FICCI

Employer Led

# Models of Job Creation

FICCI Skill Development Committee - Working Group Initiative





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FOREWORD



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The future outlook seems to be fascinating yet complex for one of the fastest growing economies and home to the world's youngest population by 2022.Today, 65% of India's population is in the working age group, this demographic dividend would be realised only if the youngsters possess "new-age" skills and become globally competitive.

At present, India is clearly at an important crossroads in terms of sector-specific distribution of employment. A large number of people engaged in agricultural work need to move out of the sector, for the sake of productivity, as too many people are engaged in a sector which is not substantially contributing towards the country's GDP. But the moot question is whether manufacturing and services sectors are ready to create large number of job opportunities! Increasing advanced technologies have further ensured less labour absorption even in labour intensive sectors.

In the changed scenario, new innovative models of employment are emerging. Even old organizations are using new-age innovation to match up the modern needs. India currently has more than 26,000 startups which have and these startups have created a market capitalisation of $95 Bn based upon all the funding that has come in. Policies to build employability and promote mobility are thus conducive to higher productivity and efficient matches between skills and opportunities. Innovations and technologies are contributing to economic growth and employment, but a more integrated approach to skill development can further help the country to make structural adjustments and achieve gainful employment and productivity objectives.

After last year's primer on the subject - Employer led models of job creation - this year FICCI Skill Development Committee with its detailed report aims to catalyse and recognize people or organizations which have created substantial employment opportunities. This report also highlights new skill sets needed in select sectors and models. FICCI would like to thank the working group Chair Ms Veena Swarup, Former Director HR, EIL and other members of the group for their contribution in developing this report. We at FICCI aim to take this initiative further and work on subjects pertaining to employment & livelihood generation and also highlight integrated models of skills, productivity and economic growth.

# MESSAGE FROM
# WORKING GROUP CHAIR



**Ms Veena Swarup**
Chairperson Taskforce &
Former Director
HR, Engineers India Ltd.

Industry is at large a People's Business. Productive and Sustainable Job creation is the path to inclusive growth of an economy, especially in these times of fast changing technology. There is an urgent need to redesign Organizations in the wake of disruptive technology which in many cases is threatening human intervention. One of the biggest challenges in this scenario is job creation, especially since India is rich in demographic dividend, with 65% of its youth in the working age group.

A preliminary study of the employer led models for job creation, was done by a working group, of the skill development committee of FICCI in 2017, when a Primer document was released. To take this initiative further, the Skill Development Committee constituted a task force with members from diverse fields of industry and agencies that are a part of the skill development ecosystem. Several rounds of discussion were held, besides secondary research and interaction with stakeholders and Employer Organizations, to capture and validate the cases and perspectives.

This Report on 'Employer led models for job creation' brings together insights into models from sectors such as Manufacturing, Agriculture, Social and Services, wherein the not so frequently referred to industries/companies have been reflected upon (*larger public and private sector organizations are commonly under reference*). Also, some out of the box models, very uniquely conceptualized, have been captured under the category, 'one of its kind ' which could be replicated. Recommendations bring out the urgent actions required to be taken by Government, Industry, Academia, Skilling Agencies and the ecosystem at large to facilitate job creation. We hope that this report would serve as a reference point for the youth, the job seekers, the academia, Industry and the Government.

I would like to thank FICCI for giving me this opportunity of chairing the Taskforce on this very crucial subject. My compliments to Mr Mohan Das Pai, Chairman, FICCI Skill Development Committee; Chairman, Manipal Global Education Services and Co-Chairs, Mr Rashmikant Joshi, MD Festo India and Mr Bijay Sahoo, President HR, Reliance Industries, for taking on this very relevant area for a study. My special thanks to Mr Dilip Chenoy, Secretary General, FICCI and Ms Shobha Mishra Ghosh, Asst. Secretary General FICCI for their support. My thanks to each member of the task force for their contribution. Special thanks to Mr Veerappan former VP Excelus learning solution for his dedication. My appreciation for the tireless efforts put in by Mr Shiv Shukla Senior Asst. Director, FICCI, through the study and for bringing this Report to final shape and Ms Upasana Maurya, Research Associate, FICCI for her efforts towards coordination and research.

# LIST OF ABBREVIATIONS

| | |
|---|---|
| **CAGR** | Compounded Annual Growth Rate |
| **GVA** | Gross Value Added |
| **NBFC** | Non-banking Financial Company |
| **STEP** | Support to Training and Employment Programme for Women |
| **BIRAC** | Biotechnology Industry Research Assistance Council |
| **TREAD** | Trade related Entrepreneurship Assistance and Development |
| **NSQF** | National Skills Qualification Framework |
| **NSDC** | National Skill Development Corporation of India |
| **SSC** | Sector Skill Council |
| **NASP** | National Apprenticeship Promotion Scheme |
| **PRASAD** | Pilgrimage Rejuvenation and Spiritual Augmentation Drive |
| **CSP** | Customer Service Points |
| **MSME** | Micro, Small and Medium Enterprises |
| **CRISP** | Centre for Research and Industrial Staff Performance |
| **ACMA** | Automotive Component Manufacturers Association |
| **LED** | Light Emitting Diode |
| **URMUL** | Uttari Rajasthan Cooperative Milk Union Ltd. |
| **PMFBY** | Pradhan Mantri Fasal Bima Yojna |
| **SAMPADA** | Scheme for Agro- Marine Processing and Development of Agro- Processing Clusters |
| **CMRC** | Chicago Manufacturing Renaissance Council |



# INTRODUCTION

The year 2017 was marked by a number of key structural initiatives in India to build strength across macro-economic parameters for sustainable growth in the future. India's GDP grew 7.2% in the third quarter of 2017-18, surpassing expectations and wresting back the mantle of fastest growing economy from China on the back of a rebound in industrial activity, especially manufacturing and construction and an expansion in agriculture sector. The acceleration of structural reforms, the move towards a rule-based policy framework and low commodity prices have provided a strong growth impetus. Recent deregulation measures and efforts to improve the ease of doing business have also boosted foreign investments.[1]

However, India's job landscape is in transition with a slowdown in employment in core sectors and the concurrent emergence of new engines of job creation. Increased infrastructure and construction sector activity driven by the Government spending, new self-employment models and emerging technology aggregator models etc. are transforming the job landscape in the country. It is also important to highlight that the world is witnessing the adoption of technologies like IoT, Big data, Cloud computing, Robotics, Automation, etc. Due to the ongoing changes in technological advancements too, there would be changes in job landscape in the country. *As per the FICCI, NASSCOM & EY report on "Future of Jobs", approximately 9% of workforce would be deployed in new jobs that do not exist today, 37% would be engaged in jobs that have radically changed skill sets and 54% will fall under unchanged job category.* In the given context the two key factors that challenge the nation today are the 17 million new entrants into the workforce year on year against the 5.5 million jobs created; and the speed and scale at which the disruptions are occurring and will continue at the same or faster pace, redefining "man-machine" partnership.

India is undergoing a series of societal changes, including the expanding role of women, increased individualism, shifting roles within families, and rising national pride. These shifts have the potential to fundamentally alter how Indian consumers spend. Dealing with the changes may require companies to fundamentally rethink their business models, including product offerings, consumer engagement, and marketing. In terms of spending, the two top consumer categories—elite and affluent—will become the largest combined segment by 2025, accounting for 40% of consumption compared with 27% in 2016. Within this segment, the urban elite and affluent are fueling most of the growth. By 2025, wealthy urbanites will be responsible for one-third of total consumption. The share of the next billion and strugglers will shrink from 49% in 2016 to 36% in 2025.

Over the next few years, many other factors such as the levels of FDI flow, increase/decrease in overseas job opportunities for the Indian labour force, demand resulting from environmental sustainability and rising middle class and their expenditure patterns would be some of the other key determinants of employment generation. In the recent years, there is a visible shift towards urbanization in India, which is fuelled by a rise in spending by nearly 14% a year. The evolving spending pattern is leading to growing demand of certain products and services. The emerging cities could witness the highest growth in the number of elite and affluent households through 2025, which may lead to growth of new businesses and business models. All such activities will have impact on employment or livelihood generation.

