

THE OVERSEAS INDIAN & INDIA

# weaving a new global fabric





Overseas Indian Facilitation Centre (OIFC) was established in 2007, as a Public Private Partnership between Ministry of Overseas Indian Affairs, Government of India and Confederation of Indian Industry (CII); with a mandate to promote overseas Indian investments into India, facilitate business partnerships and provide advisory services to PIOs, OCIs and NRIs to support the Indian Diaspora connect better with India.

This report has been prepared by  Intrim Business Associates for  Overseas Indian Facilitation Centre (OIFC).

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# OVERSEAS INDIANS AND THE INDIAN CONNECT

## Introduction

### The most widely spread and diverse diaspora in the world

India has the world's largest network of overseas Indians (population over 21 millions). Overseas Indians are one of the most widely spread and diverse community across the world - from Afghanistan to Zimbabwe, from Burkina Faso to Zambia, there are more than 200 countries where Overseas Indians live.

Overseas Indians have the most diverse occupations ranging from NASA scientists to cab drivers to, from doctors to motel owners, from professionals to storeowners, from public service to serial entrepreneur and many more - an unparalleled skill set.

The Overseas Indians still maintain strong cultural and social linkages with India, through food habits, the social mores, marriages, Bollywood etc. In addition, they are keen to engage economically with India driven by basic desires viz:

- Can I help my family back home lead a better life?
- Can I do something a little more than just send money to them?
- Can my engagement be a little more than the annual visit laden with gifts?

While the traditional rules of engagement with the Overseas Indian has been focused on getting financial investments into the country, addressing the above questions from a new perspective can help create new platforms of economic engagements.

This document explores some new perspectives by looking at certain real case examples and evolving a working framework which can provide inputs to both policy makers and the Overseas Indians to create more success stories.

This perspective will capture the width of experience and knowledge of Overseas Indians as well as the fabled Indian entrepreneurial spirit and knit the global presence with India.

Overseas Indians constitute one of the largest comity of entrepreneurial talent waiting for the new India to weave them together in the world.

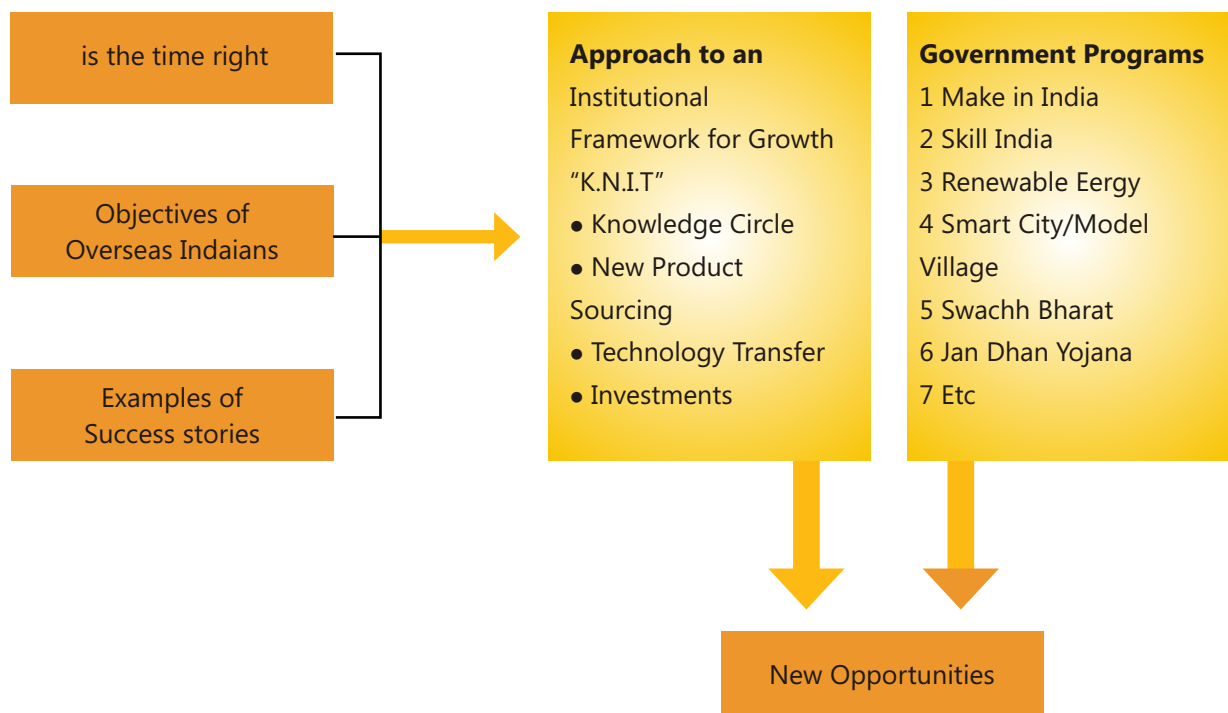
# APPROACH TO A FRAMEWORK FOR GROWTH

To arrive at a framework for future growth of economic linkages with India the following parameter needs to assess.

- Is the time right? Are the key threads in place
- Are the goals and objectives of the Overseas Indians getting addressed
- What leanings can be distilled from actual examples of successful India initiatives of Overseas Indians

Based on the above, a framework for future which can help policy makers and guide the Overseas Indians can evolve.

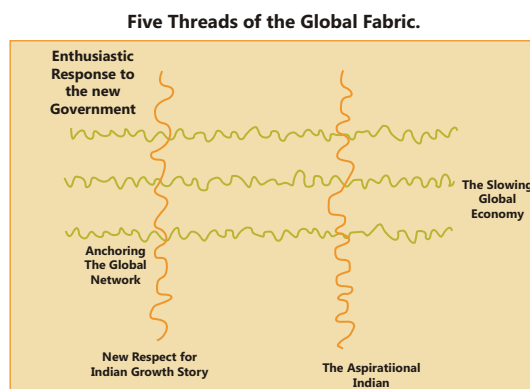
This framework when applied with the new government programs can identify new opportunities.





**There are 5 threads which indicate that the time is right to weave the economic bonds between Overseas Indians and India into a global fabric:**

There are 5 Threads that will play an important role in weaving a strong economic bond between Overseas Indians and India:



### **Thread 1: Enthusiastic response to the new government**

The new government has unequivocally given the message of a new India with strong governance and focus on economic growth. This has got an enthusiastic response from the Overseas Indians as demonstrated by the reception that has been received by the Hon'ble Prime Minister in USA, Japan, Fiji and Australia.

The growth message resonates with the wishes and desires of the Overseas Indians regarding their vision of new India. An India which is economically strong and vibrant, with its rightful place as a leading nation of the world.

In this context, the ecosystem and the positive mindset of the Overseas Indians is a key thread in knitting them together with India.

### **Thread 2: The slowing global economy**

The global economy continues to show an uneven recovery. The IMF has revised downward to 3.3%, its global growth forecast for 2014, based on weaker - than - expected global activity.

Downside risks have increased including a worsening of geo political tensions and risks of stagnation and low potential growth in advanced economies and a decline in potential growth in emerging markets.

India offers an alternate - a strong growing economy to the Overseas Indian as they look at the future.

**Thread 3: The new respect for Indian growth story**

Overseas investors supporting the stock market and the visits of the leaders from powerful nations to India are two demonstrable proofs of the new found respect for India.

Underline the new positivity about India is a recognition of the sound economic fundamentals driven by growth in domestic consumption demand on the back of increased household income.

The promises of higher standard of governance have added to the shine and respect for India.

**Thread 4: Anchoring the global network**

One of the strengths of the Overseas Indians is the global network that they represent. The new government has shown a high level of interest to harness this largely untapped area by creating a healthy environment and a policy mechanism to fulfill the Overseas Indian's desires and aspirations.

