's total food market**

India is the largest producer of milk & 2nd largest producer of fruits & vegetables

India has the largest livestock population of around 512 million & it contributes about 25 per cent to the country's farm GDP

Consumer spending in 2015 was USD1.6 trillion & likely to reach USD5.6 trillion by 2020

Geographic location & proximity to food exporting nations favour India in terms of exporting processed foods

Food processing industry in India ranks 5<sup>th</sup> in terms of production, consumption & exports

Organized sector has around 60% share in the food processing sector

As per the estimates for FY15, food and retail market in India stood at USD258 billion

In FY15, food processing contributed to 17.4% GDP share through manufacturing

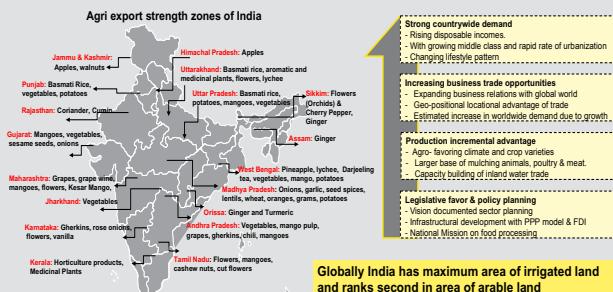
By 2024, food processing sector is expected to contribute to 9 million

**EY**

Source: MOFPI, Directorate of Statistics, Indian Council of Agricultural Research (ICAR), Business Standard  
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**During FY11-16, India's exports of processed food & related products grew at CAGR of 11.74%**

**Agri export strength zones of India**



1 Strong countrywide demand  
 - Rising disposable incomes.  
 - With growing middle class and rapid rate of urbanization.  
 - Changing lifestyle pattern.

2 Increasing business trade opportunities  
 - Expanding business relations with global world.  
 - Geo-positional location advantage of trade.  
 - Estimated increase in worldwide demand due to growth.

3 Production incremental advantage  
 - Agro-favourable climate and crop varieties.  
 - Larger base of milching animals, poultry & meat.  
 - Capacity building of inland water trade.

4 Legislative favor & policy planning  
 - Vision documented sector planning.  
 - Infrastructural development with PPP model & FDI.  
 - National Mission on food processing.

Globally India has maximum area of irrigated land and ranks second in area of arable land

Source: APEDA  
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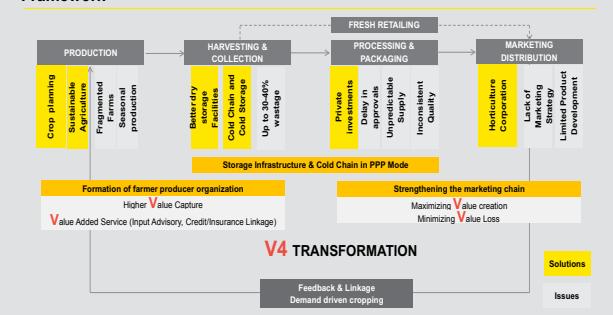
**Removing some of the challenges in the value chain can make this growth story even better**

- 1 The unavailability of land in rural areas and inadequate support infrastructure (including connectivity and power)
- 2 Lack of training to farmers to use technical knowledge and technological know how for better and quality production
- 3 Lack of awareness about quality standards and global certifying values amongst farmers and at local procurement level
- 4 Lack of effective connecting linkage between farmers and procurement segment in market, presence of large number of intermediaries and fragmentation
- 5 Lack of good manpower to work at processing units in remote area, mainly due to lack of facilities in these areas
- 6 Lack of proper logistic channels leading to high travel and logistic cost at each level

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**These challenges in the Value chain can be analysed through the 4V Framework**



**V4 TRANSFORMATION**

**Solutions**

**Issues**

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**EY**

**EY's solution framework for Value chain development and strengthening linkages through the 4V framework**

<b>Minimizing Value Loss</b>	Promote production of in-demand varieties and grades Improve supply chain and storage infrastructure to cut down wastage Crop planning like introducing crop diversification, multi cropping and staggered production techniques
<b>Maximizing Value Creation</b>	Establishing processing and marketing infrastructure for farm produce through private investments leveraging government support Attracting big brands, retailers, eaters and promoting local brands/entrepreneurs with the ability to export and market large quantities of available surplus after processing as strategic partners with the farmers to help maximize the 'processed to produce ratio'
<b>Higher Value Capture</b>	Sorting, grading and packing know-how for fresh product retailing Creating FPOs (like Producer Companies) which have part ownership of supply chain and enabling them to form market linkages with end buyers Promotion of out grower model between buyers and FPOs/farmer members to minimize market risk for the farmer
<b>Value Added Services for farmers</b>	Sustainable farming techniques together with enhanced use of high quality climate resilient and pest resilient crops for improved productivity Enhanced availability of credit and insurance products for farmers Ecosystem development for service oriented Agri-preneurs State level institution for market development and regulation Economic and market information and intelligence services (EMIS) including Price information mechanism for farmers Establishment and operations of Project coordination unit (PCU) Setting up of monitoring and evaluation (M&E) system

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**Thank you!**

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### Odisha Modernizing Economy, Government and Administration Program (OMEGA)

Under this project, EY undertook the following initiatives

Cluster Developments	Development of Market Linkages	Capacity Building and Institutional Strengthening
 EY developed a development plan for clusters to be developed in the State, as well as engaged with the State to develop clusters	 Product market linkages for micro enterprises, providing market management and integration with the value chain	 12000 farmers have been sensitized, 11000 farmers (covering 37 lakh metric tonnes) in Odisha have been trained in various areas of value chain
Investment Promotion	Monitoring Mechanisms	Skill Developments
 Policy review and institutional mechanism and investment promotion in key sectors including food processing, with 1000000000 worth of approved investment	 Designed, implemented and provided PRR assistance to the State in developing a monitoring mechanism for OMEGA/NCs	 About 32000 farmers have been trained through organizing 53 training programs
		 Providing means of livelihood and market linkages with corporate and training employment provider

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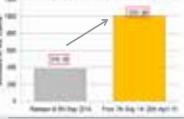
How to strengthen food processing sector in India?

### Promoting the food processing sector in Odisha: National Mission on Food Processing (NMFP)

The Success Story .....

- EY engaged as PMA for implementation of NMFP & OFPP in the state of Odisha on 6th May 2014 till April 2015
- Identified 169 Projects and Entrepreneurs against the targeted 60
- Conducted 33 awareness programs against targeted 13
- Increased Release & Fund Utilization under NMFP from 378Lakh to 1001 lakh

#### Release of Grants under NMFP



Identified Projects .....

Project Type	No.
Rice and HRD	113
PPC	10
Cold chain	6
Dairy & Ice Cream	7
Bakery	7
Chicken & poultry processing	4
Oil Processing	3
Spice processing	3
Reeler Vehicle	2
Dal Mill	2
Wheat Flour Mill	3
PTC	4
Namkeen unit	1
Chow mein/noodle	2
Pickle & Sauce	2
<b>Total</b>	<b>169</b>

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How to strengthen food processing sector in India?