## Growing middle class seeks new value propositions

| India's population distribution (millions) | | | 1.19bn | | 1.36bn | |
|---|---|---|---|---|---|---|
| Household income/ year (INR) | | $*/ day per capita | 2010 | CAGR (%) | 2021 projection | (%) |
| > 8,50,000 | Upper middle | > 10 USD | 80 | 9.7% | 190 | 14 |
| 3,00,000 - 8,50,000 | Middle | 5 - 10 USD | 170 | 6.3% | 300 | 23 |
| 1,50,000 - 3,00,000 | Emerging middle | 1.7 - 5 USD | 470 | 1.9% | 570 | 42 |
| < 1,50,000 | Marginal | < 1.7 USD | 460 | -4.6% | 290 | 21 |

In the given scenario, employment generation is a mammoth task before the country and all the key stakeholders are reinforcing to create livelihood/ employment opportunities and most importantly focus on the self-employment model for the sustainable economic development of the country. The government has taken cognizance of the need to focus on labour intensive sectors, and to boost entrepreneurship, and we have seen a host of positive measures being taken up to encourage start-ups and small enterprises. However, an important aspect that is critical to, accelerate this trend relates to the societal outlook. Unless we, as a society, start appreciating failures as integral to entrepreneurship, we will not succeed in promoting the army of entrepreneurs that we need. It is also extremely important to identify, recognize and promote business models that have the potential to create employment or livelihood opportunities. It can also help in replicating such models in other parts of the country through creating adequate infrastructure, building sustainable market linkages and developing robust regional skill development ecosystem.

In this context, we are looking at three possible scenarios:

### Scenario - 1:

Focus on investment in education, health and social sectors related to development of human capital. With public spending on these sectors, India's GDP could see a 6.6% compound annual growth rate (CAGR) between 2014 and 2034.[2]

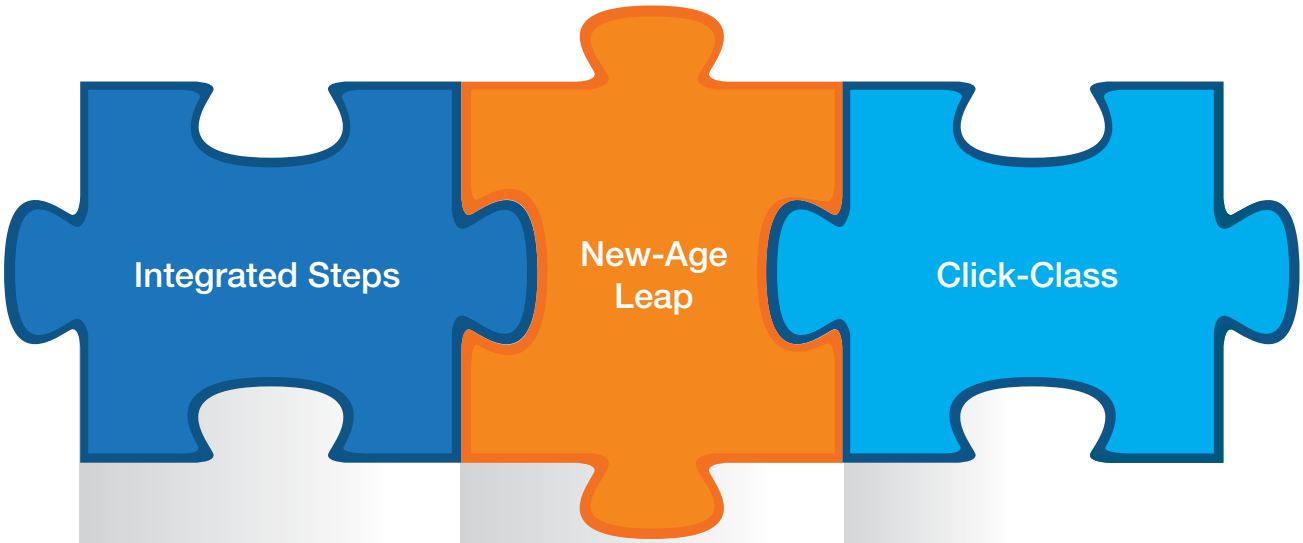
### Scenario - 2:

Focus on adequate investment in Infrastructure development, adoption of new age technologies, reskilling and upskilling activities that will drive India towards a $10 trillion economy by 2030-35, which will enhance economic activities that could create substantial number of jobs.[3]

### Scenario - 3:

First two scenarios are pre requisites for development of the economy, however, in scenario 3 we focus on economically viable, employment-oriented business models/ innovations, which may be highlighted and their scalability may be explored in states with similar needs. A combination of these models/ innovations can be simultaneously launched in all parts of the country (using online tools) creating substantial employment and livelihood opportunity.

## Steps towards scaling up the existing models of employment generation (Scenario - 3)




| Integrated Steps | New-Age Leap | Click-Class |
|---|---|---|
| Using conservative and traditional models yet integrating modern means to accelerate pace of employment generation | Adopting the approaches and new-age technologies that may have the potential to scale up the existing business models | New-age online models (e-commerce) redefining services sector to engage with end users to create a robust ecosystem of demand-supply |
| Identify existing models and methods- reskill and up skill workforce on modern tools to develop globally marketable products | Identify and integrate most empowering technologies for Indian context, which can have multiplier effect on scaling up existing models | With more than 500 million Internet users, it could be a game changer to develop sustained demand- supply mechanism and hence create opportunities |





# CONTEXT & BACKGROUND

- A changing global economic environment, structural changes to the Indian economy and digital transformations have the potential to greatly exacerbate the employment challenge. At the same time, a major opportunity for India stems from its existing economic structure that is dominated by the informal sector and unique models of employment generation. There is an opportunity to drive growth from the informal sector, while simultaneously creating stronger linkages between the state and individuals through new, digitally-enabled social protection mechanisms. This opportunity will be accompanied by a number of business/ employment creation models, which can be further scaled up in various geographies across India. The immense possibility of this undertaking is compounded by the growing entreprenurial ecosystem and imperatives of digital infrastructure. The interplay of all these forces has the potential to drive the employment landscape of India.
- FICCI published a primer- *The Employer Led Models of Job Creation* in 2017 to identify and recognize the various models, which have the scope of creating large number of employment and livelihood opportunities. To take this initiative forward, FICCI Skill Development Committee constituted a task force in 2018 for an in-depth study of job creation models across select sectors are expected to generate maximum number of employment opportunities. Key objective of this study is to highlight models which are unique, adaptable and scalable. This report can be a reference point for the government, academia and skilling agencies to work towards creating a cohesive ecosystem. It will also be of interest for job seekers and budding entrepreneurs. The report has covered more than 70 Indian and International models that could potentially be replicated in the other parts of the country and directly, or indirectly, can create employment/ livelihood opportunities.
- The services sector in India is not only a dominant sector with respect to its GDP, but has also attracted significant foreign investment flows, contributed to exports as well as provided large-scale employment. This sector covers a wide variety of activities such as trade, hospitality, transport, storage, communication, financing, insurance, real estate, business services, community, social and personal services, and services associated with construction. The sector is estimated to contribute around 54 % of India's Gross Value Added in 2017-18 and have employed 28.6 % of the total population. Net Services exports from India grew 14.98 % year-on-year to US$ 77,562.89 million in 2017-18.[4]
- At the manufacturing front, the Gross Value Added (GVA) at basic current prices from the manufacturing sector in India grew at a CAGR of 4.34 % during FY 17-18 as per the second advance estimates of annual national income published by the Government of India.Under the *Make in India* initiative, the Government aims to increase the share of the manufacturing sector to the GDP to 25 % by 2022, from 16 %, and to create 100 million new jobs by 2022. With the help of enabling business environment, India is on the path of becoming the hub for hi-tech manufacturing as global giants such as GE, Siemens, Samsung, Toshiba, and Boeing have either set up or are in process of setting up manufacturing plants in India. With the new impetus on developing industrial corridors and smart cities, the government is boosting the investements and employment scenario. The corridors would further assist in integrating, monitoring and developing a conducive environment for the industrial development and will promote advance practices in manufacturing.
- The new emerging sectors like the e-commerce and aggregators are on a growth trajectory and are projected to cross USD 103 billion by 2020 at an impressive CAGR of 41%. The major segment is e-tail, which forms the fastest growing segment, and is also expected to account for 67% (USD 68.8 billion) of the total e-commerce market. The ongoing expansion and robust outlook have led to a progress story, which will positively impact the entire e-commerce ecosystem.[5] Apart from the direct employment contribution that has been made by the e-tail players, what is noteworthy is the indirect/ adjacent employment generated in the allied industries like logistics, warehousing, IT/ ITeS, sellers and SMEs, and other support industries (like payment solutions, marketers, and advertisers).
- With all the ongoing structural transformation in Indian employment outlook, it is extremely important to understand that the country has a highly segmented labour market. One can still discern at least two demographic groups that are in urgent need of gainful employment: a growing number of better educated youth *(semi-skilled & skilled)* and uneducated agricultural workers *(unskilled & semi-skilled)* who wish to leave agricultural distress behind.