To unlock the latent potential of the network India needs to act as a prime anchor in creating global economic value chains with which the Overseas Indians can link themselves. Some initiatives around which this anchoring can be done are:

- Invest in India
- Make in India
- Sourcing from India
- Technology transfers to and from India
- Outsourcing to India
- Create infrastructure in India
- Education, training and skill development in India

(There could be more platforms, the above list is illustrative)

**Thread 5: The aspirational Indians at the grass roots**

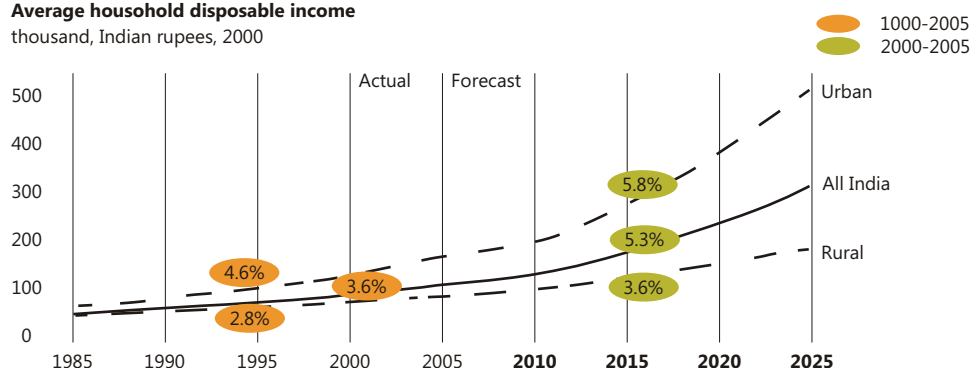
The election of Mr Narendra Modi and his government with a sweeping majority on a platform of economic & social growth and good governance, is a key pointer that the aspirational India has arrived. Even the grassroots Indian gives preference to better standard of living than be swayed by emotional factor of caste and creed.

The overseas Indians senses the five threads and wants to participate in the India story and believes that the 'Time is now'.

**HOUSEHOLD INCOME GROWTH WILL ACCELERATE ACROSS INDIA**

**HOUSEHOLD INCOME GROWTH WILL ACCELERATE ACROSS INDIA**

Average household disposable income  
thousand, Indian rupees, 2000



Source: Mckinsey global Institute

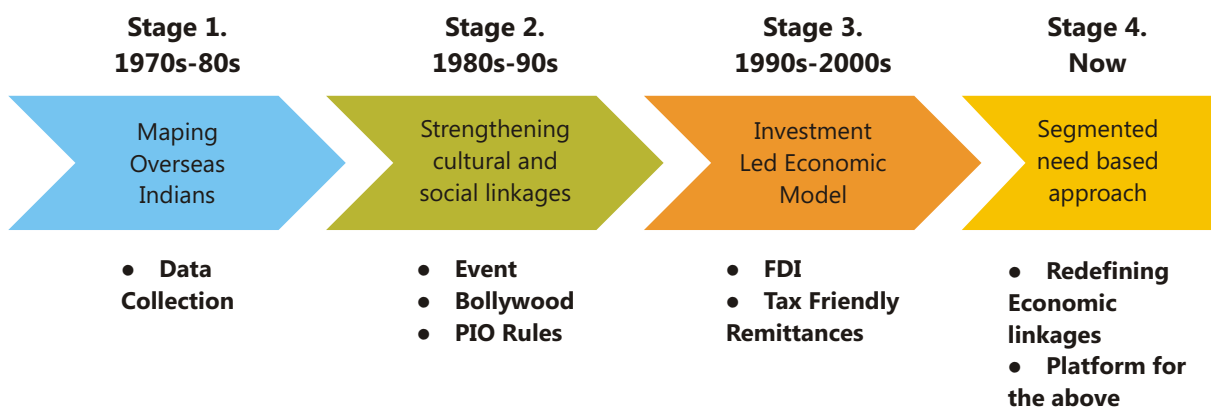
# REALITY CHECK: GOALS AND OBJECTIVES OF THE OVERSEAS INDIANS

The Overseas Indian is not an homogeneous entity. They are often defined by geography, occupation or resident status in terms of permanent or temporary etc. Their goals and objectives for an engagement with India are largely influenced by factors other than the above. These factors are:

- Their skill sets are different
- Their objectives for engaging with India are different (*financial & non-financial*)
- Their financial capacities are different
- Their years of experience is different

Hence a 'one size fits all' approach will not work. As shown in the diagram below, our approach must take into account these differentiators and any intervention should recognize how they want to pattern their approach to India

## Engaging the Overseas Indian - Over the years.



## Redefining economic linkages with the Overseas Indians

Traditionally, economic linkages with the Overseas Indians have been seen with a single prism of getting financial investments into India. These investments have been either through FDI or capital markets.

The Overseas Indian however sees their economic engagement through different categories, defined by level of financial investments or pure knowledge transfer. These are illustrated below by the comments of Overseas Indians.

(Source: telephonic interviews):

- "I want to mentor Indian businesses, so that it can fulfill its full potential. In return, I will take a nominal equity in that business. I am not in hurry for high profits in short term".
- "I want to invest capital and want good secure returns for my investment. I am in for short and medium term".
- "I want to do business with India to enhance our existing business. I am in for long term investment".
- "I want to invest my technology in India for better production. In return I will get license fee or business share".
- "I want to source new and innovative product and service from India. In return, I will pay fair price of that product. This will give me immediate profits".

This means the Overseas Indians could engage with India in form of:

- Investments
- Knowledge
- Technology/ IPR
- Trading services

Each overseas Indian knits his/ her own pattern on how to create an economic linkage.

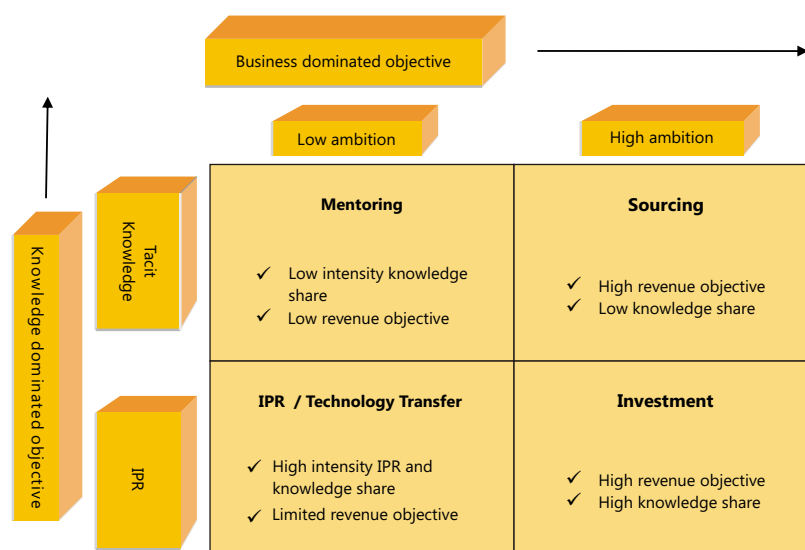
Can these different types be categorized into a framework which can facilitate the economic engagements processes.

Conversations with Overseas Indians indicate that two factors drive the categorized the most.

- **Knowledge** - desire to share knowledge and experience. This either be high intensity through IPR transfers or through low intensity mentoring
- **Financial investments** - desire to achieve financial goals like turnover and profits

The blend of these two factors leads to four categories of engagement which are illustrated below.

### 4 categories of engagement by Overseas Indians



Each Overseas Indian can choose his category of economic engagement with India.

In the previous chapter 4 we looked at four categories of economic engagement. We now look at actual examples of successes to see how they have worked for the Overseas Indians.

These examples are based on real experiences. Many of these are work in process. In this section we will link the example to the categories.

**Note:** Where the promoters have requested confidentiality for business reasons, the names have been kept confidential.

### **Example 1 :An Overseas Indian takes over an ailing Agri- processing unit and turns it around based on a high tech export model**

**Background:** An overseas business man in the chemicals business identified a unique technology in specialty chemicals based on agri raw materials (cashews). The technology was there but the unit was sick due to poor marketing.

