



From L to R: **Naushad Forbes**, Co-Chairman Forbes Marshall and President, Confederation of Indian Industry; **Jamshyd N Godrej**, Chairman of the Board, Godrej & Boyce Manufacturing Company Limited and Chairman, Ananta Centre; **Arun Jaitley**, Minister of Finance, Government of India; **N K Singh**, Chairman, Steering Committee, The Growth Net; Senior Member, Bharatiya Janata Party (BJP) and Former Member of Parliament, Rajya Sabha; **Claude Smadja**, President, Smadja & Smadja Strategic Advisory, Switzerland at the Inaugural Session The Indian economy's place in the world

# THE GROWTH NET 4.0

**RESTORING HIGHER GROWTH IN EMERGING MARKETS**

**7-8 APRIL 2016 | NEW DELHI**

**AN EXECUTIVE SUMMARY**

## ORGANISERS



An independent organization, **Ananta Centre** is registered under the Indian Trust Act. It focuses on leadership development and encourages frank and open dialogue on the most important issues facing Indian society, to help foster its transformation. The Centre also engages civil society, business, governments and

other key stakeholders on issues of importance to India's development, foreign policy, strategic affairs and national security.

The Centre serves as a convening body for exchange of ideas, broadening perspectives and enhancing capacity to create sustainable solutions on a wide variety of issues.



**Smadja & Smadja Strategic Advisory** was established in 2001 in Switzerland and in the US. The firm works with global corporations and government entities on global trends and strategic issues. Our mission is to help our clients navigate and leverage globalization, providing them with "actionable" insights and a "world view"

to help them manage the increasing volatility and complexity of a globalized world. The firm creates platforms of contents – from strategic, behind closed doors, seminars to high profile international conferences – that are knowledge and networking intensive, with significant take home value for the participants. Smadja & Smadja has activities, clients and partners in Asia, North America, Europe, Latin America and the Middle East.

## PARTNER



**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 engages closely with Government on policy issues and interfaces with thought leaders to enhance efficiency, competitiveness and business opportunities for industry through a wide portfolio 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 facilitates corporate initiatives for integrated and inclusive development across diverse domains. In its 120th year of service to the nation, the CII theme of Build India - Invest in Development: A Shared Responsibility, reiterates Industry's role and responsibility as a partner in national development. Founded in 1895, India's premier business association has over 8000 members from the private as well as the public sectors.

With 66 offices, including 9 Centres of Excellence, in India, and 9 overseas offices in Australia, Bahrain, China, Egypt, France, Germany, 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.

## INTRODUCTION

The Fourth Annual Growth Net Summit 2016 was a major economic meet, held in India amidst gloomy global outlook and volatile market conditions across the world. Focused on challenges facing Asia, Africa, Latin America and other growth economies of the world; the Summit brought together stakeholders from both developed and emerging economies on one platform to build synergies for increasing business opportunities, encourage innovation, and enhance job opportunities.

Launched in 2013, the Growth Net reflects the new realities created by the emergence of new growth countries, which are rapidly increasing their business, economy, trade, and financial interactions, and aspire to have a stronger voice in the global economy. It serves as a catalyst to develop fruitful dialogue among business groups, government officials, and civil society, from the countries of the new constellation of growth, on how to strengthen economic momentum and generate new sources of growth, through the deepening of partnership strategies for rapid sustainable development in Asia, Africa, Latin



Arun Jaitley, Minister of Finance, Government of India at the Inaugural Session

America and growth economies of the world.

Themed “Restoring higher growth in Emerging Markets”, the Fourth Growth Net Summit was convened in partnership with the Ministry of External Affairs and Ministry of Finance, Government of India on 7 – 8 April 2016 in New Delhi. The Summit brought together more than 67 speakers from 39 countries including business and political leaders, eminent media personalities, senior officials along with thought-leaders who shared insights and best practices to build economic resilience and generate



From L to R: **Tomohiko Taniguchi**, Special Advisor to the Cabinet of Prime Minister Shinzo Abe, Japan; **Jacques Demers**, Managing Partner, Agawa Partners, New York, Canada; **Suresh Prabhu**, Minister of Railways, Government of India; **Rakesh Bharti Mittal**, Vice-Chairman, Bharti Enterprises & Vice-President, CII; **Memduh Karakullukçu**, Vice Chairman and President Global Relations Forum, Turkey at the session Emerging Economies need much more infrastructure development: How to plug the capabilities gap?