- Global corporations view India as one of the key markets from where future growth is likely to emerge. The above picture depicts the growth indicators. The growth in India's consumer market would be primarily driven by a favourable population composition, increasing disposable incomes and large penetration towards technologies like smart phones. But in between the brighter side, employment perspective is now at the forefront of the development agenda as a transversal theme. All the key stakeholders are working towards effective alignment of employment, skills and economic development policies to create a facilitating environment for activities related to employment generation.

## Approach for the Study

FICCI Skill Development Taskforce, under the leadership of Ms Veena Swarup, Chairperson Taskforce & Former Director, HR, EIL and active participation of Taskforce members from varied fields and expertise, researched on various economic indicators, future trends and models of employment generation led by employers themselves. The approach was to collate and analyze all the relevant information available through secondary research. Efforts were also made to reach out to various stakeholders to get first-hand information on various models. The secondary research included perusal of government reports, industry reports, multilateral agencies reports, relevant articles and subject matter experts' points of view to enable in developing this report. The discussions were also held with representatives of employer organizations/ bodies. The inputs from primary sources further helped the team to also draw a qualitative picture of some of the select models of employment generation.

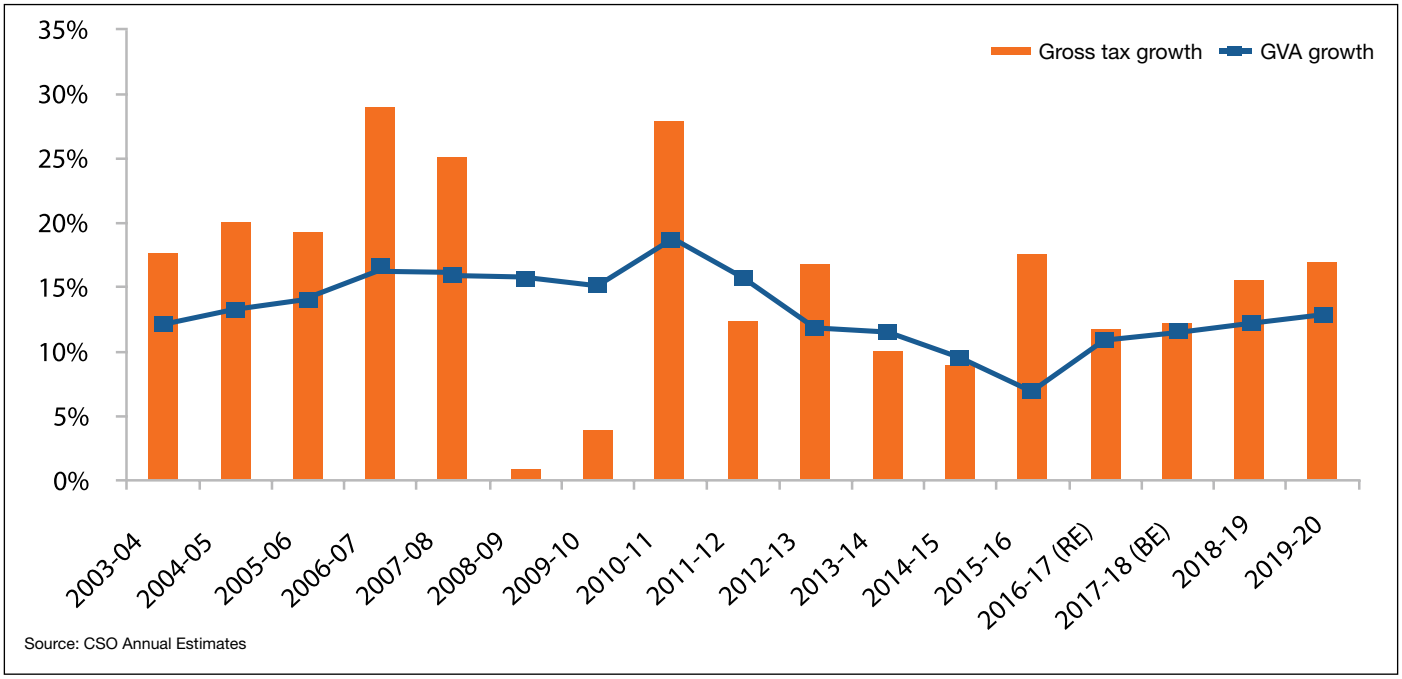


# INDIAN ECONOMY:
## OUTLOOK AND KEY GROWTH ENABLERS

## ECONOMY SNAPSHOT

- The growth rate of GDP at constant 2011-12 prices increased from 5.6% in 2012-13 to 7.9% in 2015-16. On the similar lines, the growth rate of the Gross Value Added (GVA) at constant 2011-12 basic process increased from 5.4% in 2012-13 to 7.8% in 2015-16. The annual GVA growth rates during first three quarters of 2016-17 have been 6.9%, 6.7% and 6.6% respectively.[6]
- The Direct Tax (corporate tax and personal income tax) to GDP ratio has been experiencing substantial growth due to structured reforms. The forecasted direct tax to GDP ratio is 5.8%, 6.0% and 6.3% in 2017-18, 2018-19 and 2019-20 respectively.