**Domain Expertise:** Understanding of both high end chemistry and the needs of global MNC's.

**Opportunity Spotted:** Niche market in specialty coatings industry.

**Skill Gap:** Low Cost R&D and manufacturing in small lots.

**Technology Gap:** MNC's did not have the agri based product technology.

**Business Choices:** Tie up with an MNC customer and invest together or first turn around domestic operations and then slowly develop export operations.

**Business Model Selected:** Turn around through operational improvement the domestic operations and simultaneously developing new molecules for specific MNC's fund infusion to stabilize company.

**Business Structure:** Private Limited Company with 4-5 global distribution partners.

**Current Status:** Turnover of Rs. 50 Cr. and profit generating.

**Outline of Business Operations:** Every year 3-4 molecules are custom developed for the 8-10 global clients. These are sold through global distributors who do day to servicing of business. Also investments in manufacturing efficiencies are being made for yield increase.

**Key Success Factors:**

- Low cost R&D
- Focus on using Indian local raw materials
- MNC customer focus
- Adhering to delivery schedules

**Future Expansion Options:** Plants in other countries.

**This is an example of “Technology transfer cum Investment” by an overseas Indian in a floundering Indian business with latent potential.**

### **Example 2: An Overseas Indian decides to use Indian innovation technology to create a unique business model in food and beverage services.**

**Background:** An overseas Indian in Malaysia decided to set up a chain of retail outlets selling sugar cane juice, coconut shakes etc.

**Domain Expertise:** Understanding of juice recipes and impact of non- standard raw materials.

**Opportunity Spotted:** No competition for these ethnic beverages in certain South Asian markets.

**Skill Gap:** Understanding of local tastes in the South Asian markets.

**Technology Gap:** Equipment sourced from China or Developed countries needs standardized quality of raw material which is not available in South Asian countries.

**Business Choices:** Import low cost equipment from China or Work with Indian cane juice and coconut shakes machinery manufacturers to upgrade quality and supply the equipment.

**Business Model Selected:** Work with Indian manufacturers and buy the equipment from India's indigenous innovative manufacturers. Overall this gives him a better yield on his sugarcane crushing and in making coconut shakes.

**Business Structure:** Limited Company in Malaysia which directly sources equipment from Indian manufacturers.

**Current Status:** The retail chains in Malaysia are thriving.

**Outline of Business Operations:** Initial effort made to identify Indian vendors. Now the sourcing is streamlined.

**Key Success Factors:**

- Leveraging of Indian innovation
- Operational cost focus rather than capital equipment cost focus

**Future Expansion Options:** Plans to start exporting the equipment from India for other food service chains.

**This is an example of an Overseas Indian sourcing "new products" with Indian IPR for world markets.**

### Example 3: A working professional in the consulting firm in USA creates Knowledge Circle in healthcare sector

**Background:** This Overseas Indian was working in the USA in an IT service company.

**Domain Expertise:** Healthcare service, IT - mainly international experience.

**Opportunity Spotted:** Geriatric care services, with special focus on parents of Overseas Indians.

**Skill Gap:** No trained professionals for geriatric care.

**Technology Gap:** Low cost IT systems and processes.

**Business Choices:** The options were between operating full scale old people homes, transferring his IPR and running with local partners or start mentoring services with startups.

**Business Model Selected:** A blend of Knowledge Circle and IPR transfer based on a low financial risk but high personal time investment.

**Business Structure:** Proprietorship company in India with significant USD inflow to India.

**Current Status:** Operational in India in leading metros.

**Outline of the Business Operations:** There is an Elder Care Specialist (ECS) whose services can be taken on an hourly, weekly or monthly basis.

This includes a one-time consultation, one organized social event, two outings (including doctor visits) a month, help with fall-proofing, medication management, purchase of elder-care products, placement of full-time nurses and maids, doctor and specialist referrals and the scheduling of social interactions. On each visit, the ECS spends a few hours with the elderly person to meet their personal needs. Customized packages are also available.

**Key Success Factors:**

- Mentoring and training a team of delivery partners
- Up-skilling housewives and part timers
- Targeting the Overseas Indian whose parents are in India
- Servicing both in India and abroad through IT
- Scalable model

**Future expansion options:** Geriatric care trained manpower could be sourced to other countries.

**This example illustrates the creation of a long term Knowledge Circle footprint based on transfer of knowledge and IPR and not big financial investments.**

### Example 4: A retired MNC CEO creates a Knowledge circle

**Background:** This Overseas Indian retired as a CEO of a multinational company.

**Domain Expertise:** Consumer goods & engineering - in India, South Asia and USA.

**Opportunity Spotted:** Companies from developing countries becoming global, which need training in global manufacturing and global business practice.

**Skill Gap:** Globally experienced professionals not easily available.

**Technology Gap:** Training architecture not adapted for developing countries.

**Business Choices:** The options were to setup a full-fledged training company in India or create a setup of Indian managers to create a global team or high frequency of visits to India to operate business operations.

**Business Model Selected:** A blend of Knowledge Circle and IPR transfer based on a low financial risk and low personal time investment.

**Business Structure:** Limited company in USA which will get training assignment anywhere in the world. The Indian team will deliver the training anywhere in the world and will be remunerated in USD for their services.

**Current Status:** First global delivery contract from USA to India for overseas operations being executed - expected to be operational from 1st January 2015.

**Outline of the Business Operations:** The USA company got its client from Malaysia which will be serviced by the Indian team.

#### Key Success Factors

- The promoter by working in USA continues to be up-to-date
- The Indian team is cost effective
- The Indian team experience will add to the global knowledge base

**Future expansion options:** The global Knowledge Center management can be based in India and this team can offer coaching and mentoring to the senior management of globalizing companies.

**This is an example of a global business network rooted in India as Knowledge Circle.**



### Example 5: A working Overseas Indian mentors an Indian entrepreneur to export a product to global market

**Background:** A working executive in an Overseas IT company guided a young Indian entrepreneur in India to focus his mobile gaming apps to a USA giant in the gaming industry for the global market.

**Domain Expertise:** Deep understanding of mobile gaming industry.

**Opportunity Spotted:** The right person with the expertise to develop a world class gaming products.

**Skill Gap:** Globally experienced mobile gaming professionals not easily available.

**Technology Gap:** India is a cost effective source for developing mobile gaming apps.

**Business Choices:** The options were to setup full-fledged mobile gaming company in India or outsource development to Indian gaming professionals or source new products from India.

**Business Model Selected:** An Overseas Indian guided his mentee to identify a global platform to help distribute the product.

**Business Structure:** Direct distribution from an Indian entrepreneur to a global distributor.

**Current Status:** More than 20 mobile gaming apps distributed globally.

**Outline of the Business Operations:** The Indian entrepreneur develops the mobile gaming apps to distribute through the global company.

**Key Success Factors:**

- The mentor by working in USA continues to be up-to-date in mobile gaming industry
- The Indian mobile gaming development team is cost effective
- The Indian team experience will add to the global knowledge base

**Future expansion options:** Seeing the success of his mentee the Overseas Indian is looking to guide others in India.

**This example is a case of an Overseas Indian assisting an Indian entrepreneur to distribute a 'New Product' in global market.**

### Example 6: A returning Indian setting up a global apparel manufacturing and delivery business

**Background:** An Overseas Indian owned an ethnic clothes boutique in Middle East with a regular clientele of over one thousand customers. Shifted base to India.

**Domain Expertise:** Apparel designing and fabrication for ethnic wears.

**Opportunity Spotted:** Customized ethnic wear with long distance deliveries.

**Skill Gap:** Blending fabrics with embellishments economically in overseas markets.

**Technology Gap:** Fabric and embroidery.

**Business Choices:** To continue the retail in Middle East and source from India or establish a retail store in India and ship direct to customers abroad or only manufacture in India and let others retail.