From L to R: **Banmali Agrawala**, President and Chief Executive Officer, GE South Asia; **Ralph Voltmer**, Senior Partner, Covington & Burling, USA; **Shaktikanta Das**, Secretary, Department of Economic Affairs, Ministry of Finance, India; **Chandrajit Banerjee**, Director General of the Confederation of Indian Industry; **Helen Cai**, Managing Director, Investment Banking Division, CICC, China; **Nicholas Stern**, IG Patel Chair of Economics and Government, London School Economics and Political Science, the UK at the session Doing what it takes to be on the winning side in the competition for FDI

new business opportunities.

The meeting featured keynote address by **Tharman Shanmugaratnam**, Deputy Prime Minister of Singapore and senior Government of India representatives, including **Arun Jaitley**, Minister of Finance; **Suresh Prabhu**, Minister of Railways; **Jayant Sinha**, Minister of State for Finance; **Piyush Goyal**, Minister of State for Power, Coal and New & Renewable Energy; **S Jaishankar**, Foreign Secretary, Ministry of External Affairs; **Shaktikanta Das**, Secretary, Department of Economic Affairs, Ministry

of Finance **Rita Teatota**, Commerce Secretary, Ministry of Commerce and Industry; and **Ram Sewak Sharma**, Chairman, Telecom Regulatory Authority of India (TRAI) amongst others.

Among the international business and thought leaders who led the discussions at the Summit were **Toshiyuki Shiga**, Vice-Chairman of Nissan Motor Co. Ltd, Japan; **Stephen Biegun**, Vice President, International Governmental Affairs, Ford Motor Company, USA; **Kevin Rudd**, President, Asia Society Policy Institute (ASPI) and Former Prime Minister of

THE SUMMIT 2016 FOCUSED ON THE ECONOMIC PROSPECTS OF **CHINA**, **INDIA**, **JAPAN** AND **USA** AND THEIR IMPACT ON EMERGING MARKET COUNTRIES – AND THE WORLD ECONOMY – OVER THE NEXT PERIOD



From L to R: **N K Singh**, Chairman, Steering Committee, The Growth Net Summit, Senior Member, Bharatiya Janata Party (BJP) and former Member of Parliament, Rajya Sabha; **Piyush Goyal**, Minister of State for Power, Coal and New & Renewable Energy, India;

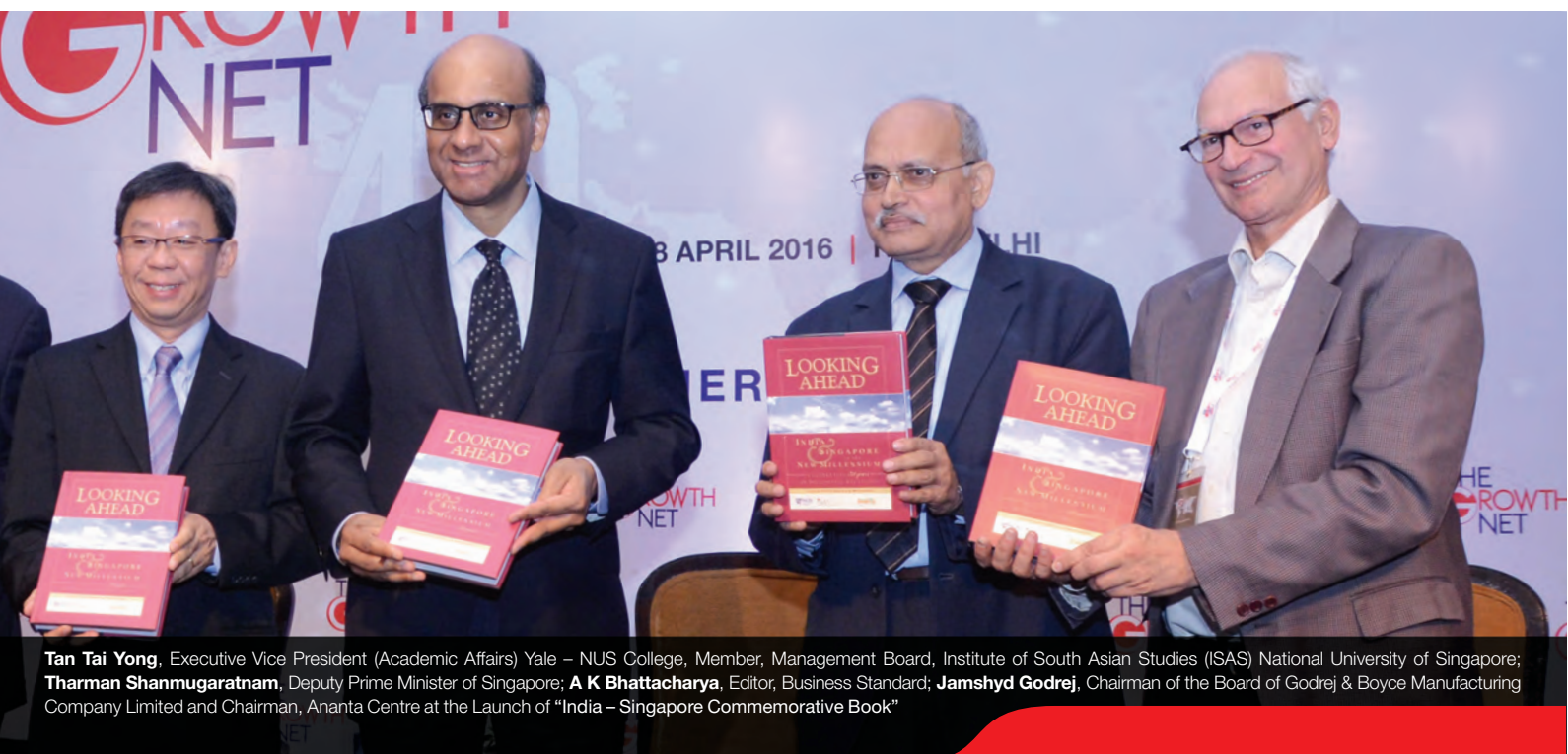
Australia; **Shane Tedjarati**, President, Global High Growth Regions, Honeywell; **Tomohiko Taniguchi**, Special Advisor to the Cabinet of PM Shinzo Abe, Japan; **Joseph Klafter**, President Tel Aviv University, Israel; **Nicholas Stern**, IG Patel Chair of Economics and Government, London School Economics and Political Science, UK; and **YaşarYakış**, President, Centre for Strategic Communication (STRATIM) and Former Minister of Foreign Affairs, Turkey.