### Management consultancy for transformation plan of WRDA

#### Context:

-  Warehousing Gap Estimated around 27 million MT ( as in 2011)
-  Low registration only 19.44 lakh metric tonne of warehousing capacity registered with WRDA
-  Warehouse receipt financing gap estimated to be \$3.0-\$3.5 billion in India far from its potential of \$60 billion ( IFIC )
-  Structural defects in the WRDA Act

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### Management consultancy for transformation plan of WRDA

#### Process Design and Strategic Services



- Design of strategy and functional/performance requirements for repository
- Business model for WRDA
- Design of risk management and MIS
- Design of internal office automation
- Design of WRDA portal
- Design of monitoring and surveillance system
- Design of organisation and HR manual
- Manpower assessment framework and Human resource estimation and implementation
- Business continuity plan (BCP/DR)
- Process manual(s) or selection of IT vendor and audit agency

#### Bid Process Management:



- End to end bid process for appointment of IT vendor and audit agency

#### Programme Management Services and implementation



- Implementation and post-implementation monitoring and validation of transformation of WRDA readiness to Go-Live'

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How to strengthen food processing sector in India?

### Management consultancy for transformation plan of WRDA

#### The Impact:

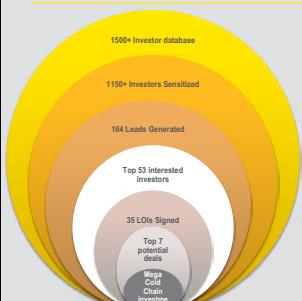
<b>Access to finance:</b> NWR's as a financial security option will provide farmers with marketing and credit option spurting productivity and increasing their income.	<b>Robust value chains:</b> Interlinking the farmers and consumers electronically thereby eliminating intermediaries
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- Process Efficiency:** Electronic maintenance of records of warehouse receipts in a dematerialized form improves transparency and efficiency in the system, quick access to information, reduction in manual handling, solve many issues related to speed of transaction, splitting of warehouse receipts, forgery and loss of receipts etc.

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How to strengthen food processing sector in India?

### EY success story - Agribusiness Investment promotion in Bangladesh



#### Marketing Collaterals

- Doing Agribusiness in Bangladesh
- Articles for Board of Investment (BoI), Dhaka - newsletter
- Event Management
- Developed contents for website and documentary
- Value Propositions (10 produce)
  - Potato, edible oil, dairy, fruits processing, agri-input, cold chain, vegetable processing, poultry, fishery and food park
- Assisted BoI and IFC in 3 events
  - International Investors' forum, September 2014
  - Round table discussion on Agri-input sector, November 2014
  - BoI workshop on Investment Promotion
- Marketing and Investor Communication Plan (MARC plan)
- Investor database generated- About 1150 investor B2B meetings
- Total Letter of Intent (LoI)s signed -35
  - Bangladesh-28, China-1, India-2, Germany-1, Global - 3
- Total Investment Interest: USD 320 mn

**1150+ Stakeholders Sensitized**

**USD 320 mn Investment Interest generated**

**68 Key Stakeholder Meetings**

### Innovation on Doubling Farmer Income Strategy Report – Ministry of Agriculture, GoI

#### Assignment name: Business strategy and innovation for Doubling of Farmer Income

Country: India Location within country: Delhi Duration of assignment (months): Ongoing

Name of the Client: Ministry of Agriculture Total No. of staff-months of the assignment: WIP

Start date (Month/Year): December 2016 Completion Date (Month/Year): Ongoing

Narrative description of Project:

The Government of India has constituted a committee to achieve the target of doubling the income of farmers by March 2022. The task of the inter-ministerial committee will prepare a blueprint to translate farm policies from being production oriented to based on incomes or value addition. The committee will look into ways to examine the potential of Indian agriculture and where investments are required, and will identify segments with potential for growth. EY is assisting the Ministry in developing this strategy.

#### Description of Actual Services Provided by your staff:

- Bring a new approach and strategy to agricultural policymaking in the country
- Designing a holistic, value-chain oriented policy for doubling farmer income
- Developing a new solution framework for Agricultural growth
- Analysing challenges in agriculture from a business perspective, to address issues of sustainability
- Engaging key sector experts and entrepreneurs in the deliberation process
- Assisting the Ministry with various materials related to Doubling Farmer Income

### E-Agriculture Platform for Kampong Cham, Cambodia

Assignment name: E-Agriculture Platform for Kampong Cham, Cambodia	
Country: Cambodia	Duration of assignment (months): 2 months
Location within country: Kampong Cham province	
Name of the Client: Asian Development Bank	Total No. of staff-months of the assignment: 4.5 months
Start date (Month/Year): December 2016	Completion Date (Month/Year): January 2017
Narrative description of Project:	
Asian Development Bank (ADB) is undertaking a regional investment intervention on promoting climate-friendly and inclusive agricultural value chains in three countries of the Greater Mekong Sub region (GMS): Kingdom of Cambodia (Cambodia), the Lao People's Democratic Republic (Lao PDR), and the Republic of the Union of Myanmar (Myanmar). As a part of the larger intervention, this study explores feasibility and application of Information and Communication Technology (ICT) components for climate-friendly and inclusive agricultural value chain in Cambodia's Kampong Cham province.	
Description of Actual Services Provided by your staff:	
Preliminary assessment Research, Data Collection and Analysis Primary Consultations Designing framework, functional and technical requirements of e-agriculture platform Economic analysis of e-agriculture platform Key stakeholder workshop to identify focus intervention areas in the identified issues and gaps in the cotton sector in the state.	

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## Annexures



### Transaction Advisory Services for setting up food parks at Bhopal, Ratlam and Harda in Madhya Pradesh on PPP basis

Assignment name: Transaction Advisory Services for setting up food parks at Bhopal, Ratlam and Harda in Madhya Pradesh on PPP basis	
Country: India	Duration of assignment (months): 6 months
Location within country: Madhya Pradesh	
Name of the Client: MP. State Agro Industries Development, India	Total No. of staff-months of the assignment: 180 months
Start date (Month/Year): July 2009	Completion Date (Month/ Year): Dec 2009
Narrative description of Project:	
<p>State Agro Industries Development Corporation Ltd., a state nodal agency of Ministry of Horticulture &amp; Food Processing Industries, under XIIth Plan is implementing scheme of Food Parks in various districts of the state to provide a mechanism to bring farmers, processors and retailers together and link agricultural production to the market so as to ensure maximization of value addition, minimize wastages, global quality standards and improve farmers' income.</p>	
Description of Actual Services Provided by your staff:	
<ul style="list-style-type: none"> <li>Preparation of feasibility study and Information Memorandum including Market study , Location and site analysis, Concept development, Stakeholder Consultations, Infrastructure requirement planning, Manpower and marketing plan and detailed Financial feasibility</li> <li>Preparation of Implementation roadmap</li> <li>Marketing of the project – conducting meetings with potential private players</li> <li>Assistance to the client in carrying out entire bid process management including preparation of RFP, RFQ, concession agreement, conducting pre bid meetings, selection of private partner, negotiations and signing of agreement</li> </ul>	

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### PMU support to Indian Council for Agricultural Research (ICAR) for National Agricultural Innovation Project