**Business Model Selected:** Leverage IT (Internet and mobile) to continue servicing global customers from a retail shop in India.

**Business Structure:** A proprietary company with strong IT based tools.

**Current Status:** The reach has expended to other overseas countries and domestic markets. A 'Master Ji' brand is evolving.

**Outline of the Business Operations:** Orders are booked based on customized sizing's through the internet and mobile. These products are delivered through courier companies.

**Key Success Factors:**

- Successful customizing remote sizing for apparels
- Use of IT
- Leveraging the Indian cost structure of fabrics and labor
- Single piece delivery

**Future expansion options:** More global markets.

**This is an example of 'New Products' from India with direct to customer delivery model.**

### Example 7: Extension of Retail Sourcing from India by a Overseas Grocery Chain

**Background:** Migrant Punjabi Farmer in Canada started a family owned grocery retail chain in Canada essentially targeting the Indian and Pakistani Community. His assortment was focused on Indian foods and he sourced products from large importers and also bought quality products from all over the world. He found that genuine India sourcing was actually declining. Large chains were also selling Indian goods so competition was tough.

**Domain Expertise:** Understanding of evolving tastes and needs of both Indian and white populations.

**Opportunity Spotted:** Identify new age Indian food categories and differentiate himself on those e.g Vegetarian Jellies, Organic and Natural foods, ethnic juices, ayurvedic products.

**Skill Gap:** Identification of small lot sourcing opportunities from India.

**Technology Gap:** Natural, ayurvedic and Vegetarian products in Canada.

**Business Choices:** To follow the sourcing trend based on commoditized products at lowest cost or set up a sourcing mechanism from India for differentiated Indian Products.

**Business Model Selected:** Involve Indian relatives in setting up a sourcing mechanism for India.

**Business Structure:** No change in structure other than appointing a family resource to help source India.

**Current Status:** Direct India sourcing has doubled in value over last 3 years. Among unexpected product line was a Green Essence Stick from India, Aromatherapy ayurvedic products.

**Outline of the Business Operations:** Indian Stores are scouted for new innovative products in India. Manufacturers contacted and sourcing opportunities discovered.

**Key Success Factors:**

- Focus on Innovation
- Seeking value rather than just price
- Tracking of customer reactions

**Future Expansion Plans:** Increased share of India Sourcing and wholesaling of Indian brands.

**This is an example of increased "New Products" sourcing from India within an existing business.**

### **Example 8: An Overseas Indian develops a new concept of designer ethnic furnishings from India for global markets.**

**Background:** An overseas Indian business group specialized in high end designer custom fabricated furnishings in USA. He came here to market his product but realized that Indian ethnic fabrics and designs could be given a "spiritual" oriental twist and sold in foreign markets.

**Domain Expertise:** Understanding of fabrics and furnishing couture.

**Opportunity Spotted:** Niche market in custom manufactured designer furnishings.

**Skill Gap:** Knowledge of Indian Fabrics, understanding of spirituality in Western mind.

**Technology Gap:** Small lot manufacture of High Quality.

**Business Choices:** Invest in developing sourcing chain through mentoring and transfer his IPR to weavers, designers and brand development or let the opportunity go.

**Business Model Selected:** Spending 2 years developing a team of committed artisans and manufacturers in India, while simultaneously doing seed marketing abroad.

**Business Structure:** Private Limited Company in India.

**Current Status:** Business slated for launch in 2015.

**Outline of Business Operations:** Frequent trips to India developing samples and participating in global high end exhibitions.

**Key Success Factors:**

- Attention to detail
- Focus on using Indian local raw materials
- Adhering to delivery schedules

**Future Expansion Options:** To be decided.

**This is an example of "Technology transfer" by an Overseas Indian in a traditional Indian business and upgrading it.**

## Example 9: An Overseas Indian with IT background invests in an SEZ for IT in South India.

**Background:** Mr. Ravindra Sanna Reddy<sup>1</sup>, a returnee Overseas Indian from USA in 2006 founded Sri City a large scale 8,000 acres SEZ/ DTZ project in South India. This project provides industrial, infrastructure and residential facilities to its business partners. Today, Sri City features among the most successful SEZ models in India.

**Domain Expertise:** Mr. Ravindra Sanna Reddy has experience in progressive management, managing technical organizations, IT sector, application of numerical methods and software solutions for complex engineering and energy problems. He launched and ran a software services division in the US for the Satyam Group (now Mahindra Satyam). He was associated with American engineering and energy consulting firm, ICF Consulting, from 1990 to 1994.

**Opportunity Spotted:** Saw an opportunity to develop world-class infrastructure in South India. Also an opportunity to diversify the risk from his IT business.

**Skill Gap:** Understanding of administrative bottlenecks in India, opportunity due to poor infrastructure with low private participation in high scale infrastructure projects in India.

**Technology Gap:** The last mile connectivity delays, low capital availability, realistic expectations of business conditions, limited companies with turnkey lead development expertise etc.

**Business Choices:** Stay in his domain sector of IT and run his IT base company in India or venture in high capital intense more rewarding yet calculative risk oriented new sector of large scale infrastructure project.

**Business Model Selected:** Bought land from village landowners and sufficiently compensate them in terms of their land value and also provided them employment opportunities in the SEZ/DTZ. He also involved the Andhra Pradesh Government as a functional partner for this project. Sri City has close to 100 companies from 20 countries.

**Business Structure:** Sri City have put in equity of about Rs. 270 crore and invested about Rs. 1,000 crore. Up to March 31, 2014, companies have invested about Rs. 3,600 crore. In 2014-15 the expected investment is another Rs. 5,000 crore. Overall investment commitment of all customer companies in Sri City is about Rs. 13,000 crore.

**Current Status:** Started in 2006, Sri City integrated business township is located in Chennai on the National Highway Five (NH-5). This integrated business township has more than 100 domestic and overseas companies with overall investment commitments of Rs. 13,000 crore.

**Outline of Business Operations:** Initial effort made to identify the business sector in India with long term investment and multiple revenue generating streams with relatively low risks.

### Key Success Factors:

- Sri City is envisioned and conceptualized as a world-class 'Integrated Business City'
- Built on the 'Work-Live-Learn-Play' concept
- Meet the standards of a world-class city with physical infrastructure, social, educational and recreational facilities
- Use of renewable sources of energy

<sup>1</sup><http://www.oifc.in/mr-ravindra-sanna-reddy>

- A carbon neutral city with one of the best places in India to live and work
- Good connectivity through rail, road, proximity to sea ports and two international airports
- Participating industries in the SEZ and DTZ are IT/ITES/BPO, automotive, agriculture equipment, engineering, electronics hardware, logistics, warehousing, aerospace, biotechnology, pharmaceuticals, apparel, fashion, Green energy and other eco-friendly industries.

**Future Expansion Options:** Other infrastructure projects

**This is an example of an Overseas Indian making significant investments in India to support export led businesses.**

## Example 10: A working professional in asset management firm in US creates Knowledge Circle in Cash back sites

**Background:** This Overseas Indian<sup>2</sup> was working in the US in an asset management company.

**Domain Expertise:** Asset management, IT - mainly international experience.

**Opportunity Spotted:** With growing e-commerce market, the potential for Cash back sites is huge in India.

**Skill Gap:** Understanding of Financial services and e-commerce together.

**Technology Gap:** Low cost IT systems and processes.

**Business Choices:** The options were to setup a full-fledged online cash back company in US or create a setup of a cash back company and operate business operations from India.

**Business Model Selected:** A full-fledged online cash back company. Business Structure: Proprietorship company in India with significant USD inflow to India.

**Current Status:** Operational in India.

**Outline of the Business Operations:** Cash back & deals are offered across all products when one visits their favourite e-commerce site through CashKaro.com and shops. The cash back amount is collected in one's Cash account and when confirmed, it is transferred to buyer's bank account. The best part is that one earns Cash back on top of coupons that might already be there on an e-commerce site or even a coupon site. Furthermore, cash back is always paid over and above bank card cash backs, loyalty rewards, etc.