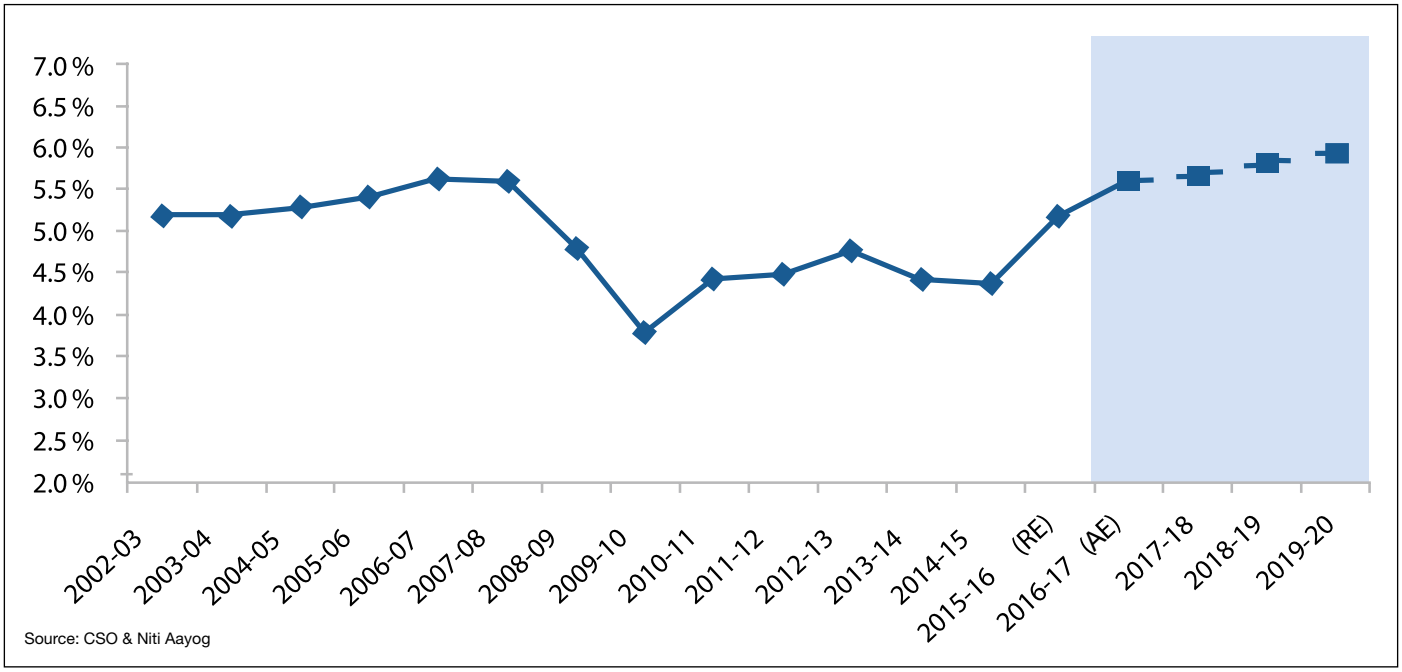
**Growth in Gross Tax Revenues and Nominal GVA (2003-04 to 2019-20)**




Source: CSO Annual Estimates

- As a result of GST implementation, indirect tax to GDP ratio may rise progressively to 5.7%, 5.8% and 5.9% in 2017-18, 2018-19 and 2019-20 respectively.

**Indirect Tax to GDP Ratio (% Change from 2002-03 to 2019-20)**




Source: CSO & Niti Aayog

## GROWTH ENABLERS DRIVING INDIAN ECONOMY:

### Digital Connectivity:

The Government launched Digital India Program in the year 2015. The focus areas include building broadband highways, providing universal access to mobile connectivity, a public internet program, electronic service delivery, electronic repository of information and technology for skill development, etc. The Government has already commenced a large-scale initiative called BharatNet to create a high - speed digital highway for providing 100 mbps connectivity to all 2.5 lacs Gram Panchayat using optical fiber. Further, Digital India can be described as under:

| Digital infrastructure as a utility to every citizen | Governance and services on demand | Digital empowerment of citizens |
|---|---|---|
| • High - speed internet<br>• Mobile phone and bank account<br>• Access to a common service centre<br>• Private space on cloud<br>• Secure cyberspace | • Integrated services<br>• Availability of services on mobile platform<br>• Portable citizen entitlements on cloud<br>• Geospatial information systems as decision support system | • Digital literacy<br>• Digital resources<br>• Digital resources and services in Indian languages<br>• Collaborative digital platform<br>• No physical submission of documents |

### Connectivity and Infrastructure Boost:

Government has announced some key projects like Bharatmala Project that seeks to develop 84,000 kilometres of roads by 2022, the Smart Cities project and the Housing for All programme by 2022, to boost the connectivity and infrastructure. India has a requirement of investment worth Rs 50 trillion (US$ 777.73 billion) in infrastructure by 2022 to have sustainable development in the country. Sectors like power transmission, roads & highways and renewable energy will drive the investments in the coming years. In Shipping & Ports, the country currently has 12 major and 205 non-major ports located across about 7,500 kms of coast. The proposed Coastal Economic Zone will improve the coastal areas for better connectivity and utilisation.[7]

### Pradhan Mantri Rojgar Protsahan Yojna:

It is being implemented by the Ministry of Labour & Employment with the objective of promoting employment generation. Under the scheme, Government of India will pay the Employees Pension Scheme (EPS) contribution of 8.33% for all new employees enrolling in EPFO for the first three years of their employment. The scheme is applicable to those having earnings up to INR 15,000 per month. A budget provision of INR 1000 crore for the Year 2016- 17 for this scheme has been already made.

### Startup India:

Since its launch in January 2016, the initiative has successfully given a head start to numerous aspiring entrepreneurs. More importantly, a 'Fund of Funds' has been created to help startups gain access to funding. The government has already provided to the corpus INR 500 crore in 2015-16 and INR 600 crore in 2016-17 and further provisions are likely to be made as grant assistance through gross budgetary support.

### Make in India:

Significant achievements have been made in the sectors like Aerospace & Defence, Aviation, Biotechnology, and Chemicals & Petro-chemicals etc. The total Foreign Direct Investment (FDI) inflow was USD 160.79 billion between April 2014 and March 2017 – representing 33% of the cumulative FDI in India since April 2000.[8]

### Pradhan Mantri MUDRA Yojana (PMMY):

Micro Units Development and Refinance Agency Ltd. [MUDRA] is an NBFC supporting development of micro enterprise sector in the country. MUDRA provides refinance support to Banks / MFIs for lending to micro units having loan requirement up to INR 10 lacs. Union Budget 2018 allocated INR 3 lacs crore for MUDRA, a nearly 20% rise from the budgetary allocation of 2017.

### Atal Innovation Mission (AIM):

In order to foster curiosity, creativity and imagination right at the school level, Government has launched AIM programme across India. AIMs are workspaces where students can work with tools and equipment to gain hands-on training in the concepts of STEM (Science, Technology, Engineering and Math). Atal Incubation Centres (AICs) is another programme of AIM created to build innovative start-up businesses as scalable and sustainable enterprises.

### Support to Training and Employment Programme for Women (STEP):

STEP was launched by the Government of India's Ministry of Women and Child Development to train women with no access to formal skill training facilities, especially in rural India. The programme imparts skills in several sectors such as agriculture, horticulture, food processing and handlooms.

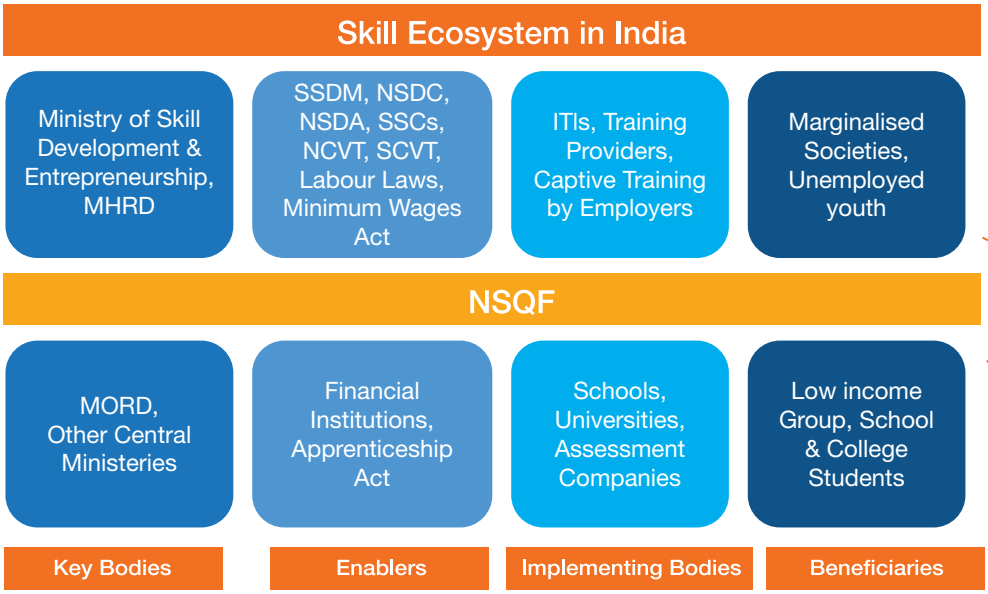
### Biotechnology Industry Research Assistance Council (BIRAC):

BIRAC is a not-for-profit Public Sector Enterprise, set up by Department of Biotechnology to strengthen and empower emerging biotechnology enterprises. It aims to embed strategic research and innovation in all biotech enterprises, and bridge the existing gaps between industry and academia.