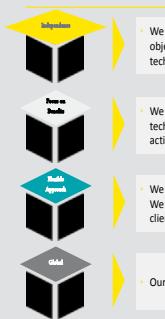
Assignment name: PMU support to Indian Council for Agricultural Research (ICAR) for National Agricultural Innovation Project	
Country: India	Duration of assignment (months): 18 months
Location within country: Delhi	
Name of the Client: National Agricultural Innovation Project, India	Total No. of staff-months of the assignment: 90 months
Start date (Month/Year): Dec 2007	Completion Date (Month/ Year): Jul 2009
Narrative description of Project:	
<p>The National Agricultural Innovation Project (NAIP) is body within ICAR to strengthen, commercialize, Indian agricultural research system. The objective was to provide the Indian agriculture a competitive edge in the globalized economy. As a part of this project it was planned to develop Business Planning and Development units at related institutions for facilitation of the project. For this NAIP planned to develop partnerships between ICAR and private entrepreneurs and startup companies for new technologies and innovations either developed in the ICAR units or as proposed by the entrepreneurs.</p>	
Description of Actual Services Provided by your staff:	
<ul style="list-style-type: none"> <li>Identification of 6 locations for incubation centre to be set up across country in different fields of agriculture and commercialization of same.</li> <li>Business planning and Feasibility study</li> <li>Developing institutional framework and management guidelines</li> <li>Formulation of policy, planning and guidelines</li> <li>HRD on legal, IPR and management issues and selection of institutions for the purpose of commercializing the agri technologies.</li> </ul>	

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### What differentiates us



- We have no direct financial attachment to the outcome of our advisory services and can provide an objective and unbiased view on the issues and challenges faced by clients; as EY is a vendor and technology neutral advisor.
- We recognize that clients are seeking tangible benefits from their investment in information technology, and we have designed our services to assess, inform, and provide meaningful insight and actionable recommendations to help position clients to realize additional benefits.
- We work closely with clients to align our understanding and helping them to meet their objectives. We tailor the focus and scope of our formal methodologies and frameworks to concentrate on clients' key requirements.
- Our global team provides clients a consistent level of robust service –anywhere in the world.



### Business Plan for Agri-Biotech incubator

Assignment name: Business Plan for Agri-Biotech incubator	
Country: India	Duration of assignment (months): 4 months
Name of the Client: International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), India	Total No. of staff-months of the assignment: 20 months
Start date (Month/Year): Feb 2004	Completion Date (Month/ Year): April 2004
Narrative description of Project:	
<p>Analysis of the business plan of an Anchor Tenant – Evaluation of the company with a background of ICRISAT's overall strategy to mitigate financial risk to the extent possible. Suggest a model for strategic equity participation which is feasible in the light of the Indian regulatory scenario, trends in agri-biotech sector, etc.</p>	
Description of Actual Services Provided by your staff:	
<ul style="list-style-type: none"> <li>Phase 1: Business Plan validation for AQUAS (AQUAS Operating in park from year 2005) in terms of: <ul style="list-style-type: none"> <li>Validation of Market Opportunity</li> <li>Validation of Financial Model</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>Phase 2: Suggesting Equity Participation Model for sector development <ul style="list-style-type: none"> <li>ICRISAT receives huge grants in various forms from several global organizations.</li> <li>Indulgence in commercial ventures of this nature might affect its status of a non-profit establishment and might restrict the inflow of funds sourced from these multilateral bodies.</li> <li>Hence, approached EY to suggest suitable equity participation models to sustain the grants</li> </ul> </li> </ul>	

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### Integrated Food and Biotechnology Park at Punjab, Haryana and Gujarat

Assignment name: Integrated Food and Biotechnology Park at Punjab, Haryana and Gujarat	
Country: India	Duration of assignment (months): 12 months
Location within country: Punjab, Haryana and Gujarat	
Name of the Client: Department of Biotechnology, Govt	Total No. of staff-months of the assignment: 48 months
Start date (Month/Year): Nov 2006	Completion Date (Month/ Year): Nov 2007
Narrative description of Project:	
<p>Ernst &amp; Young assisted DBT in assessing the feasibility and preparing a detailed Business Plan for setting-up an Integrated Food Biotechnology Park at Haryana, Punjab and Gujarat</p>	
Description of Actual Services Provided by your staff:	
<ul style="list-style-type: none"> <li>Initial market need Analysis</li> <li>Best Practices Study &amp; Concept Development</li> <li>Site suitability advice</li> <li>Estimating demand for plots and identifying target locations</li> <li>Assessment of Infrastructure Requirement and Planning</li> <li>Manpower Planning</li> <li>Marketing Plan</li> <li>Assessment of financial feasibility</li> <li>Preparation of Comprehensive Business Plan</li> <li>Assist the Government in developing &amp; refining the concept and marketing the project</li> <li>Develop the detailed project report</li> <li>Prepare marketing and transaction documents such as RFQs, RFPs, etc.</li> <li>Assist in selection of joint venture partners and anchor tenants for the parks</li> </ul>	

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### Why EY?

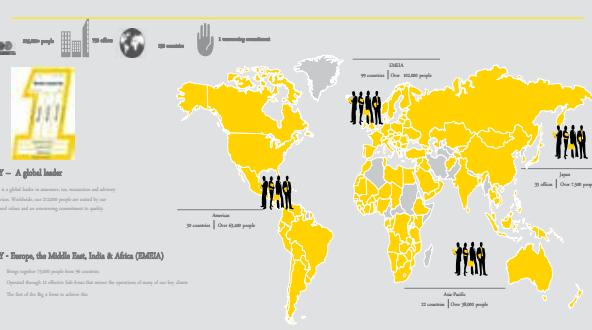
	<b>One business, one Advisory practice</b>	We are one of the most globally integrated professional services organization in our mindset, structure and actions. With our dedicated global sector centers, led by our EMEA Advisory Centres (formerly known as Centres of Excellence) team around the world, we are best equipped to address your needs, irrespective of the location.
	<b>Highly experienced people</b>	We lead the market in our reputation for Advisory services. We are ranked the Number One Dream Employer of the year in 2014 as per World HRD Congress and are also ranked among India's Top 50 Great Places to Work for 2011 and 2012 (10,000+ employees) and amongst the best in Professional Services. We leverage our global resources throughout the world based on skill set, cost and need to facilitate the seamless execution of the engagement. We are structured in a way to mobilize our people quickly
	<b>One methodology</b>	We have a single modular methodology (Excellerator). It provides a structured and disciplined approach for the execution and the delivery of consistent global service quality

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### EY – Global Footprint



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### EY India - Expertise | Knowledge | Leadership

13,000+ people | 10 offices | 60+ partners

**Four Service Lines**

- Advisory
- Performance Improvement
- Risk Advisory Services
- IT Risk Advisory Services
- Tax & Regulatory Services
- Transactions Assistance

**Deep Industry Experience**



Our approach is working closely with our clients in the context of Indian and global industry experience, due to our closely related, integrated and expandable level of services, that give us a logical cross-sector delivery.