The Summit reflected on growth strategies, employment and skills, finance, technology and innovation, entrepreneurship, FDI in emerging markets, manufacturing, services, energy and infrastructure, geopolitics, and emerging trade blocks, which are some of the key issues for all growth economies.

A special feature of the summit this year was the closed-door sessions over breakfast for select participants to informally interact with senior officials and experts on key issues facing the Indian and global economy; the essential practices and policies for sustained growth; and the opportunities and challenges ahead. The speakers included **Urijit Patel**, Deputy Governor, Reserve Bank of India; **Andrew M'wenda**, Founder and Owner, The Independent, Uganda; **Ashish Kumar Chauhan**, MD and CEO, Bombay Stock Exchange; **Ralph Voltmer**, Senior Partner, Covington & Burling, USA amongst others.

**The two crucial orientations that constituted the core of the agenda of the 4th Annual Meeting of The Growth Net were:**

- **The countries of Asia, Latin America and Africa are facing similar challenges of development and growth sustainability, thus sharing, exchanges, brainstorming and synergy building, are key to achieving higher rates of economic growth and consequential entrepreneurship, employment and new energy.**
- **The Global Economy continues to be volatile and subjected to headwinds, with developed as well as developing countries across the world facing huge challenges. The outcomes of The Growth Net Summit 2016 are expected to contribute to a more stable and secure world.**



**Tan Tai Yong**, Executive Vice President (Academic Affairs) Yale – NUS College, Member, Management Board, Institute of South Asian Studies (ISAS) National University of Singapore; **Tharman Shanmugaratnam**, Deputy Prime Minister of Singapore; **A K Bhattacharya**, Editor, Business Standard; **Jamshyd Godrej**, Chairman of the Board of Godrej & Boyce Manufacturing Company Limited and Chairman, Ananta Centre at the Launch of "India – Singapore Commemorative Book"

## KEY TAKEAWAYS

### ON INDIA'S POSITION IN THE WORLD ECONOMY

India will be able to maintain a 7 – 7.5% growth rate despite challenges in the global economy. The success story of the Indian economy will depend upon economic reforms such as Direct Tax reforms, and other incremental reforms related to banking, insurance, mining and civil aviation sector. The Government of India is committed towards creating new growth centres to attract Foreign Direct investment (FDI). Thereby making India the next best destination for international investment.

India's aspiration to achieve higher economic growth can only be sustained through public private partnerships and other economic reforms such as implementation of Goods and Services Tax (GST) bill. The government has enhanced its public spending and is able to maintain strength in the economy. The industry should also share innovative ideas for a public-private partnership on reforms calling for greater participation. India has been able to make an impact in low-cost services across many parts of the world.