**Key Success Factors:**

- Growing e-commerce market in India
- Living up to promises on cash back

**Future Growth:** Value added services to cash back customers.

**This is an example of an Overseas Indian leveraging his IPR for investments in India.**

<sup>2</sup><http://www.oifc.in/mr-rohan-bhargava>

### **Example 11: A group of Overseas Indians with Foreign Exchange (Forex) background decides to create India's first service for Forex trading to retail customers.**

**Background:** Mr. Ravi Kumar<sup>3</sup>, Mr. Raghu Kumar and Mr. Shrinivas Viswanath, a returnee Overseas Indians from USA founded RKSV Securities, an online retail brokerage firm based out of Mumbai. The company caters to Indian retail investors and traders across India.

**Domain Expertise:** Mr. Ravi Kumar, Mr. Raghu Kumar managed a partnership fund that traded spot Foreign Exchange (Forex) in USA.

**Opportunity Spotted:** In late 2008, the USA markets were extremely unpredictable due to the worldwide financial crisis. Liquidity was scarce on the Forex markets. Around that time, India was opening up its doors to DMA and HFT trading on its markets to Indian firms. This group decided to offer Forex services to retail customers

**Skill Gap:** Forex trading skills at small retail level.

**Technology Gap:** In USA, technology was a decade ahead of India. HFT and algorithmic trading was the norm, not the exception. Real time services didn't exist.

**Business Choices:** Start working for large Forex companies in India with a stable income or startup a new Securities company which deals in Forex and online retail brokerage firm.

**Business Model Selected:** Low cost brokerage cost model based on on line platforms.

**Business Structure:** RKSV Securities was formed in 2009 as a proprietary trading firm and were one of the first entrants into 'High Frequency Trading (HFT)' in India. HFT is also known as Direct Market Access (DMA). They employed algorithmic trading and become one of the first active participants in such trading. The company's ultimate objective was to transition the firm into a customer facing and retail brokerage firm.

**Current Status:** Today the company caters to Indian retail investors, traders and has thousands of customers across India. RKSV has over Rs. 40 billion of daily turnover. It is among the fastest growing and leading low-cost corporate broking firms in India. Since 2012, RKSV's trading volumes have increased from 1,000 trades a month to a million trades.

**Outline of Business Operations:** To offer cost effective Forex trading to retail customers through innovative price solutions.

**Key Success Factors:**

- Innovative fee structure for retail customers
- In January 2012, RKSV introduced India's first fixed-monthly-fee plan
- In 2013, RKSV launched a pay-per-trade plan called the 'Dream Plan

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<sup>3</sup><http://www.oifc.in/case-study-rksv-securities>



- In 2014, the firm introduced new pricing plans and innovative tools on their website
- Able to give confidence to its customer that the company is here to stay in India for a long haul

**Future Expansion Options:** commodities and other trades globally

**This is an example of an Overseas Indian doing an Technology Transfer and investing in India to develop a domestic centered business.**

**The above examples clearly illustrate that Overseas Indians are choosing either of the four category engagements:**

**K** - Knowledge share with Indian businesses

**N** - New products from India

**I** - Investments into India

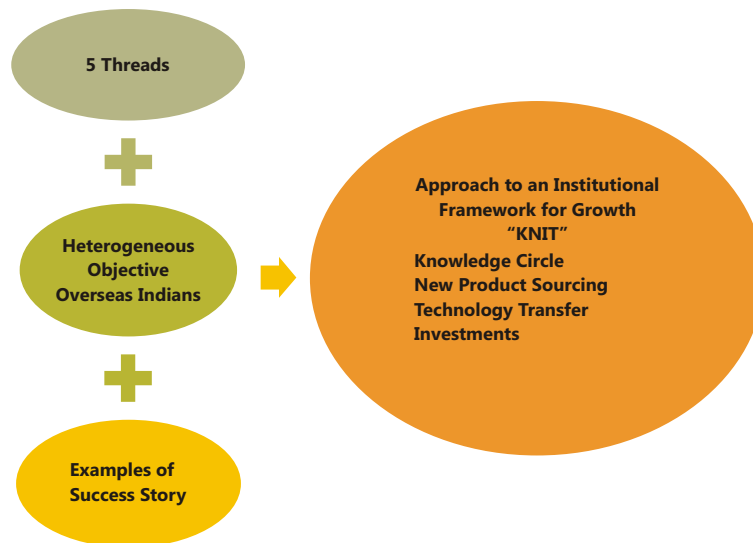
**T**- Technology / IPR transfers to Indian businesses

**These four KNIT categories align with the objectives of the Overseas Indians as shown in chapter 4. This form the bases of creating a framework for accelerating growth by utilizing a model called KNIT\*. This is detailed in next chapter.**

*(KNIT\* is a framework developed by Intrim Business Associates, New Delhi, India.)*

**"KNIT" a framework for future**

In the context of five threads around which global fabric of Indian entrepreneurship can be woven and the four categories of Overseas Indians a KNIT framework emerges as a guide for the future. KNIT framework is validated by actual examples demonstrated earlier.



"KNIT" – A framework for economic engagement with India.

<p><b>"K"</b> Knowledge</p> <ul style="list-style-type: none"> <li>✓ Mentor, train &amp; export products / services</li> </ul>	<p><b>"N"</b> New Products Sourcing.</p> <ul style="list-style-type: none"> <li>✓ Take existing Indian innovation &amp; expand to new geographies</li> </ul>
<p><b>"T"</b> Technology Transfer</p> <ul style="list-style-type: none"> <li>✓ Technology / IPR transfer to Indian companies</li> </ul>	<p><b>"I"</b> Investment</p> <ul style="list-style-type: none"> <li>✓ Investment in India to unlock Indian market</li> </ul>

## K - Knowledge Circles

Knowledge circles consider opportunities where a sector specific knowledge gained by individual or organization of Indian origin in other countries which can be used in India. This knowledge can add value in sectors like (*Illustrative list*):

- Manufacturing
- IT
- Healthcare
- Education
- Sales & Marketing etc

This knowledge exchange will bring value to the Overseas Indian. They will benefit from the additional knowledge gained from Indian market exposure. This enhanced knowledge will benefit Overseas Indians in their respective countries for:

- Joint development of IPR from India for Indian and global market
- R&D facility in India for Indian and global market etc

The knowledge share can be on commercial terms both in terms of Indian business and share of output of the Indian business.

## N - New products sourcing

New products and services innovated and manufactured in India for domestic and global consumption. This segment considers opportunities where Overseas Indians can source products and services from India and trade them in their respective country. This exchange of business will yield quick results for both Overseas Indians and their Indian counterparts. The products and services sectors like (*Illustrative list*):

- White goods
- Automobiles
- IT
- Textiles and Handicrafts
- Chemical sectors
- Engineering sector etc

Indian products are known for their cost competitiveness, quality and ruggedness. These products can be repaired and overhauled multiple times. This quality gives Indian products an edge over its direct competitors like China.

India has certain cost advantages, hence new products and services can be jointly developed for Indian and global markets with the help of Overseas Indian participation. R&D facility in India can be established for Indian and global market etc.

### I - Investment

Over the long term, investments in India by MNC's have provided healthy returns on equity. As a developing country, a number of sectors provide ample opportunities for the investments.

Everyone knows about the immense investment opportunities in sectors like infrastructure, port, aviation, road, railways, etc. But the hidden gems are in the MSME sector in India. MSME entrepreneurs are the backbone of India's economy.

Illustrative list of sectors are mentioned in chapter 8

One unique feature of investing in India is Overseas Indians can right scale the project to any size that is comfortable to them. Since in all sectors of the economy micro, small, medium and large businesses co-exist and thrive.

### T - Technology Transfer

The new government's mission of 'Make in India' is an example of this hunger for success. This hunger for success needs various interventions including best in class technologies.