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### EY India - Accolades

11 Advisory firms in India among Big Firms in Global Brand Survey

#1 professional services brand in India for three consecutive editions of the National Under 1000 Survey (KPMG India 2015, 2014, 2013)

Ranked Number One 'Best Employee of the Year' as part of Deloitte's annual awards 2014 - World F500 Company

EY Global ranked as #1 in World's Most Attractive Employer and No. 1 professional services employer globally - University ranking 2014

EY is the Leader in Gartner's Risk Management Magic Quadrant - Gartner (July 14)

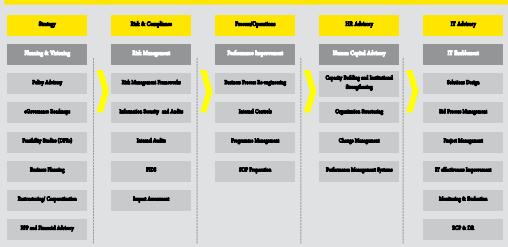
EY rated as #1 global brand for sustainability services - Verdantix in 2013

EY won the 'Made in India Excellence Awards, 2015' in the Best Professional Services category

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### EY in Government

EY India has a dedicated Government Advisory Services team, serving multiple Government clients at both Central and State levels in India.



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### EY India Government Advisory experience

400+ people | 100+ Government projects

Our key associations with key government agencies

- With its National Program Management Unit, Ernst & Young is assisting CSC E-Governance Services India Private Limited and Ministry of Home Affairs, Government of India in executing the National Population Register (NPR) project in 17 States and 1 UT
- Ernst & Young has been engaged to provide Project Management advisory services for roll-out of the e-District MPR across 6 States in the Country
- Ernst & Young has been engaged as an IT advisor to Empowered Committee for implementation of TINNSYS - Tax Information System
- Ernst & Young is providing advisory services including Project Management Services to Pimpri Revenue Department for compensation integrated compensation of Land Records project in the state of Pimpri
- Ernst & Young was involved in providing advisory services to the Central Board of Direct Taxes ('CBDT'), as part of its Comprehensive Compensation Plan ('Vision 2025') for displaying state-of-art technology, to provide world-class services to its customers

One of the largest public sector practices with nearly a century of service devoted to the public sector and an internal structure to support and enhance services to Government



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### EY India Government Advisory experience

400+ people | 100+ Government projects

Our key associations with key government agencies

- Ernst & Young assisted in the design of the nation-wide network to connect 740 offices of Central Board of Direct Taxes ('CBDT'), across 518 cities Management Unit was established by EY to execute the same
- Ernst & Young was appointed by National Institute for Smart Government (NISG), Hyderabad for the preparation of a Governance Roadmap, Capacity Building Readiness and Detailed Project Report for the state of Delhi, Maharashtra and Madhya Pradesh
- In its capacity as advisor to Financial Intelligence Unit India, Ernst & Young has offered services such as Preparation of Strategic Plan, Business Process Reengineering, Creation of Business Architecture (Organization, Processes, Security and Technology), Definition of Technology architecture and implementation roadmap, EPP preparation for selection of vendor for implementing the technology architecture, Bid Process Management and Program management of technology implementation
- Ernst & Young is appointed by the National Crime Records Bureau (NCRB), Ministry of Home Affairs as project management consultants for the Crime and Criminal Tracking Network System (CCTNS) Mission Mode Project

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### EY India Government Advisory experience

400+ people | 100+ Government projects

Our key associations with key government agencies

- Ernst & Young was appointed by Indian Nursing Council (INC) through National Informatics Center Services Incorporated (NICS) to prepare DPF and IEP and manage the entire bid process for selection of Implementing Agency to provide an integrated IT solution
- Ernst & Young has also assisted Bureau of Police Research & Development (BPR&D), Ministry of Home Affairs in creating various assignments such as, Inputs Assessment of Modernization of Police Force Scheme (MPFS) in India and Evaluation of Scheme for Modernization of Police wherein EY conducted Requirements Study and assessment of the extent of implementation of the Scheme
- Developed training guidelines under NaGP which will be rolled out to states and union territories as a base framework
- Ernst & Young is assisting Unique Identification Authority of India (UIDAI), Government of India as a project consultant for their ambitious UID program
- Ernst & Young helped the Delhi Sales Tax department in defining new reporting structures in line with new e-Governance processes

Alongside, with the quality of relationship and experience in working for the private sector and investors, Ernst & Young team is suitably poised to handle the assignment

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### Promoting Farmers' Producer Organization in Madhya Pradesh

Mobilization of over 5000 farmers into 6 FPOs in Rallam, Ujjain, Mandasaur and Shajapur

Two more FPOs under incorporation in Panna and Chhindwara districts

All farmers are registered online with unique registration id

Over 300 Farmers Interest Groups (FIG) formed, all linked to banks

Association with different input suppliers with a business potential of INR 3 cr

About 100 Onion storages (5000 MT) under construction creating an investment potential of INR 3.8 Crores

Development and promotion of their brand "Malwa Fresh" along with e-commerce platform

Rural entrepreneurship development through farmer service delivery centers for approx. 200 village youth every year

Capacity building of 500 officers of Dept. of Agriculture, Horticulture and ATMA

License for Input supply business, seed production, marketing of produce

Feasibility report for setting up of Horticulture Resource Centre in Piplodha

Seed Production programme started by FPO's for Soyabean, Wheat, Garlic, Potato and Onion.