An important change that has taken place is the new confidence in India's negotiations in world trade. India is now seen as a key player which has led to increased trade with several countries across the globe. India has a strong position that the Doha Development Round should be continued and taken to its logical conclusion.

### ON INFRASTRUCTURE DEVELOPMENT IN EMERGING MARKETS

Infrastructure is going to be the next growth engine that will drive up the growth rate. The challenge for infrastructure development is that it won't pay for itself in 5-6 years, and thus, needs a long-term source of financing that takes into account the life of an infrastructure project itself and finances it accordingly. Another challenge is to match investors and investment opportunities and this can be achieved by creating platforms for engagement.

For emerging economies, speedy approvals – whether regulatory or from local authorities – is the key for completion of infrastructure projects on time. The regulatory mechanism must be simpler, fair and



From L to R: **Vipin Sondhi**, Managing Director & CEO, JCB India Limited; **Shane Tedjarati**, President, Global High Growth Regions, Honeywell; **Jayant Sinha**, Minister of State for Finance, Government of India; **Uday Kotak**, Executive Vice Chairman and Managing Director, Kotak Mahindra Bank; **Toshiyuki Shiga**, Vice Chairman, Co-Chair of Asia/Middle East-Japan Relations Committee, Keizai Doyukai & Vice-Chairman of Nissan Motor Co. Ltd, Japan at the Closing



From L to R: **Mukesh Aghi**, President of the U.S.-India Business Council (USIBC); **Ram Sewak Sharma**, Chairman, Telecom Regulatory Authority of India (TRAI); **Stephen E. Biegun**, Vice President, International Governmental Affairs, Ford Motor Company, USA and **Tarun Das**, Founding Trustee, Ananta Centre and Former Chief Mentor, Confederation of Indian Industry (CII) at the session How will 'Digital India' and 'Make in India' help meet India's growth challenges?

transparent, and have to be a level playing field. It cannot be different for public sector enterprises and public companies.

Public-private partnership is another crucial component for efficient infrastructure development. Infrastructure creation will not happen only from public investment but needs private investments in public infrastructure projects. Harnessing private capital, technology and management is the centrepiece of this partnership.

While the multilateral development banks may

partially address some of the domestic political risks that may arise when private investors gets involved in infrastructure projects, they also risk getting into a new trap – international political risks. It is important for the new players like the AIIB and BRICS Bank to keep a distance from political ends or becoming economic arms of global political strategy.

#### ON THE IMPACT OF NEW TRADE BLOCKS ON THE EMERGING MARKETS

The world is becoming a more challenging place to



session Enforcing the growth imperative: What governments and business have to do to make high growth THE national priority

#### PRIORITY AREAS FOR EMERGING MARKETS:

- Infrastructure investment in industrial sector
- Corporate Sector accelerating and leveraging technology
- Assessing middle class expansion over the next decade



From L to R: **Joydeep Mukherji**, Chief Financial Officer and VP-Operations, iMerit Technology Services; **Atul Jain**, Chief Operating Officer, Smart Electronic Business, LeEco India; **Soumitra Dutta**, Anne and Elmer Lindseth Dean and Professor of Management Samuel Curtis Johnson Graduate School of Management, Cornell University, USA; **Tan Chin Nam**, Senior Corporate Adviser and Former Permanent Secretary, Singapore; **S Ramadorai**, Chairman, National Skill Development Agency, India at the session Leveraging ICT to leapfrog economic development: This is just the beginning...

trade, especially in terms of all the regional trade blocs, multilateral agreements and FTAs – the challenge now is to make them work effectively.

The major impact of the rapidly evolving set of trade liberalisation proposals – TPP and RCEP in Asia Pacific and TTIP in Europe is anticipated to be in rule-making capacity of the emerging markets. With seven common member countries in TPP and RCEP, there is bound to be transfer of standard in some manner. This transfer of standard is expected to happen in WTO as well.

When the TTIP will finally be concluded, despite current delays, it will revolutionise the structuring of world trade and its rules. Regulatory coherence, making of laws, tariff rate legislation, all will be rationalised and cleared under the TTIP.

Due to their limited membership, the TPP and TTIP cannot replace the WTO as a forum where almost all countries are represented and engaged with. The WTO's significance arises out of both normative and practical requirements. While TPP aims to set up its own system and it eventually will, it is expected to serve only its member countries. The future of an equitable world lies with the WTO.