Technology transfer is a way of engaging economically without making investment in India. The payback for India is in terms of globally competitive technology which can provide significant overseas revenues for Indian industry.

In terms of innovation and modern technology, Overseas Indians are known to be one of the best in the world. These technologies can help India in (*Illustrative list*):

- Defense sector
- Civil aviation
- Automobiles sector
- Manufacturing sector
- Infrastructure sector etc

In addition there are multiple opportunities in technology up gradation in almost all sectors. Overseas Indians can play a big role in IPR and technology transfer to India.

# HARVESTING THE NEW GOVERNMENT INITIATIVES WITH "KNIT"

The new government initiatives have a holistic perspective were they address the issues of:

- Mind set management
- Social/cultural/political alignments
- Private enterprise

This will unlock a new set of opportunities as part of "KNIT" framework.

## The new Government initiatives

The new government has set its priorities based on the recognition that it is dealing with a new India. A new India that is aspirational, global and seeks accountability in public life. Today's citizen's demands good and transparent governance which is at par with the best in the world. The new government has been elected on this ground by Indian voters.

The dogma of Socialism has given way to Indians from all walks of society to earn well, live well and to stick to the core ethos of Indian culture of living in harmony and peace in the midst of cultural and social diversity.

In line with that the government has taken upon itself to steer change through various initiatives and missions. These missions necessarily involve not only economic interventions but also mindset change. Some illustrated examples of these missions are:

- Make in India
- Swachch Bharat Abhiyaan
- Namami Ganga (Clean Ganga)
- Renewable energy (Ultra mega solar power projects)
- Smart Cities/Model Village
- Pradhan Mantri Jan Dhan Yojana
- Digital India
- Rs.10,000 crore MSME Fund

### Unlocking opportunities around select government initiatives (Illustrative)

Initiative	What It Means
Make in India	A major initiative to promote the country's resources and establish it as a manufacturing hub
Swachh Bharat Abhiyaan	A nationwide campaign emphasizing on the need for hygiene and sanitation directed to improve the environment we live in thereby minimizing health hazards. This initiative is expected to result in employment opportunities for the unskilled population though there would be additional expenditure on procurement of machines and materials for the cleaning operations
Namami Ganga (Clean Ganga)	An initiative to clean the river Ganga and restore its pristine glory and quality of water for various uses (domestic and industrial)
Renewable energy (Ultra mega solar power projects)	To leverage on the bountiful resource of the sun
Smart Cities/Model Village	Project to develop 100 satellite townships as smart cities with latest infrastructure and technology
Pradhan Mantri Jan Dhan Yojana	A program aimed at providing every individual with a bank account for direct transfer of GOI subsidies. As many as 87.01 million bank accounts have been opened for the launch of the program till 6 December 2014
Digital India	Promote MSMEs' manufacturing and service capabilities in ICT sector in line with the government vision
Rs 10,00 crore MSME fund	MSMEs are the backbone of our economy. They account for a large portion of our industrial output and employment

Normally when government initiatives are announced there is an expectation that large and many contracts will be awarded through tendering processes. Also incentives and special packages will be announced. So far the government has not taken recourse to such conventional thinking and wants to encourage innovative initiatives by the private sector to execute the initiatives.

The KNIT framework is a powerful tool with which the Overseas Indians can unlock the potential opportunities. The table below illustrates some of the examples:

**Conventional approach vs "KNIT" approach**

Program	Conventional Approach	KNIT approach (Illustrative)
Swachch Bharat	Overseas Indian will expect the large Government contracts will be floated & their opportunity will lie in bidding for the same.	<ul style="list-style-type: none"> <li>● Invest in re-cycling chains-Keep Bharat Swatch</li> <li>● Train food Industry to be globally compliant inhygiene</li> <li>● Invest in biodegradable packaging</li> <li>● Investment in green cleaning technology</li> </ul>
Jan DhanYojana	No OI opportunities in this initiative	<ul style="list-style-type: none"> <li>● Health insurance of Rs 1lakhs opens a huge opportunities for low cost health centers, trauma centers etc</li> <li>● Health care software/other services</li> </ul>
Clean Ganga	OI will expect the large Government contracts will be floated & their opportunity will lie in bidding for the same.	<ul style="list-style-type: none"> <li>● Technology transfer to Indian O&amp;M (operations &amp; maintenance) partners</li> </ul>
Rs.10,000 MSME Fund	OI will expect incentive & subsidies	<ul style="list-style-type: none"> <li>● Mentoring in Agri sector</li> <li>● Technology transfer</li> <li>● Natural / organic products</li> </ul>
Make in India	OI will expect incentive & subsidies	<ul style="list-style-type: none"> <li>● Technology transfer</li> <li>● Global distribution of Indian products</li> <li>● Source from India</li> </ul>
Smart Cities	OI will expect the large Government contracts will be floated & their opportunity will lie in bidding for the same.	<ul style="list-style-type: none"> <li>● Program management</li> <li>● O&amp;M services</li> </ul>
Renewable Energy	OI will expect incentive & subsidies	<ul style="list-style-type: none"> <li>● Smart electronics to make local system viable.</li> </ul>

The above illustrates that the KNIT framework when applied new government initiatives can through up with interesting business opportunities which Overseas Indians are positioned to leverage.

S. no	Sectors	CAGR till 2020	Opportunity Areas For Overseas Indian
1	Industrial Manufacturing	14%	<ul style="list-style-type: none"> <li>● Design, equipment and supplies</li> <li>● Processing and toll manufacturing</li> <li>● Sustainability and pollution treatment services</li> <li>● Facilities management services</li> </ul>
2	Electronics	20%	<ul style="list-style-type: none"> <li>● Electronic System Design and manufacturing including semi conductor design, electronic component designs and Hi Tech manufacturing. It has been proposed to establish a National Electronic mission, a nodal agency for electronics industry, to enable MSMEs to play a role</li> <li>● Electronic components with focus on making components for electronic products customized for the Indian market</li> <li>● Strategic electronics, with the government of India keen to encourage domestic manufacturing of products needed by the armed force</li> <li>● Low cost consumer electronics, consumer durable</li> <li>● Nano electronics and Micro electronics</li> </ul>
3	Telecommunications	10%	<ul style="list-style-type: none"> <li>● Domestic manufacturing of telecom networking equipment, including routers and switches.</li> <li>● Next Generation software-defined Networking equipment</li> <li>● Mobile customer Data Analytics, services oriented towards analytical solutions</li> <li>● Manufacture of low-cost mobile phone, handset and devices</li> <li>● Manufacture of Base Transceiver Station equipments</li> <li>● Development of value added services</li> <li>● Over the top service providers of innovative services and content to mobile subscribers</li> </ul>
4	Real Estate	11%	<ul style="list-style-type: none"> <li>● Low income housing development</li> <li>● Prefab structures and solutions</li> <li>● Property solutions and services</li> <li>● Equipments and supplies</li> <li>● Architect firms specializing in Golf townships, branded residence, green buildings, International airport city, Hospitality, Hotel projects etc</li> <li>● Design, Engineering and construction firms which can reduce construction time and cost</li> <li>● Consultants specializing in the field of project management, Heating, ventilation and air conditioning (HVAC), mechanical, electrical and pumping</li> </ul>
5	IT/ITES	10%	<ul style="list-style-type: none"> <li>● Cloud computing</li> <li>● Social Media and mobility</li> <li>● Data analytics services</li> <li>● E- governance</li> <li>● Mobile Apps and software development</li> <li>● Software automation</li> </ul>