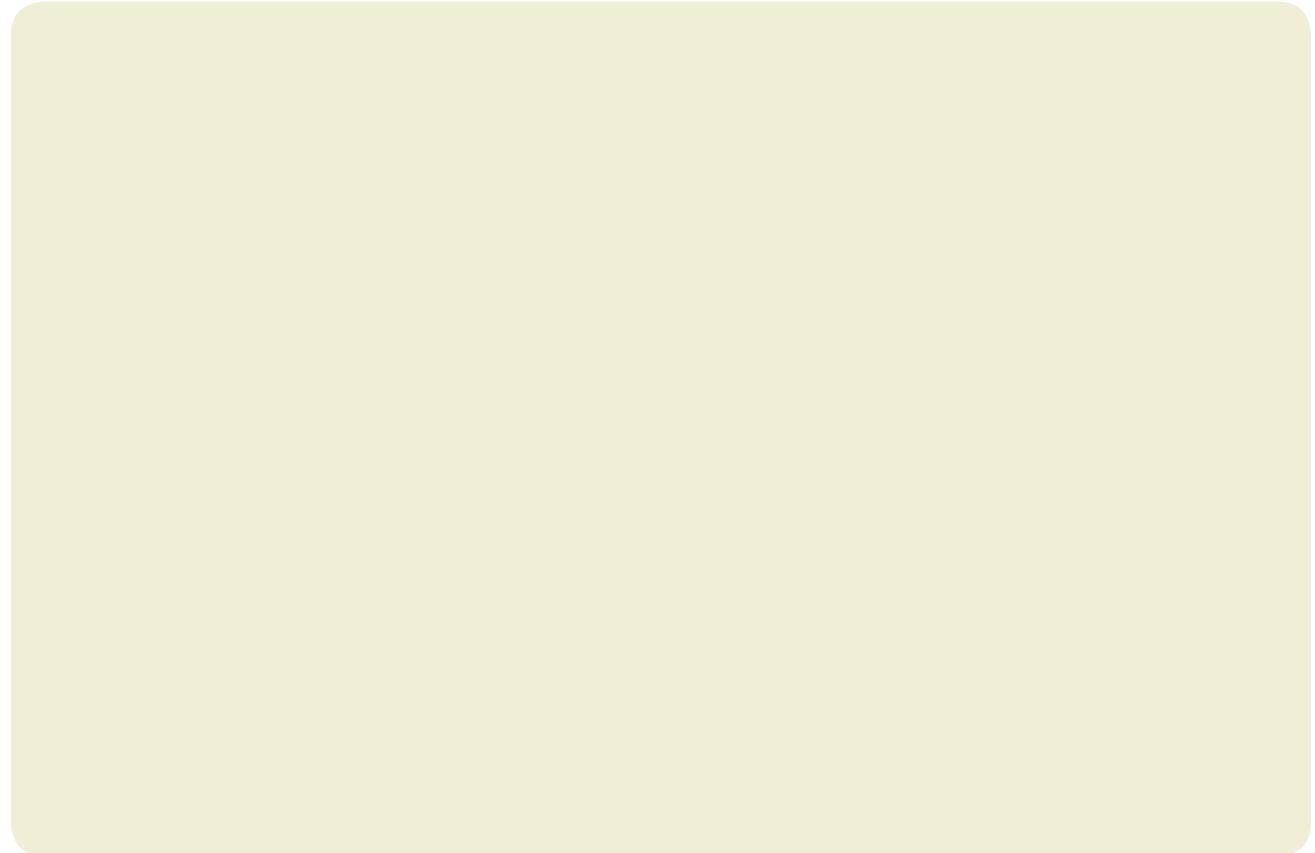


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## TECHNICAL SESSION II

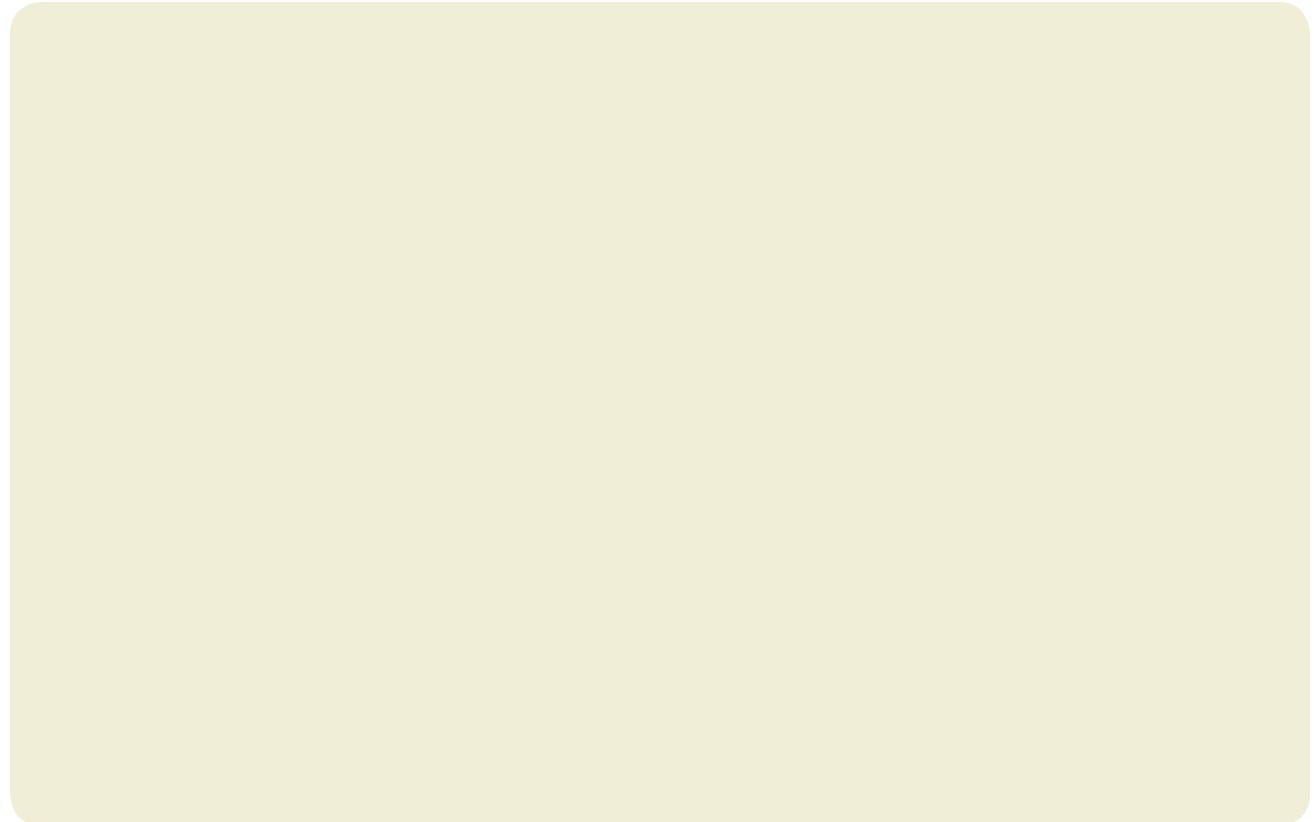
<b>1400 – 1530Hrs</b> <span style="float: right;"><b>SESSION II</b></span>	
<b>Theme: Infrastructural support for linking the farmers with market</b>	
<b>Chairperson</b>	<b>Dr Vasant Kumar</b> , Advisor, ASSOCHAM Karnataka Council
<b>Address By</b>	<b>Shri Sanjay Malpani</b> , CEO, Food Park
	<b>Shri Saurabh Kumar Lal</b> , CEO, Manufacturing and Supply chain, Future Consumer Limited
	<b>Shri Amit Singh</b> , Divisional Manager- Procurement, Food Division, ITC Limited

**Chairperson: Dr Vasant Kumar, Advisor, ASSOCHAM Karnataka Council**



**Dr Vasant Kumar** chaired the Technical Session II of the conference. He mentioned about the integration and connection between consumers and startups and the front line operations.