### Trade related Entrepreneurship Assistance and Development (TREAD):

To address the critical issues of access to credit among India's underprivileged women, the TREAD programme enables credit availability to interested women through non-governmental organizations (NGOs). As such, women can receive support of registered NGOs in both accessing loan facilities, and receiving counselling and training opportunities to kick-start proposed enterprises, in order to provide pathways for women to take up non-farm activities.

# SKILL DEVELOPMENT ECOSYSTEM AND INITIATIVES:






# KEY ENABLERS

## NSDC

The National Skill Development Corporation India (NSDC) is a public private partnership organisation under the Ministry of Skill Development and Entrepreneurship. Its main aim is to provide viability gap funding to private sector in order to scale up training capacity. NSDC has 130 plus approved training projects across sectors, which are monitored on their financial, placements and social targets. This becomes important in sectors where financial viability of sustainable scaled-up training infrastructure becomes challenging due to intrinsic nature of workforce and appeal related issues.

**Roles**




## Sector Skill Councils

With a mandate to have fair representation of employers in terms of sub sectors, size and geography, SSCs are expected to ensure wider participation of employers and other stakeholders. One of the key deliverables of SSCs is to develop National Occupational Standards (NOSs) apart from empanelment of training partners and qualified assessment providers. With availability of trainers being a major challenge in scaling up the capacity, SSCs are also expected to play a crucial role in getting right industry support to facilitate training of trainers for their respective sectors.

## SSCs in India




Source: NSDC India

## State Skills Development Missions

Setting up of State Skill Development Mission (SSDM) at each state has been mandated to integrate and bring the required synergy among multiple state-run schemes. The body acts as a nodal agency to bring institutional mechanism to work along with NSDC, SSCs, training partners and other stakeholders apart from different ministries. SSDMs have a mandate to drive ground level implementation and achieve economies of scale, SSDMs are also expected to lead mobilization campaigns, awareness about skilling, engaging with private sectors and employers and focus on optimum capacity creation for state specific requirements.

## National Council for Vocational Training (NCVT), State Council for Vocational Training (SCVT) and Quality Council of India (QCI)

Established under Ministry of Labour and Employment with a view to ensure and maintain uniformity in the standards of training all over the country, the National Council for Vocational Training was set up in the year 1956. This certifying body conducts All India Trade Tests for those who complete training in ITIs and awards National Trade Certificates to successful candidates. The Council has representation from central and state government departments, employers' and workers' organisations, professional and learned bodies, All India Council for Technical Education, scheduled castes and scheduled tribes, All India Women's Organisation, among others. The State Council for Vocational Training at the state levels and the sub committees have been established to assist the National Council. QCI promotes the establishment of quality improvement and benchmarking.

## National Apprenticeship Promotion Scheme (NAPS)

The Government of India had also launched the NAPS in August 2016, to promote the apprenticeship programme in India by introducing a package of financial incentive to establishments engaging in apprenticeship. This package is specially intended to support and promote apprenticeship in the MSME segment for enhancing its productivity and competitiveness as well capacity building.

**The financial benefit has two components:**

- Reimbursement of 25% of prescribed stipend, subject to a maximum of INR 1,500 per month per apprentice
- Reimbursement for cost of basic training, up to INR 7,500 for a maximum period of 3 months/ 500 hours

Apprenticeship has been recognized as one of the most efficient ways to develop skilled manpower by utilizing the infrastructure and training facilities available in the establishments. This is because, apprenticeship training not only provides an optimum balance between theory [classroom training] and hands-on experience; it updates the apprentice's skills and knowledge of various workplace related codes, safety rules and regulations, procedures, proper use of tools, troubleshooting, team work and communication skills.

The apprenticeship programme in India formally started with the promulgation of the Apprentices Act 1961. However, even after more than 5 decades since then, we still have a long way to go in adopting apprenticeship as an effective method for skilling as compared to other developed countries. Till now, the annual apprenticeship engagement has been about 4 lakhs per annum. Hence an effective apprenticeship programme is very significant for India as a tool for development of quality manpower for the industry and as an effective means for enabling livelihood for the youth.

Keeping this in mind the Government of India has brought about comprehensive reforms in the Apprenticeship Act in 2014 & the Apprenticeship Rules in 2015 to make apprenticeship more industry friendly. Some of key reforms include:

- Removal of prescriptive, quota-based apprenticeship norms and the introduction of a flexible need-based band of 2.5% to 10% of total manpower
- Introduction of Optional Trades under the apprenticeship programme, which shall be designed by industry. This will train the youth to become industry ready with workplace relevant competencies and meet its requirements for a skilled workforce.
- Bringing the service industry under the apprenticeship umbrella
- Besides ITIs, linking short term trainings to the apprenticeship programme

The Apprenticeship scheme is now anchored in the Ministry of Skill Development and Entrepreneurship (MSDE) at the national level. As per guidelines issued by MSDE on 20th/ 22nd February 2018 and 16th May 2018, a new implementation structure has been put in place for administering apprenticeship in India. Under this structure, the Directorate General of Training (DGT) will continue to be responsible for apprenticeship training in Designated Trades and the National Skill Development Corporation (NSDC) has been made responsible for apprenticeship training in Optional Trades. While the DGT will be supported by the RDATs for the implementation of the programme for the Designated Trades, the NSDC is to be supported by Sector Skill Councils (SSC) and Industry Chambers in case of Optional Trades.







# EMPLOYMENT OUTLOOK:
## SECTORS OVERVIEW AND SELECT MODELS

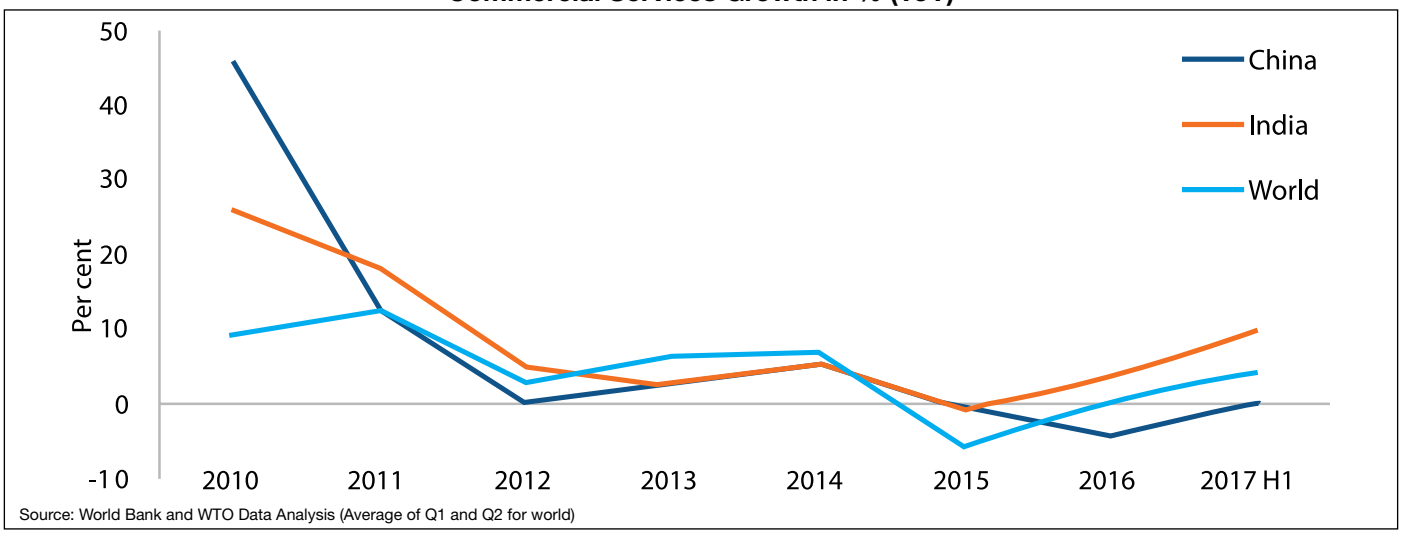
# SERVICES

## Services Sector Outlook

Growth in Emerging Asia – Southeast Asia, China and India – is projected to continue at a steady pace in 2017-18 relative to 2016. Over 2018-22, Asian continent is expected to grow by an average 6.3% per year on the assumption that trade momentum holds and domestic reforms continue.[9] Over recent decades, digitalisation has transformed the service sector of world economy into a more integrated, complex and dynamic system. Emerging Asian economies have also been actively participating in this new wave of change. Service delivery of public welfare schemes have seen a major boost because of rapid adoption of technologies.