Trade facilitation agreements are important as they offer opportunities to restructure supply chains, increase access etc. However, these agreements are also very difficult to navigate, as there is a large degree of overlap between them. A large number of ASEAN countries use FTAs for more favourable rates, but businesses are not benefiting to the degree

that policy-makers intended, due to this difficulty of navigation.

### ON LEVERAGING ICT TO LEAPFROG ECONOMIC DEVELOPMENT

In the fourth phase of industrial revolution, technology not only acts as a facilitating tool but also as a monitoring tool which is leading to new forms of economic and social organization and is contributing to the fight against corruption. There is an increasing gap between the nations that use technology more



From L to R: **Claude Smadja**, President, Smadja & Smadja Strategic Advisory, Switzerland; **Toshiyuki Shiga**, Vice Chairman, Co-Chair of Asia/Middle East-Japan Relations Committee, Keizai Doyukai & Vice-Chairman of Nissan Motor Co. Ltd, Japan;



effectively than others. For example countries like Singapore and Korea use technology as a medium to monitor administrative services in cities but in developing countries the broadband access, 4G services and internet facilities are limited only to urban areas.

There's been a lot of discussion in recent years about how a large section of jobs are disappearing because of artificial intelligence and automated systems. However, if you look at the history, technology also helps create jobs.

There is a need to ensure that benefits of technology trickle-down to the deprived sections of the society as a powerful instrument for poverty alleviation; integrate tens of millions of people in national and international economic processes; boosting development; and helping society to function in a more productive manner.

ICT is a critical enabler that plays a role in transparency and efficiency. Financial inclusion, food security, healthcare, education and so on are all priority sectors that the government must focus on. The number of technology enabled transformations is remarkable.

### **ON THE RISKIER GEOPOLITICAL ENVIRONMENT AND ITS IMPACT ON GLOBAL ECONOMY**

The slowdown of the Chinese economy is having a

significant impact on the global economy and it remains to be seen how the government in Beijing will be able to tackle the challenge of sustaining a high enough growth level while sustaining the necessary structural reforms required to go into a new economic model. The low crude oil prices may lead to political and economic instability in countries such as Venezuela, Nigeria, and Russia while the Gulf monarchies are struggling to diversify their economies and reduce their overwhelming dependency on oil revenues.

Serious ongoing economic and political challenges in the European Union such as enduring low growth and high unemployment, the migrants crisis, the terrorist threat, political divergences among members states, and the inability of European political leaders to come up with appropriate solutions to these challenges will continue to affect negatively European prospects and to impact on countries that rely on their economic interaction with the European Union.

With regard to Syrian civil war, Russia has emerged as a major player and is expected to protect the hold of the Assad regime on Syria as long as the regime toes Moscow's line or else even Russia will be tempted to push for regime change.

The US-India relationship has experienced radical transformation in the last 25 years. Political and economic issues are the centrepiece



**S Jaishankar**, Foreign Secretary, Ministry of External Affairs, Government of India; **N K Singh**, Chairman, Steering Committee, The Growth Net Summit; Senior Member, Bharatiya Janata Party (BJP) and Former Member of Parliament, Rajya Sabha, India; **Jamshyd N Godrej**, Chairman of the Board, Godrej & Boyce Manufacturing Company Limited and Chairman, Ananta Centre at the session at the session Diplomacy for higher growth

of this engagement. The relationship is more or less consistent; a change in administration is unlikely to result in any change in policy. The more India asserts its willingness to cope with problems, the more India's voice would be listened to in Washington.

### ON THE IMPACT OF CHINA'S SLOWDOWN ON THE GLOBAL ECONOMY

China has witnessed high growth rate in the last 25 – 40 years with an average rate of 8 to 10%. However, it is important to note that each economic growth model has its limits and Chinese model has reached its saturation point.

While China have a globally scalable economic strategy, they are experiencing a slowdown. Its growth rate is down to 6 per cent and is unlikely to rise above that in next 5 years. This makes China most uncertain driver of change in the world.

At present, the Chinese economy is changing its gears from mass production of goods to manufacturing of high end technological products with increasing investments in research and development.

The restructuring of Chinese economy will have a humongous impact on the steel sector as half of the world's steel is manufactured in China. The collapse of the global steel industry is in many way attributable to China slowdown. Therefore, manufacturing hubs

situated in developing and developed nations will have to reduce their production pace until the Chinese economy reaches its stability point. The nations exporting to China are already feeling the pinch of the reduced demand.