**Address by: Shri Amit Singh, Divisional Manager- Procurement, Food Division, ITC Limited**

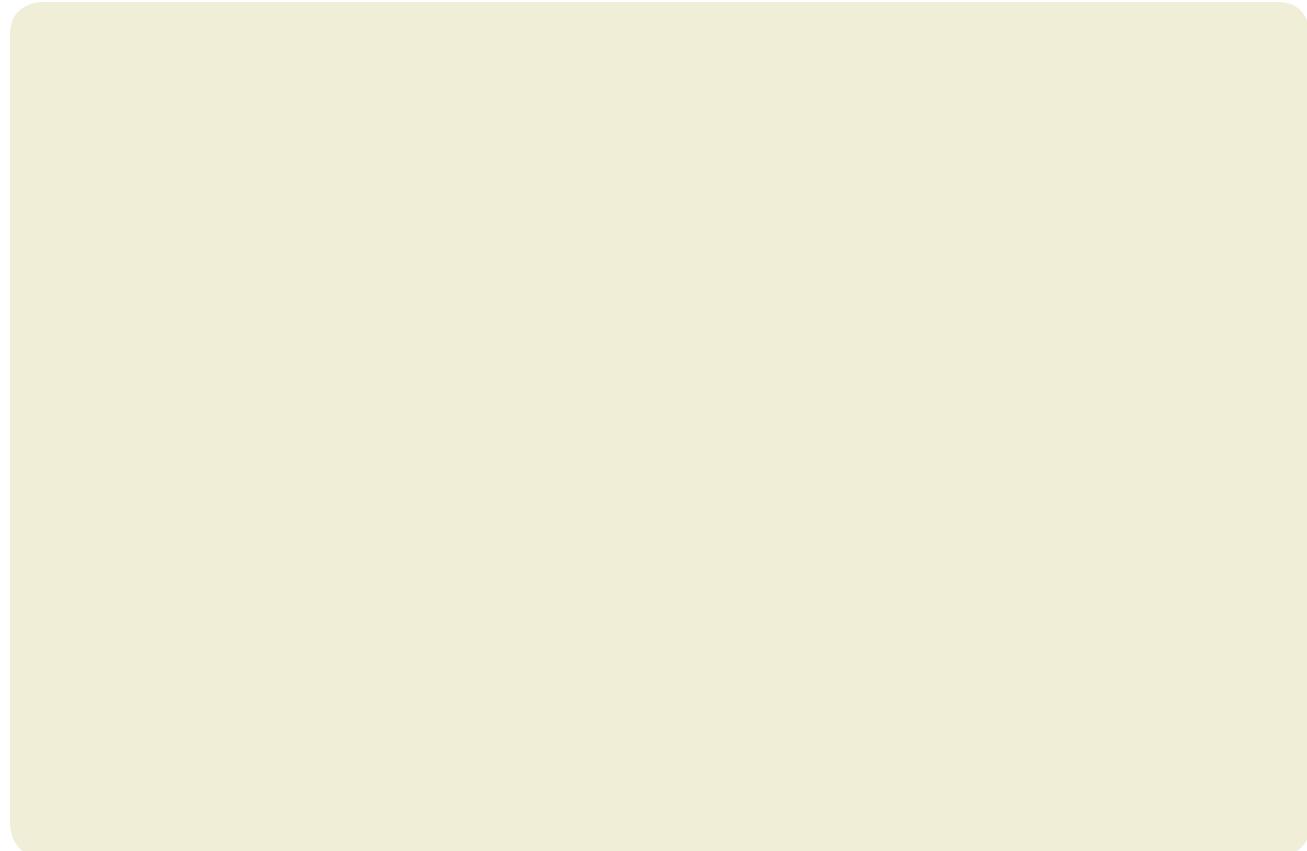


**Mr Amit Singh** in his address said that ITC is one of the leading food processing company coming over with newer and newer products including their beverages one of the best known. He mentioned that ITC is 2nd highest in the food production and 1st in the production of commodities and by 2020 they are expected to be a 40082 billion dollar food processing in the country. There overall processing levels are 10% with milk and milk products leading it about 35% and fruits & vegetables about 2%.

He further mentioned about their recently launched B- Natural juice. He further said they are working on improving the quality of juice content in beverages. He said they have worked with various state government and are trying to bring some indigenous products. They also have worked with Punjab State Agro Industries Development Corporation and came up with Kinnow juice and also launched Falsa juice which is very typical product found in the country.

ITC has a unique rural digital infrastructure network and a deep understanding of agricultural practices. Through intensive research it has built a competitive and efficient supply chain that creates and delivers immense value across the agricultural value chain. ITC exports the finest of Indian feed ingredients, food grains, marine products, processed fruits and coffee.

## **Address by: Shri Sanjay Malpani, CEO, Food Park**



**Mr. Sanjay Malpani** in his address talked about the Indian Food Park. The food park was developed by Integrated Food Park Private Ltd (IFPPL), a public-private partnership between India's Ministry of Food Processing Industry (MOFPI) and the country's leading retail company Future Group. The food park became partially functional in 2014 and involves an investment of more than INR10bn (\$163.9m) for full commissioning.

India Food Park is strengthening FCL's existing line of established brands in the commodity and value-added space through better packaging, sorting and distribution. It is built with best line of facilities to foray into newer food categories such as branded fruits and vegetables, canola and rice bran oils, frozen and processed food products which are currently not produced in India.

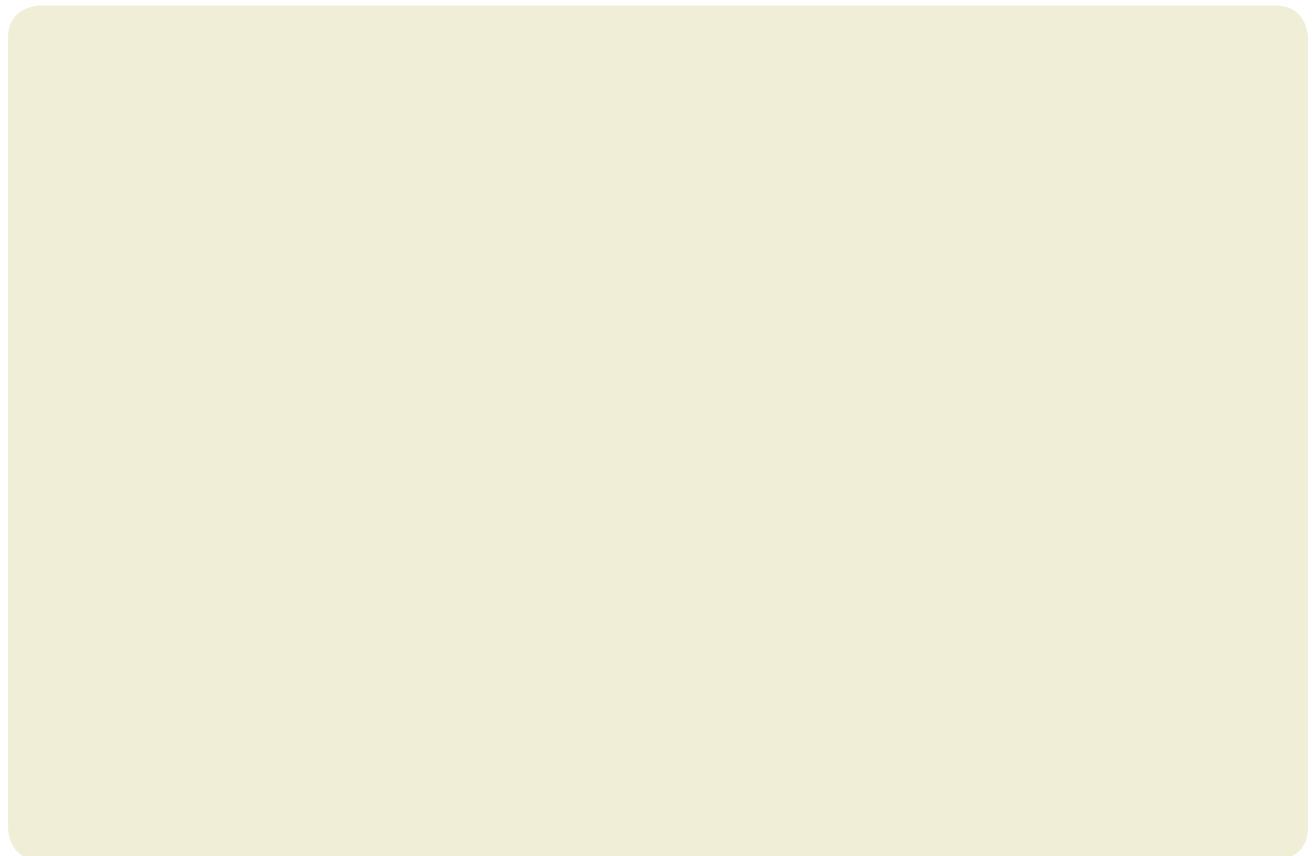
The integrated food processing project is expected to create jobs for more than 10,000 farmers, producers and agri-entrepreneurs living within a radius of 250km in Kolar, Tumkur and Shimoga.