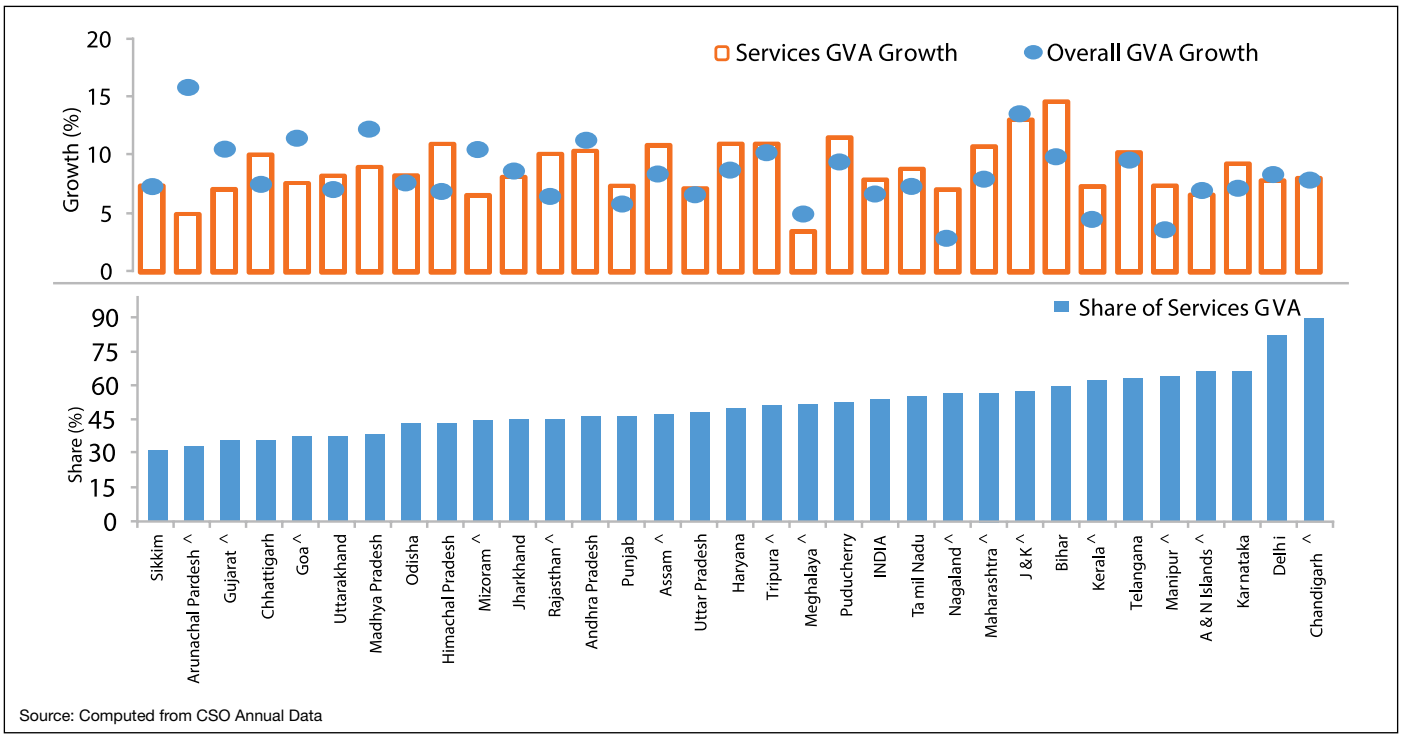
The services sector with a share of 55 % in India's gross value added continued to be the key driver of India's economic growth contributing almost 72 % of gross value added growth in 2017-18. While the growth of this sector in 2017-18 is expected to be at 8.3 %, the growth in services exports and net services were robust at 16 % and 14.6 % respectively in first half of 2017-18. Net Services exports from India grew 14.98 % year-on-year to US$ 77,562 million in 2017-18.

**Commercial Services Growth in % (YoY)**




Source: World Bank and WTO Data Analysis (Average of Q1 and Q2 for world)

**Shares and Growth of Services in States (2016-17)**




Source: Computed from CSO Annual Data

## Key Sectors and Growth Opportunities

### Logistics

As per the Economic Survey 2017-18, the Indian logistics sector provides livelihood to 22 million-plus people and improving the sector would facilitate a 10% decrease in indirect logistics cost, leading to a growth of 5-8% in exports. Further, the Survey estimates that the worth of Indian logistics market would be around US$ 215 billion in next two years compared to about US$ 160 billion currently. Economic growth, evolving regulation, rising outsourcing and high infrastructure investment are expected to create 1.89 million incremental jobs in the Road Freight whereas the Rail Freight sub-sectors will create 40000 incremental jobs, over the next 4 years (2018-2022).[10]

**Growth Opportunities:**

- Growing online interface in semi urban and urban areas
- GST implementation would formalize the sector and bring in operational efficiency
- Government thrust on better utilizing waterways, creating freight corridors, logistics hubs, multimodal logistics parks and logistics clusters
- Technology is having a profound impact on the logistics sector enabling aggregrators directly envolving with transporters, suppliers and buyers
- Growth of Manufacturing sector with a boost from initiative like “Make in India” would further drive investment in the sector and would drive employment generation

### Travel & Toursim

India is currently the 7th largest travel & tourism economy in the world. Overall, the total contribution of the sector to the economy was INR 15.2 trillion (USD 234 billion) in 2017, or 9.4% of the economy once its direct, indirect and induced benefits are taken into account. This is forecast to more than double to INR 32 trillion (USD 492 billion) by 2028. In 2017 Travel & Tourism directly supported 26,148,000 jobs (5.0% of total employment). This is expected to rise by 2.8% in 2018 and rise by 2.1% per annum to 33,195,000 jobs (5.3% of total employment) in 2028.[11] Under Budget 2018-19, the government has allotted Rs 1,250 crore (US$ 183.89 million) for Integrated development of tourist circuits under Swadesh Darshan and Pilgrimage Rejuvenation and Spiritual Augmentation Drive (PRASAD).

**Growth Opportunities:**

- Growth in inward travel: In 2017-18, the country is expected to attract 18,655,000 international tourist arrivals. By 2028, international tourist arrivals are forecast to total 30,469,000, generating expenditure of INR 3,316.4 bn, an increase of 5.5% per annum
- Domestic tourism to also increase due to increase in number of middle class
- Government thrust to boost tourism, had announced visa on arrival to 180 countries, development of 100 islands to promote eco-tourism, 100% FDI allowed In tourism construction projects etc.
- Presence of world-class medical facilities in affordable costs and availability of highly skilled medical professionals makes India a preffered destination for medical tourism
- Recent global recongition of traditional medical processes- World Yoga Day - has placed India on global map, resulting in more foreigners coming to India



## Construction

The construction industry in value terms is expected to record a CAGR of 15.7% to reach US$ 738 billion by 2022. The residential construction industry in value terms increased at a CAGR of 11.7% during 2013-2017. The commercial building construction market in value terms is expected to record a CAGR of 18.3% over the forecast period. The infrastructure construction was estimated to be US$ 116.8 billion in 2017, posting a CAGR of 12% during review period. Under the Smart City Mission, the government plans to develop the infrastructure of 100 selected cities with an investment $7.2 billion, whereas under the AMRUT scheme it plans to spend $7.4 billion to develop 500 cities by 2022.