### ON JAPAN'S ENGAGEMENT IN EMERGING MARKETS

Over the last 30 years, the ODA program of Japan has played a very important role in ensuring development and financing major projects in a number of Asian countries.

The rise of labour costs and constant changes of regulations in China have given a fresh thoughts to the industrialists in Japan to turn their attention to other markets. The thrust for Japan's involvement in Africa is driven by the awareness to enrich and empower women in the region. The strategy is to invest in the human capital and educate the local workforce impart skills to enable them build their own industrial base.

Although most of the Japanese corporations have made record profits in recent years, this has not been translated into surge in demand in the country. This missing link has been a major concern for Japan's economy. Nevertheless, 'Abenomics' have played a key role in enabling the youth in seeking employment in corporates. Hopefully, the next generation of Japanese entrepreneurs will be even more engaged

### MISTAKES TO BE AVOIDED:

- Increased wealth gap
- No distribution of growth
- Neglect of Small and Medium Enterprises



From L to R: **Pradeep Mehta**, Secretary General, Consumer Unity & Trust Society (CUTS) International; **Lisa Robins**, Vice Chair of Corporate & Investment Bank, Asia Pacific & Head of Global Transaction Banking, Asia Pacific, Singapore; **Jyotiraditya Scindia**, Member of Parliament, Lok



From L to R: **Harshavardhan Neotia**, Chairman, Ambuja Neotia Group; **Frank Wisner**, International Affairs Advisor, Squire Patton Boggs and former Ambassador of US to India; **Shashi Tharoor**, Member of Parliament, Lok Sabha and Chairman of the Parliamentary Standing Committee on External Affairs; **S K Lambah**, Chairman, Ananta Aspen Centre and Former Special Envoy of the Prime Minister of India; **Yaşar Yakış**, President, Centre for Strategic Communication (STRATİM), Former Minister of Foreign Affairs, Turkey at the session A riskier geopolitical environment and its impact on the global economy

in countries in like India.

The involvement of Japanese corporations (or that of other countries) in emerging markets has become one of their key component of sustainability or even survival strategy. The sustainability of this relationship between these corporations and the recipient countries has to be establishment of a win-win paradigm whether by bringing the type of management that fits the culture of the recipient country or by contribution through productivity improvement.

#### ON US ECONOMY'S IMPACT ON EMERGING MARKETS

The United States, apart from being the largest economy in the world, has been the driving force behind the world economy. In terms of job creation and economic stability, the US economy has emerged stronger since the 2008 economic crisis. However, the rebound in the US economy is not paralleled by the rise of emerging markets. Uncertainty about China's economic growth have raised concerns about vulnerability of emerging



Sabha and former Minister of State for Commerce and Industry, Government of India; **Rita Teotia**, Commerce Secretary, Ministry of Commerce and Industry, Government of India; **Kevin Rudd**, President, Asia Society Policy Institute (ASPI) and Former Prime Minister of Australia; **Bozkurt Aran**, Chairman of GRF Task Force on International Trade; Permanent Representative of Turkey to the WTO (F); Director of Trade Studies, TEPAV; Board Member, Şişecam, Turkey at the session The new geography of trade: what will be the impact of the changing trading blocs for emerging countries?

markets. Apart from India, many emerging economies including Latin American economies have hit the historic bottom which has raised uncertainty in the market about the growth prospects of the emerging and developing economies. Furthermore, US internal politics may also add to the element of uncertainty about the future global economy.

Overall, there would be positive impact on the emerging markets with US consumers having more money to purchase exports from abroad and US exporters having greater resources to invest in emerging economies. The role of the Federal Reserve that has played an important role in stimulating the economy. Federal Reserve Bank has been using unconventional monetary policy “quantitative easing” in which they were purchasing government and other securities on the market in order to lower interest rates and increase the money supply. This was designed to stimulate borrowing and spending in the US but at the same time as expected the lower cost of capital also led portfolio managers to pursue higher rates of growth in emerging markets and higher risk assets.

In addition, extremely low interest rates led borrowers in emerging markets at both corporate and government level to incur significant debt in dollars overseas. From 2009-2014, an enormous



inflow of capital to the magnitude of 5 trillion dollars into emerging markets which really helped boost the growth rates in those markets to well above the advanced economies. It has created some risks for US economy and emerging markets.

The Interconnected financial markets along with US political process do add a degree of uncertainty and potential volatility in terms of the impact of the United States on growth in emerging markets and elsewhere in the years ahead.