S. no	Sectors	CAGR till 2020	Opportunity Areas For Overseas Indian
6	Media	15%	<ul style="list-style-type: none"> <li>● Manufacture of set-top boxes for direct to home service providers</li> <li>● Digital screen in Tier II and III cities</li> <li>● Digital media, new form of content delivery for media companies</li> </ul>
7	Healthcare	7%	<ul style="list-style-type: none"> <li>● Proving affordable healthcare, especially in rural areas</li> <li>● Low cost medical devices which can be used in rural areas</li> <li>● Medical consumables like surgical gloves, scrubs, syringe etc</li> <li>● Low cost surgical procedures to reduce the cost of healthcare</li> <li>● Medical tourism</li> <li>● Diagnostics labs</li> </ul>
8	Pharmaceuticals	9%	<ul style="list-style-type: none"> <li>● Generic and API manufacturing</li> <li>● Contract research</li> <li>● Nutraceuticals and nutracosmetics</li> </ul>
9	Bio Technology	8%	<ul style="list-style-type: none"> <li>● Domestic manufacturing of diagnostics kit, reagents and consumables used in testing</li> <li>● Focus on vaccine export to developed countries</li> <li>● Proving Bio informatics related solutions</li> <li>● Leveraging the bio similar opportunities, Recombinant products</li> <li>● Agri produce</li> <li>● Hybrid seeds also represent new business opportunities in India, based on yield improvement</li> </ul>
10	Automotive	9%	<ul style="list-style-type: none"> <li>● Automotive Electronics</li> <li>● Manufacture of Automotive components, Tier I and Tier II suppliers to OEMs</li> <li>● Applied Electronics</li> <li>● The Defence sector</li> <li>● Rubber and chemicals supply to tyre manufacturers</li> </ul>
11	Transport and Logistics	11%	<ul style="list-style-type: none"> <li>● Dedicated Freight corridor</li> <li>● Development of new Airports in Tier II and Tier III cities</li> <li>● Ports and Port services</li> <li>● Green Supply chain, reusable packaging material</li> <li>● Increase in use of Technology, Fleet management system</li> </ul>
13	Engineering and Process Equipment	8%	<ul style="list-style-type: none"> <li>● Engineering solution segment like chemical and petro chemicals, pharmaceuticals and automotives for a growing demand for process equipment</li> <li>● Next generation automation tools like smart robotics in high precision industries</li> <li>● Green Engineering</li> </ul>
14	Chemicals	11%	<ul style="list-style-type: none"> <li>● Bio based raw materials to reduce dependent on oil</li> <li>● Support supplies and services for integrated petroleum, chemical and petro chemicals investment regions</li> </ul>
15	Textile	8%	<ul style="list-style-type: none"> <li>● Raw fabric and dye production</li> <li>● Processing and packaging</li> </ul>
16	Renewable energy	6%	<ul style="list-style-type: none"> <li>● Personal protective equipment and safety gear</li> <li>● Drilling and mining chemicals</li> </ul>

S. no	Sectors	CAGR till 2020	Opportunity Areas For Overseas Indian
17	Food and Agriculture	2%	<ul style="list-style-type: none"> <li>● Processed food, ready to eat package food, pre mixes, milk and dairy, bakery and processed meat</li> <li>● Backend infrastructure such as cold chain storage, farm collection centre etc</li> <li>● Health food, health beverages, food additives such as vitamin additives</li> <li>● Food packaging, innovative packaging for processed food</li> <li>● Contract manufacturing for crop protection chemicals, crop nutrients</li> <li>● Poultry, feed and farm additives</li> </ul>
18	Retail	6%	<ul style="list-style-type: none"> <li>● E- commerce</li> <li>● Organized retail/ cold chain/ packaged food</li> <li>● New retail formats</li> </ul>
19	Gems and Jewellery	6%	<ul style="list-style-type: none"> <li>● E- commerce</li> <li>● Organized retail</li> <li>● New retail formats</li> </ul>
20	Tourism and Hospitality	6%	<ul style="list-style-type: none"> <li>● Equipments, supplies and services</li> <li>● E-commerce platform</li> <li>● Budget hotels, customer services</li> </ul>
21	Education	5%	<ul style="list-style-type: none"> <li>● Public Private partnership model (PPP)</li> <li>● Development of multimedia educational content</li> <li>● Establishing technical training institutes</li> <li>● Private sector finishing school for short term skill building courses</li> <li>● Educational material supplies</li> </ul>
22	Civil Aviation	8%	<ul style="list-style-type: none"> <li>● Software, systems and solutions for data analytics and CRM</li> <li>● Flight and ground services, equipments and supplies</li> </ul>
23	Defence and Aerospace	8%	<ul style="list-style-type: none"> <li>● India offset partners</li> <li>● New age information systems communication platforms, simulators and equipments</li> </ul>

Source: KPMG and CII Report made for MSME opportunity in India

Overseas Indian are already successfully engaging economy with India. They follow one or more categories under the framework called KNIT.

**K** - Knowledge Circle

**N** - New products from India

**I** - Investment in India

**T** - Transfer of technology and IPR to India

This framework will give other Overseas Indians a choice to select their own model of success. The paper illustrates some opportunities both in sectors and in the new government initiative as a cue to stimulate new thinking among Overseas Indians.

A very cautious estimate done in annexure 1 indicates that the Overseas Indians are sitting on a USD 10 billion plus turnover opportunities.

OIFC is available to facilitate the Overseas Indians in KNIT (ing) their own fabric of success.

# ANNEXURE 1 ECONOMIC IMPACT OF KNIT FRAMEWORK- A BILLION 10 USD BUSINESS OPPORTUNITY

It is difficult to estimate the direct economic impact of the KNIT formulation. However a illustrative estimation has been attempted as model. A quantitative model was made to understand the possible financial impact of KNIT frame work in 5 year period. This model is based on published data with certain assumptions.

## The key assumptions are:

- 1. Assumption 1:** Percentage of Overseas Indians self employed in their resident countries is equal to the national average of that country. This is a conservative estimation as Indians tend to be more entrepreneurial.
- 2. Assumption 2:** This is conservative estimate based on previous industry experience - 2-3% of self employed Overseas Indian's will be interested in doing business from India
- 3. Assumption 3:** This is conservative estimate based on previous industry experience -1-2% of Non-self employed Overseas Indian's will be interested in doing business from India

Based on the assumptions 3 step calculation was done. Findings are as follows:

## Based on the assumptions 3 step calculation was done. Findings are as follows:

S.no	Particulars	Findings	Reference
1	% of population of Overseas Indian (80%) lives in	17 countries	Tab (1)
2	% of self employed Overseas Indian's	12%	Tab (2)
3	Range of estimated income from Indian initiated opportunities	15000-50000 USD	Tab (3)
4	No. of Indian initiatives	52000	Tab (4,5)
5	Estimated total turnover	10 Billion USD	Tab (4,5)

## Business opportunity (turnover) of at least 10 Billion USD or Rs.60,000 crore per annum in next 5 years

### Step 1: % of Self Employed Overseas Indians

Although the Indian diaspora resides in more than 190 countries, these 17 countries account for more than 80% of the total overseas Indian population

**Table 1 : Number of Overseas Indians and Percentage (wrt Total Overseas Indians)**

S.No	Country	Overseas Indians	Percentage
1	Oman	718642	3%
2	Australia	448430	2%
3	Canada	1000000	5%
4	Kuwait	579390	3%
5	Malaysia	2050000	9%
6	Mauritius	882220	4%
7	Saudi Arabia	1789000	8%
8	Singapore	670000	3%
9	UK	1500000	7%
10	USA	2245239	10%
11	France	420200	2%
12	UAE	1750000	8%
13	Thailand	150000	1%
14	Sri Lanka	1601600	7%
15	South Africa	1218000	6%
16	Bahrain	350000	2%
17	Qatar	500000	2%
	<b>Total</b>	<b>17872721</b>	<b>82%</b>
	<b>Total Overseas Indians</b>	<b>21909875</b>	<b>100%</b>

Source: World Bank - The Remittance Market in India Opportunities, Challenges, and Policy Options

These can be classified into 3 main regions basis the geography, occupation and remittance

1. Americas and Europe - Professionals
2. Middle East - Skilled and Unskilled laborers (70-80% are laborers)
3. Asia Pacific and Sri Lanka - Mostly PIO

These 3 groups exhibit different characteristics in terms of remittance and employment status. Please refer table 2

**Table 2: Cluster of Overseas Indians, Percentage of Remittance and Self Employed Status**

S.No	Cluster	Countries	Overseas Indians	Total	Percentage	Remittance to India	Percentage of Self Employed
1	Middle East		718642 579390 1789000 1750000 350000 2245239		34%	27%	1%
2	Americas, Europe, Australia and South Africa	UK France Canada USA Australia South Africa	1500000 420200 1000000 2245239 350000 1218000	6733439	31%	62%	13%
3	Americas, Europe, Australia and South Africa	Malaysia Mauritius Singapore Thailand Sri Lanka	2050000 882220 670000 150000 1601600	5353820	24%	5%	30%
	Remittance source-RBI 2010			<b>19519530</b>	<b>89%</b>	<b>94%</b>	<b>12%</b>

Source: The Remittance Market - World Bank Report.