As per Economic Survey 2017-18, real estate and construction together is the second largest employment provider in the country, next to only agriculture. The sector employed over 40 million workforce in 2013, and as per projections, it is slated to employ over 52 million workforce by 2017 and 67 million workforce by 2022. Over 80% of the employment in real estate and construction constitutes minimally skilled workforce, while skilled workforce account for over 9% share, and the remaining are spread across work classes such as clerical, technicians and engineers.

**Growth Opportunities:**

- More spending by middle and upper middle class in housing
- Government's plan to construction of 10 million houses for homeless by 2019, India's national highway network is expected to cover 50,000 kilometres by 2019
- Massive push to the infrastructure sector by allocating Rs 5.97 lakh crore (US$ 92.22 billion) for the sector
- Development of Utility system construction *(oil and gas infrastructure, communication infrastructure, power infrastructure, water and sewer infrastructure)*

## Health and Wellness

The healthcare market can increase three fold to Rs 8.6 trillion (US$ 133.44 billion) by 2022. India is experiencing 22-25% growth in medical tourism and the industry is expected to double its size from present (April 2017) US$ 3 billion to US$ 6 billion by 2018. Medical tourist arrivals in India increased to 1.07 million in January 2018 from 0.98 million in January 2017. There is a significant scope for enhancing healthcare services considering that healthcare spending as a percentage of Gross Domestic Product (GDP) is rising. Rural India, which accounts for over 70% of the population, is set to emerge as a potential demand source.

Government schemes like Ayushman Bharat, which aims to provide INR 500,000 health protection cover to around 100 million poor families, may create 1 lac jobs. The scheme will replace the Rashtriya Swasthya Bima Yojana (RSBY), which provides cover up to INR 30,000. The National Nutrition Mission (NNM) has been set up with a three year budget of INR 9046 crore commencing from 2017-18.

**Growth Opportunities:**

- An increasing interest of middle class in maintaining and improving lifestyle and health and moving from curative to preventive healthcare
- Growing focus on *"mental well-being"* as an important component of health & wellness - leading to more demand of professionals
- New emerging business models and shift towards a more predictive approach enabled by technologies like AI.

# Select Models in Services Sector

## Agarwal Packers & Movers Ltd.

**Organization: Snapshot**

Agarwal Packers and Movers Ltd., one of the largest Logistics companies in India, evolved from a small-scale business of Agarwal Household Carrier established in 1987 and functioned particularly for the shifting of household goods. Company has established a well-connected network of 103 self-owned offices as a part of its business expansion. Company has a fleet of 1000 plus self-owned vehicles, about 2000 on contract and more than 5000 Trucking cubes fitted with GPS Technology and 95 Car Pick-Up Carriers, which adds to the overall efficiency of its transportation services. Company also 6000+ full time employees.

**Growth Plan**

Agarwal Packers and Movers Ltd. launched Trucking Cubes to offer safe-delivery of goods with zero transhipment and zero loss to its household and commercial customers. The cube is a personalized container for a client for shipping his cargo from one place to another without any transshipment. It comes in various sizes and can be customized as per the client's needs, ranging from 4 feet to 20 feet. The company plans to integrate the cubes for all the domestic and international shipments. It has developed contexualised training and skilling modules for its employees. Company is also looking to engage with 800-1000 for direct or indirect employment.

## Thomas Cook India

**Organization: Snapshot**

Thomas Cook (India) Ltd. is an integrated travel and travel related financial services company, with headquarters in Mumbai, India. The company offers a range of travel services including Foreign Exchange, International and Domestic Holidays, Visa, Passport, Travel Insurance & MICE. In 1881, Thomas Cook established its first office in India and eventually extended to over 233 locations (including 23 airport counters) in 94 cities across India, Sri Lanka and Mauritius. The company received the award for Favourite Outbound Tour Operator at the Outlook Travellers Awards 2015.

In 1881, it started its India operations in Bombay, and in October 1978, saw it christened Thomas Cook (India) Ltd. Thomas Cook also started its Centre of Learning in 2007 to meet the high growth and increasing customer expectation in Travel and Tourism Industry. Apart from building capabilities and a viable, ready-to-be-absorbed talent pool for the sector, Thomas Cook – Centre of learning is committed to raise the skill levels and standards of the travel and tourism industry. Company's Centre of learning trains approx. 1000 students every year across all programs as a contribution to skilled manpower needs of the travel and tourism industry.

**Growth Plan**

Agarwal Packers and Movers Ltd. launched Trucking Cubes to offer safe-delivery of goods with zero transhipment and zero loss to its household and commercial customers. The cube is a personalized container for a client for shipping his cargo from one place to another without any transshipment. It comes in various sizes and can be customized as per the client's needs, ranging from 4 feet to 20 feet. The company plans to integrate the cubes for all the domestic and international shipments. It has developed contexualised training and skilling modules for its employees. Company is also looking to engage with 800-1000 for direct or indirect employment.

**Programs Offered:**

| Programs For | Program Name | Eligibility | Program Duration |
|---|---|---|---|
| Undergraduate | Iata Certificate Foundation Course in Travel & Tourism | 10+2 | 4 Months |
| | Diploma in Travel Service Management | 10+2 | 10 Months |
| | Advance Diploma Course in Travel & Management | 10+2 | 18 Months |
| Graduate | Travel Professional Program - A Post Graduate Diploma in Travel & Tourism Management | Graduate in any stream | 1 Year + 3 Months Internship |
| | Certificate Course in World Tour Management | Graduate in any stream | 4 Months |
| | Certificate Course in Domestic Tour Management | Graduate in any stream | 2 Months |

**Growth Plan**

Thomas Cook (India) Ltd. domestic business is growing at a robust pace of 35-40 % in the year 2018-19, and its share in the total revenue is expected to rise in the next few years. This expansion augments Thomas Cook India's total number of outlets to 9 consumer access centers with 4 owned branches and 5 Gold Circle Partner (franchise) outlets in Kolkata and totally 16 consumer access centers with 9 owned branches and 7 Gold Circle Partner (franchise) outlets in East India. Considering this growth company is positive in hiring new talents as well, mostly on the profile of web developers, data analytics and marketing.

## Vandana Luthra Curls & Curves (VLCC)

**Organization: Snapshot**

VLCC has revolutionized the wellness industry to acquire the status of being the best Wellness Brand across South Asia, South East Asia and the Middle East, with a presence in over 300 locations across 121 cities and 16 countries with direct company managed operations in 11 countries including India, Bangladesh, Malaysia, UAE, Oman, Qatar and others.

VLCC works on the franchise model. VLCC's experience and expertise is shared with the partners, which includes trainings in the fields like technical, operational, administrative, sales and marketing functions. Site selection for the franchise and the décor of the sites are done by the architects of VLCC. The staff recruitment and trainings are also facilitated VLCC appointed personnel. The initial training given to staff is on its products, services, centre operations, client handling, sales and marketing. To ensure standard services across all centres, list of equipments is also provided to franchisee centre according to service availability and ideal space utilization.

VLCC has also used diversification as one of its strategy for expansion. They have diversified using FDI for entering into new economies. Also, diversification in products and services has been an integral part of the organization. The diversification has been done through 4 different business line of VLCC

- VLCC Wellness
- VLCC Personal Care
- Vanity Cube
- VLCC Institute

**Growth Plan**

VLCC is planning to invest about 1,500 crore to expand into other geographies, primarily across Africa, in the next 12 months. The company would raise the funds through a combination of IPO, internal accruals and from private equity funds. The company is also in advanced levels of discussions with "well-established" PE players for raising funds.