From L to R: **Richard W. X. Hu**, Professor, Department of Politics and Public Administration, The University of Hong Kong; **Gopinath Pillai**, Ambassador-at-Large, Special Envoy to Andhra Pradesh and Chairman, Institute of South Asian Studies (ISAS), Singapore; **Claude Smadja**, President, Smadja & Smadja Strategic Advisory, Switzerland and **B J Panda**, Member of Parliament, Lok Sabha

## IN CONVERSATION WITH ...

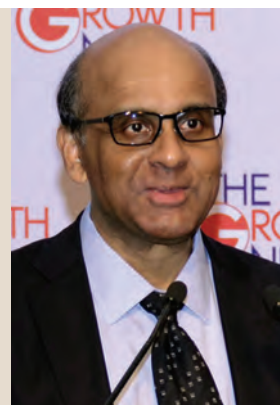


“The low oil price is the silver-lining for the Indian economy. This has helped us maintain basic macroeconomic parameters. Fiscal and current account deficits are at reasonable levels, inflation is broadly under control, interest rates are moving in the right direction, foreign exchange reserves are high... several factors are contributing to India’s growth. The Centre remains committed towards creating a favourable environment for a better investment climate in every corner of India.”

—**ARUN JAITLEY**, Minister of Finance, Government of India

“India is under-performing its productivity potential. If we look at what Korea or China did at an equivalent stage, they had much faster productivity growth... However, India is moving in the right direction and doing a lot of things right. It has tremendous potential to achieve things that really matter... I have full faith in India’s resilience.”

—**THARMAN SHANMUGARATNAM**, Deputy Prime Minister of Singapore



“We have a huge potential to create demand in different parts of the country. To address the gap, the right policy is needed. If we don't have the right policy it will not work. Getting proper investor interest into policy is key for the success of the policy itself. We are exploring how to get more and more private interest in infrastructure development.”

—**SURESH PRABHU**, Minister of Railways, Government of India

## IN CONVERSATION WITH ...

“India presents a trillion dollar opportunity over the next 15 years in the energy space alone. When we look at the world as a whole and advancements in technology, we could actually look at re-energising higher growth, not only in emerging markets, but also in the developed world.”

—**PIYUSH GOYAL**, Minister of State for Power, Coal and New & Renewable Energy, Government of India

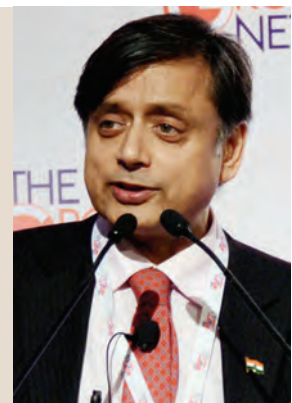


“The core belief of the government is to eradicate poverty and hunger. But at the same time we need to be pro-market, because if the market doesn't flourish, we would not be able to create jobs. Hence we need to be massively pro-poor and pro-market at the same time to move in the right direction.”

—**JAYANT SINHA**, Minister of State for Finance, Government of India

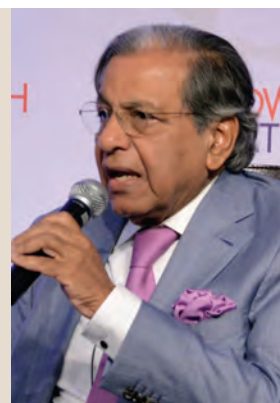
“A series of disruptions in the Westphalian idea of sovereign states poses the biggest challenge to the international system. We are witnessing the beginning of a new era. Threats emanating from non-state actors, disruptive technologies, interconnectedness and globalization of the world are different facets of the same shared reality.”

—**SHASHI THAROOR**, Member of Parliament, Lok Sabha and Chairman of the Parliamentary Standing Committee on External Affairs



“There may not be a fixed paradigm about what constitutes big bang reforms. It is the incremental reforms that alter the macroeconomic picture... The aggregation of the important incremental reforms is what really constitute big bang reforms.”

—**N.K. SINGH**, Chairman, Steering Committee, The Growth Net; Senior Member, Bharatiya Janata Party (BJP) & Former Member of Parliament, Rajya Sabha, India



“The Japanese way is not to send hundreds or thousands of workers from Japan to African countries, but to encourage the local workforce to get engaged as much as possible in building their own infrastructure, thereby giving a sense of ownership to their local communities.”

—**TOMOHIKO TANIGUCHI**, Special Advisor to the Cabinet of PM Shinzo Abe, Japan

“While mega regional (trade blocks) are extremely significant and are going to strongly influence the agenda of global trade in the foreseeable future, it is still the WTO where we have to engage and devise global trade policy.”