The main components of the integrated food park include the central processing centre (CPC), collection centre (CC) or the primary processing centre (PPC). A supply chain network connects the CC and the CPC to the demand centres.

Supporting infrastructural facilities for the food park project include roads, drainage, water supply, captive power plant, rain water harvesting, effluent treatment, telecommunication lines, parking bay including traffic management system, and weighbridges. Additional facilities comprise of office and administration buildings and living and recreational buildings.

This food processing project will create jobs for more than 10,000 farmers, producers and agri-entrepreneurs.

**Address by: Shri Saurabh Kumar Lal, CEO, Manufacturing and Supply chain, Future Consumer Limited**



**Mr. Saurabh Kumar Lal** in his address said that Food is culture. Food in India defines our identity, our origin and our community. When we looked at food, we noticed, most FMCG players look at what has worked in the world and then bring it to India with the hope that a large marketing and distribution spend will make habits change. But when we look at our customers, we see that India is a unique Country wherein our taste and preferences are very different. We are almost as if genetically differently coded. And not just that, there is a huge diversity and difference in what is consumed, when it is consumed and how it is consumed.

The food park is acting like the rasoi or kitchen of modern India. New products are being created, tested and introduced in the market. Going back to Tasty Treat, among the leading products under this brand is wafer biscuits. Soon, we will be manufacturing these at food park, allowing us to offer better quality and more variants to further grow the brand.

Further he said that while we are re-inventing the way food and FMCG brands are developed and distributed in the Country, we are also re-inventing how the organization is designed to grow multiple initiatives at the same time.

## RECOMMENDATIONS

### 1. Increase the commercial viability of production

On-farm food processing represents an opportunity for Indian farmers that can improve farm viability, build the state's agriculture economy, create jobs, and give consumers access to healthy, fresh, local foods. We must strengthen our regional food system by increasing opportunities for and mitigate barriers to farm-direct sales. This includes greater transparency of regulatory requirements at all levels of jurisdiction. Indian on-farm food processing policy and regulations must be designed to foster rural entrepreneurship and build rural economies. These policies and regulations should encourage diversity and competition in the food processing market without compromising public safety. Whether it is livestock, dairy, or 30 produce, small batch food processing is vital to agriculture and to a distinctive local cuisine. We recognize that regulations will still set the final perimeters for safe food processing. Market access should not depend upon how or where food is processed, only that it is safely processed.

### 2. Leverage public-private partnerships to increase the effectiveness of farm extension services in Food processing

Direct Marketing and value-added processing of your raw farm products are two of the best management strategies for farmers to employ to improve their net profitability. Value-added products can open new markets, enhance the public's appreciation for locally produced food and farms, and extend the marketing. Several countries have explored different models for farm extension service reforms. A private partnership model, where services are financed by government but delivered through private enterprises or non-governmental organizations (NGOs), has been implemented in several. To enable these models, government will need to assess the effectiveness of the current extension services and identify the regions and crops that face major issues in service delivery. In addition, it will need to develop administrative and monitoring mechanisms to track performance of private players and NGOs that provide extension services. Success of this model will require private players to identify effective low-cost extension models for delivery based on public financing.

### 3. Backward integration through nutrition

The need for R&D and modern technologies is most important during production and processing. During production, it is crucial to counter the challenges of plateauing yield growth, increasingly scarce resources such as land and water, and rapidly deteriorating quality of soil among others. Investing in R&D and technology is essential to drive the much-needed second green revolution

in There is a need for sustained investment of all value-chain players in continually improving the factor productivity of agriculture, be it through high-yield seed varieties, better cultivation techniques, or waste reduction during harvest. During processing, small-scale and unorganized sectors, which account for a substantial portion of the food processing industry, need targeted programs to improve productivity and access to technology, credit, and downstream markets. This will help reduce waste and nutrition losses during processing. Programs could include financial assistance for procurement of machinery and credit, technical advice on productivity improvement and machinery selection, and training for adopting standardized processes. Linking these incentives to actual waste reduction and nutrient quality improvement, while ideal, would likely be difficult to implement without the involvement of private-sector organized players in the value chain.

#### **4. Increase the commercial viability of organized supply chains**

The food processing industry can play a central role in building supply-chain capabilities as their presence across the value chain will help in better benefit realization of improvements in supply-chain efficiency. Collaboration among retail players and logistics operators, along with support from the government, can effectively drive organization levels and efficiency of supply chains. Consider Thailand. The country's fruit and vegetable market was fragmented and unorganized, with a limited share of modern retail in fresh produce (11 percent of fruit and vegetable buyers and just 7 percent of fresh produce trading). Several public-private partnerships led to establishment of the Fresh Distribution Center and the Thai Fresh Project, along with sharing of best practices by the U.S. Department of Agriculture and logistics firm EMO Trans. The result: export growth went from eight years of stagnation to 25 percent CAGR by 2006. Government will also need to play its part by developing specialized models to support investments. For example, changes to viability gap funding models, land acquisition and holding requirements, and public-private partnership operating models might be necessary to ensure greater commercial viability.

#### **5. Implement skill development programs**

'The government should train and skill the youth in the food processing domain in achieving the goal of making India a top food processing hub of the world. Despite the production strengths, climatic advantages and availability of cheap labour force, there are major challenges that have stood underway the potential development of the sector. The food processing sector, amongst the largest industries in India, contributes nearly 10% to the agricultural GDP and around 9% to the manufacturing sector. Unlike farm level skill development, Food Processing sector requires a more intensive capacity building accompanied by specific skill sets.

Increase awareness of quality and safety Consumer awareness is of fundamental importance because of food quality and safety challenges as well as the need to shift to more nutritious and better quality foods. While there have been multiple government initiatives aimed at

## **6. Enhance Commercial Viability of Organized Supply Chains**

Supply chain infrastructure is currently inadequate for many categories like Fruits and Vegetables that can lead to loss of nutrient value of food produce. Even though, there are government incentives to support new investments, there is limited business case for third party logistics players in areas like cold chain.