As per the exhibit above, there is very low degree of self employment in the Middle East. It is 13% in Americas , Europe. It is significantly high in APAC region. However the poor share of remittance indicates that most earnings are pumped back into the same system.

### Step 2: Estimating target earning from Indian business opportunities

Estimated HH Incomes of NRIs in the respective country segments.

**Table 3 : Total Overseas population, estimated Households and Income (USD)**

S. No	Segment	Total Overseas	Households	Self Employment	Employed	Average HH Income
1	Middle East	7432271	1858068	1%	99%	15000
2	Americas, Europe, Australia and South Africa	6733439	1683360	13%	87%	50000
3	APAC and Sri lanka	5353820	1338455	30%	70%	20000

Source: World Bank Report. <http://data.worldbank.org/indicator/NY.GNP.PCAP.PP.CD>

Since the average salaries of Middle East NRIs is very low, they may not fit into our set of investment opportunities on a individual basis.

### Step 3: Estimating the business opportunity in India

The below table derives the business opportunity by assuming a 2-3% success rate for convincing self employed NRIs and 1-2% for employed NRI's for doing business IN/ WITH India. This conversion will happen over the next 5 years. (Table 4, Table 5).

Current HH income factored for arriving at the profit of the venture. Revenue derived at 15% net profit margin.

**Table 4 : Deriving Business Opportunity**

S.No	Segment	Total Households	Self Employed	Target Conversion for India (2-3%)	Households (conversion)	Minimum Profit per annum (USD)	Total Profit (USD)	Revenue Size (USD)
1	Middle East	1858068	1%	0.02%	294	15000	4405115	28633244
2	Americas, Europe, Australia and South Africa	1683360	13%	0.26%	4329	50000	216456255	1406965658
3	APAC and Sri lanka	1338455	30%	0.61%	8105	20000	162109240	1053710060
	Total	4879883			12728		38,29,70,610	2,48,93,08,962

Source: World Bank Report, Remittance source - RBI 2010, <http://data.worldbank.org/indicator/NY.GNP.PCAP.PP.CD>

**Table 5 : Deriving Business Opportunity**

S.No	Segment	Total Households	Non-Self Employed	Target Conversion for India (1-2%)	Households (conversion)	Minimum Profit per annum (USD)	Total Profit (USD)	Revenue Size (USD)
1	Middle East	1858068	99%	0.99%	18395	15000	275923061	1793499896
2	Americas, Europe, Australia and South Africa	1683360	87%	0.87%	14645	50000	732261491.3	4759699693
3	APAC and Sri lanka	1338455	70%	0.70%	9369	20000	187383700	1217994050
	Total	4879883			42409		1,19,55,68,252	7,77,11,93,639

Source: World Bank Report, Remittance source - RBI 2010, <http://data.worldbank.org/indicator/NY.GNP.PCAP.PP.CD>

**Business opportunity estimations from Overseas Indians**

Business opportunity from:

<b>Self employed</b>	<b>=2.48 Billion USD /annum</b>
<b>Employed</b>	<b>=7.77 Billion USD /annum</b>
<b>Total</b>	<b>=10.26 Billion USD or Rs.60,000 crore /annum</b>

**This creates a business opportunity of at least 10 Billion USD or Rs.60,000 crore per annum in period of 5 years**





प्रवासी भारतीय कार्य मंत्रालय  
Ministry of Overseas Indian Affairs

The Ministry of Overseas Indian Affairs (MOIA) is a dynamic, young and interactive ministry, dedicated to the multitude of Indian Nationals settled abroad. Established in May 2004 as the Ministry of Non-Resident Indians' Affairs, it was renamed as the Ministry of Overseas Indian Affairs (MOIA) in September 2004. Driven by a mission of development through coalitions in a world without borders, MOIA seeks to connect the Indian Diaspora community with its motherland.

Positioned as a 'Services' Ministry, it provides information, partnerships and facilitations for all matters related to Overseas Indians (comprising Persons of Indian Origin (PIOs) and Non-Resident Indians (NRIs) )

It is a contemporary, lean and efficient Ministry headed by a Cabinet Minister. The Ministry has four functional service divisions to handle its diverse scope of services:

- Diaspora Services
- Financial Services
- Emigration Services
- Management Services

The Ministry focuses on developing networks with and amongst Overseas Indians with the intent of building partnership with the Diaspora.

Besides dealing with all matters relating to Overseas Indians, the Ministry is engaged in several initiatives with Overseas Indians for the promotion of trade and investment, emigration, education, culture, health and science & technology.

### **Ministry of Overseas Indian Affairs**

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## Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, playing a proactive role in India's development process. Founded in 1895, India's premier business association has over 7200 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 100,000 enterprises from around 242 national and regional sectoral industry bodies.

CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, healthcare, education, livelihood, diversity management, skill development, empowerment of women, and water, to name a few.

The CII theme of 'Accelerating Growth, Creating Employment' for 2014-15 aims to strengthen a growth process that meets the aspirations of today's India. During the year, CII will specially focus on economic growth, education, skill development, manufacturing, investments, ease of doing business, export competitiveness, legal and regulatory architecture, labour law reforms and entrepreneurship as growth enablers.

With 64 offices, including 9 Centres of Excellence, in India, and 7 overseas offices in Australia, China, Egypt, France, Singapore, UK, and USA, as well as institutional partnerships with 312 counterpart organizations in 106 countries, CII serves as a reference point for Indian industry and the international business community.

### **Confederation of Indian Industry**

The Mantosh Sondhi Centre

23, Institutional Area, Lodi Road, New Delhi – 110 003 (India)

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## **Overseas Indian Facilitation Centre (OIFC)**

The Overseas Indian Facilitation Centre (OIFC) set up by the Ministry of Overseas Indian Affairs' (MOIA) in 2007, in partnership with the Confederation of Indian Industry (CII), provides facilitation services to the Overseas Indians, especially assisting them in deepening their economic and intellectual engagement with India. The OIFC is governed by a Council of prominent Overseas Indians, Industry leaders and senior policy makers from the Government.

OIFC has been uniquely constituted and positioned to serve as a single-point contact for the overseas Indians through its facilitation - whether in areas of information, economic engagement, knowledge partnering, mentoring or build any other association with Indian states that helps the Indian Diaspora, professionals and small/ mid-sized entrepreneurs build strong inter linkages with India, thus effectively enabling them to build upon or expand their engagement with India.

OIFC enjoys the due credibility of serving Indians globally extended under the umbrella of the Government, the Ministry of Overseas Indian Affairs' (MOIA), the Confederation of Indian Industry (CII), coupled with the support of a network of 'Knowledge Partners', Indian states, Indian missions and Indian Diaspora associations.

Currently OIFC's activities include, query addressal on various issues faced by the NRIs & PIOs, a robust online business networking portal, projection of member states' projects, Diaspora Engagement Meets in various countries, Market Place business forums in India and more.

### **Overseas Indian Facilitation Centre**

(C/o Confederation of Indian Industry)  
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