—**RITA TEAOTIA**, Commerce Secretary, Ministry of Commerce & Industry, Government of India



“Technology along with open markets and free trade holds crucial ground in the future and will provide solutions to the problems faced by the growing economies worldwide.”

—**TOSHIYUKI SHIGA**, Vice Chairman, Co-Chair of Asia/Middle East-Japan Relations Committee, Keizai Doyukai & Vice-Chairman of Nissan Motor Co. Ltd, Japan



“Make in India has to be a Make in India for the world. We need pro-active state governments to implement projects like Make in India. The government has to create a policy to unleash its market potential. Expanding exports and a confident embrace of trade liberalization must form the core principles of Make in India.”

—**STEPHEN E BIEGUN**, Vice President, International Governmental Affairs, Ford Motor Company, USA

“India and China are rocket boosters of growth for the next 20 years, given that the governments act as growth drivers rather than barriers.”

—**SHANE TEDJARATI**, President, Global High Growth Regions, Honeywell



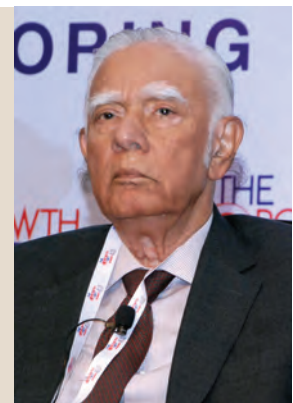
“A new risk arises everyday while the old ones spill over and pose a threat to nations across the world... We need to build resilience to global risks.”

—**HARSHAVARDHAN NEOTIA**, Chairman, Ambuja Neotia Group



“China has committed to invest a very large amount of money on various projects, like the One Belt One Road. When the Chinese President visited Pakistan, he mentioned investments of over \$40 billion in Pakistan... several large commitments that China has made which it cannot take through... many of the countries whose expectations have been raised to absorb these projects and benefit from them – they will have a problem.”

—**GOPINATH PILLAI**, Ambassador-at-Large, Special Envoy to Andhra Pradesh and Chairman, Institute of South Asian Studies (ISAS), Singapore





## IN CONVERSATION WITH ...



“The political will underpinning WTO’s negotiations through the Doha Round is evaporating. The number of protectionist measures are rising... the larger picture is that global free trade sentiment is evaporating and global protectionist sentiment rising.”

— **KEVIN RUDD**, President, Asia Society Policy Institute (ASPI) &  
Former Prime Minister of Australia

“The emerging global economic scenario has raised concerns about the fragile global recovery. With falling oil prices and volatility in large economies like the US, EU and China, growth forecasts have become muted. In the face of worries about a global slowdown we need sound policy responses. The Growth Net summit brings together practitioners and experts to find solutions for some of the most pressing issues confronting us today.”

— **JAMSHYD N GODREJ**, Chairman of the Board, Godrej & Boyce Manufacturing Company Limited & Chairman, Ananta Centre, India



“The reason for the slowdown of the Chinese economy is because on the one hand the traditional economy is declining, while on the other the new economy is rising up. But the critical mass of the rise of the new and the decline of the old has not yet equalised. Hence the present crisis, hence the present transition. It means that in the last 25 years China was a competitor in a number of sectors, while other high-tech/new economy sectors were untouched/quasi untouched by Chinese competition.”

— **CLAUDE SMADJA**, Founder & President, Smadja & Smadja, Switzerland

## IN CONVERSATION WITH ...

“Our main focus is to make domestic demand more robust, by not merely cash transfers, but by investing in infrastructure, irrigation and productive assets... Also, to have a low cost economy, we need to reduce our transaction costs, and therefore the emphasis is on the ease of doing business.”

—**SHAKTIKANTA DAS**, Secretary, Department of Economic Affairs, Ministry of Finance, Government of India



“If you look at our neighbours and ask them today, what is it that you want? Each one of our neighbours would like India to invest in projects like infrastructure, and collaborate in other areas... Some geo-political volatility arises from the economic situation, particularly in many developed economies, and there is a tendency of political populism to exploit that.”

—**S JAISHANKAR**, Foreign Secretary, Ministry of External Affairs, Government of India



“China has had a high growth rate in the last 25-40 years, at an average rate of 8 to 10 percent. Each economic growth model has its limit, and Chinese model has reached its limit.”

—**RICHARD W. X. HU**, Professor, Department of Politics & Public Administration, The University of Hong Kong



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