Food processing industry can play a key role in building supply chain capabilities as their presence across the value chain will help in better benefit realization of improvements in supply chain efficiency. Government will also need to play its part by developing specialized models to support investments. For example, changes to viability gap funding models, land acquisition and holding requirements and PPP operating models might be necessary to ensure greater commercial viability.

Private players also have an important role in driving consumer demand for certain types of foods to make back-end infrastructure investments viable. For example, increasing consumer awareness of the quality and safety issues of fresh fruits and vegetables or live cut meat can spur demand for frozen / chilled produce and increase the viability of cold storage infrastructure.

## **7. Enhance focus on high nutrition products**

The need for food products with higher nutrition levels is being increasingly recognized as an important solution to micronutrient deficiency in the country. The grains and pulses segment is likely to be key for lower income groups, as it forms an important constituent in Indian diet along with significant government role in its distribution through public distribution system. However, challenges around unorganized nature of milling activity that may not have adequate resources for grain fortification as well as commercial unviability due to higher costs.

Government will also have an important role as the policy maker as well as the monitoring agency for successful implementation. In addition, government can leverage its deep involvement in the food grain value chain to drive better nutritional outcomes. For example, distribution of fortified flour or brown rice through PDS could drive demand and provide scale to processing facilities, while not significantly impacting government subsidy burden. For higher income groups, the major role is that of the private sector, in driving consumer awareness for higher nutrition products in order to drive demand and improve viability.

## 8. Educating Farmers

Educating farmers about new technologies was the hardest task in previous days. It has become easier comparatively, however not very easy. In most of the cases uneducated folk is engaged in agriculture. India being multicultural country, languages changes region to region. Sometimes cultural practices stop farmers from adopting new technology.

## 9. Adoption of modern technology

Revolution in telecommunication sector has made it very easy to connect with farmers 24\*7. Companies can develop web based mobile app in regional languages and keep in touch with farmers. Farmers can get technical guidance like sowing time, harvesting signs, plant protection schedules, fertilizer and manure application schedules etc. Receipts of payments and bills of inputs can also be managed through such sites.

## 10. Regular and timely payment to farmers

Payments of farmers must be done at defined time. Farmers due to lower land holding and totally depending on farming can't afford to delays in payments. Regular and timely payments can help company in long term.

# Post Event Coverage

## **ASSOCHAM**

### **THE KNOWLEDGE ARCHITECT OF CORPORATE INDIA**

#### **EVOLUTION OF VALUE CREATOR**

ASSOCHAM initiated its endeavour of value creation for Indian industry in 1920. Having in its fold more than 400 Chambers and Trade Associations, and serving more than 4,50,000 members from all over India. It has witnessed upswings as well as upheavals of Indian Economy, and contributed significantly by playing a catalytic role in shaping up the Trade, Commerce and Industrial environment of the country.

Today, ASSOCHAM has emerged as the fountainhead of Knowledge for Indian industry, which is all set to redefine the dynamics of growth and development in the technology driven cyber age of 'Knowledge Based Economy'.

ASSOCHAM is seen as a forceful, proactive, forward looking institution equipping itself to meet the aspirations of corporate India in the new world of business. ASSOCHAM is working towards creating a conducive environment of India business to compete globally.

ASSOCHAM derives its strength from its Promoter Chambers and other Industry/Regional Chambers/Associations spread all over the country.

#### **VISION**

Empower Indian enterprise by inculcating knowledge that will be the catalyst of growth in the barrierless technology driven global market and help them upscale, align and emerge as formidable player in respective business segments.

#### **MISSION**

As a representative organ of Corporate India, ASSOCHAM articulates the genuine, legitimate needs and interests of its members. Its mission is to impact the policy and legislative environment so as to foster balanced economic, industrial and social development. We believe education, IT, BT, Health, Corporate Social responsibility and environment to be the critical success factors.

#### **MEMBERS – OUR STRENGTH**

ASSOCHAM represents the interests of more than 4,50,000 direct and indirect members across the country. Through its heterogeneous membership, ASSOCHAM combines the entrepreneurial spirit and business acumen of owners with management skills and expertise of professionals to set itself apart as a Chamber with a difference.

Currently, ASSOCHAM has more than 100 National Councils covering the entire gamut of economic activities in India. It has been especially acknowledged as a significant voice of Indian industry in the field of Corporate Social Responsibility, Environment & Safety, HR & Labour Affairs, Corporate Governance, Information Technology, Biotechnology, Telecom, Banking & Finance, Company Law, Corporate Finance, Economic and International Affairs, Mergers & Acquisitions, Tourism, Civil Aviation, Infrastructure, Energy & Power, Education, Legal Reforms, Real Estate and Rural Development, Competency Building & Skill Development to mention a few.

## **INSIGHT INTO 'NEW BUSINESS MODELS'**

ASSOCHAM has been a significant contributory factor in the emergence of new-age Indian Corporates, characterized by a new mindset and global ambition for dominating the international business. The Chamber has addressed itself to the key areas like India as Investment Destination, Achieving International Competitiveness, Promoting International Trade, Corporate Strategies for Enhancing Stakeholders Value, Government Policies in sustaining India's Development, Infrastructure Development for enhancing India's Competitiveness, Building Indian MNCs, Role of Financial Sector the Catalyst for India's Transformation.

ASSOCHAM derives its strengths from the following Promoter Chambers: Bombay Chamber of Commerce & Industry, Mumbai; Cochin Chambers of Commerce & Industry, Cochin; Indian Merchant's Chamber, Mumbai; The Madras Chamber of Commerce and Industry, Chennai; PHD Chamber of Commerce and Industry, New Delhi.

Together, we can make a significant difference to the burden that our nation carries and bring in a bright, new tomorrow for our nation.

**D. S. Rawat**  
Secretary General  
[d.s.rawat@assocham.com](mailto:d.s.rawat@assocham.com)

## **The Associated Chambers of Commerce and Industry of India**

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# ASSOCHAM's REGIONAL & OVERSEAS OFFICES

## ASSOCHAM REGIONAL OFFICES

### SOUTHERN Regional Office

Ashirwad Towers, 1st Floor, 75/11,  
2nd Main Road, Vyaliukaval,  
Bengaluru – 560 003  
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Reception: 080-23360022  
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E-mail : umasnair@assocham.com

### ASSOCHAM Western Regional Office

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Opposite Old High Court, Income Tax  
Cross Road, Ashram Road  
Ahmedabad-380014, Gujarat  
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### EASTERN Regional Office

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### ASSOCHAM Regional Office Ranchi

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### ASSOCHAM Regional Tamil Nadu Office

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### ASSOCHAM Regional Office Chandigarh

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### ASSOCHAM North Eastern Regional Office

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Bye No. 2, Chandan Nagar  
Survey, Beltola, Guwahati 700 028  
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### ASSOCHAM Regional Office Uttarakhand

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## ASSOCHAM OVERSEAS 28 OFFICES



The pictorial presentation of the world map does not purport to be the political and geographical map of the world and India and is not drawn to scale. This is only indicative.

ASSOCHAM International Department