The company is also targeting to add 50 new VLCC training institutes in India over the next five years. The company, which has about 70 institutes in India, has also chalked out plans to foray into international markets such as Canada, Malaysia, Sri Lanka, Kenya, Oman and Bangladesh. VLCC has staff strength of nearly 6000, over two- third of whom are experienced specialists including medical doctors, nutritionists, psychologists, cosmetologists and physiotherapists. The company has positive outlook in recruitment for the year 2018-19.

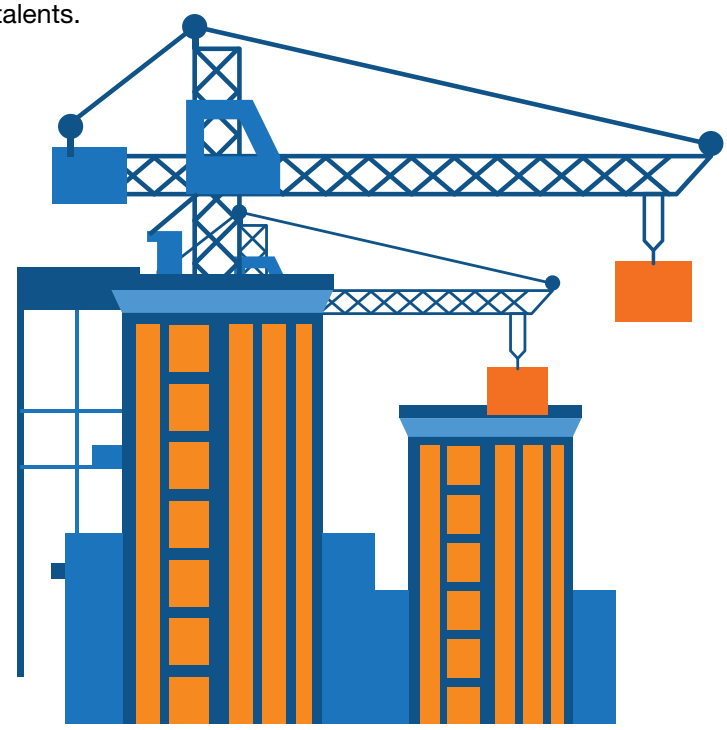
## Hindustan Construction Co. Ltd.

**Organization: Snapshot**

HCC is a business group of global scale developing and building responsible infrastructure through next practices. Firm's businesses span the sectors of Engineering & Construction, Real Estate, Infrastructure, Urban development & Management. To leverage market opportunities and create value across different elements of the service chain in the construction and infrastructure development, HCC made certain strategic investments that are managed and developed by subsidiaries where the Company holds majority stake. The Company is revising its strategy across these different businesses with a prime focus to drive value to its core construction activities and optimize its capital utilization.

**Growth Plan**

Hindustan Construction Co. (HCC) has recently announced its JV with MAX Group has won a Rs 737 crore contract from Russia for a nuclear power plant in Bangladesh. The company has also developed a robust skilling and training systems for its employees. It is also positive about embracing new-age technologies and hiring the young talents.



## Grassroots Based Models

### AISECT

**Organization: Snapshot**

Established in 1985, AISECT has been working towards bridging the skill and ICT gap between urban and rural India and creating local opportunities for the rural youth. Focused on creating an inclusive society, AISECT has been untiringly reaching out to the remotest corners of the country to empower people, generate employment for the youth and unfold entrepreneurial initiatives.

Organization has PAN India presence of 20,000 centres across 29 States and 3 Union Territories, 10 State offices and 30 regional offices. It has created entrepreneurial driven network present at the district (388), block (1070) and Panchayat (6000) levels and has generated more than 15,000 rural entrepreneurs with an annual income ranging from Rs. 2 lakh to 1 crore.

AISECT group has around 1600 employees and 15000 entrepreneurs in the network. These entrepreneurs in turn provide job opportunities to 9-10 people at their centre. Hence, the entire network of AISECT has created jobs for more than 1,50,000 people.

The pivot of the entire AISECT model is the rural entrepreneur who sets up a center of his own in his locality. AISECT works tirelessly in identifying and honing entrepreneurship skills of these Rural Entrepreneurs. All the projects of AISECT reach the ultimate beneficiaries through the strong network of these centers.

**Growth Plan**

AISECT group is growing at a very fast pace both in terms of geographies and the offerings and services to its stakeholders. The skills initiative of AISECT is rapidly expanding and scaling up in new geographies especially in southern and north eastern part of India. It has established new universities in Bihar and Jharkhand and is planning to open 2 more in Odisha and Assam. Organisation has also increased its online services portfolio. AISECT Online is becoming a strong platform for providing both B2C and G2C services.

### Fino Paytech

**Organization: Snapshot**

Fino Paytech is a business and banking technology platform combined with an extensive services delivery channel. As an alternate banking channel, Fino Paytech enables seamless end-to-end customer sourcing and servicing. Company's network is spread in 499 districts across 28 states of India. It has a total of 28000 banking points or CSPs in these states, and hence generating employment for 28000 people. Business correspondent services of Fino Paytech enable banks to financially include the underserved and unserved rural masses, by offering a bouquet of financial services like savings, deposits, insurance and remittance through a pan India network of CSPs.

**Growth Plan**

Fino Paytech started with 17 employees in year 2006 and has reached to 3500 employees in the span of 12 years with operation-spread pan India. It started its business with the aim of using technology to enable financial inclusion. Company has also developed an extended consulting arm on payment technology offerings, software and hardware assets for different business requirements. It has established a payment Bank in 2017. It raised INR 400 crore for its payments bank with oil major BPCL investing INR 251 crore, helping it to reduce its foreign shareholding.

Organization has around 28000 CSPs across India generating employment for 28000 people in the remotest corners of our country. Other than this indirect employment, company has around 3500 professionals on its payroll. These professionals are hired through campus placements and referrals. It aims to continue with the expansion and is expected to engage 5000+ more professionals in coming 2-3 years.

### Fullerton India Credit Company

**Organization: Snapshot**

Launched in year 2007 and headquartered at Mumbai, Fullerton India a Non Banking Financial Company and is spread across the country's broad financial landscape, with a network of over 526 branches and serving over 1.5 million customers. The primary services of Fullerton constitute financing of SME for working capital and growth, loans for commercial vehicles and two-wheelers, home improvement loans, loans against property, personal loans, working capital loans for urban self-employed and loans for rural livelihood advancement, rural housing finance and financing of various rural micro enterprises.

There are close to 10500 employees on the payroll of Fullerton India. For their commitment towards their employees, it has been recognized by various industry awards like Golden Peacock for HR Excellence, a top ranking in the Times Ascent "Dream Companies to work for."

Fullerton India's rural business operates under the brand name of Gramshakti. Operations of Gramshakti are spread

across over 51000 villages in 11 states of India. Fullerton India's urban business, services 1.71 lakh customers with a network of 225 branches across 22 states and three Union Territories. In urban India, the Company has built a portfolio encompassing personal loans *(salaried and self-employed customers),* loans against property, SME loans and commercial vehicle loans addressing retail consumers, MSMEs and commercial borrowers.

For both of these types of businesses, the business development activity is conducted by the sales team of Fullerton India. Business sourcing is either done directly by the sales team or through identified DSAs (Direct Sales Agents). The other two teams working for each product of the NBFC is credit and operations team. These teams work on the appraisal of clients and customers portfolios.

**Growth Plan**

Fullerton India had raised INR 500 Crore from International Financial Corporation, a member of the World Bank Group. Funds were raised by issuing masala bonds having a maturity of 5 years. Company aims to use the raised fund to strengthen company's reach in the underserved retail and Micro Small and Medium Enterprises (MSME) segment, especially in developing states. Company plans to engage more than 1 lac people (directly and indirectly) in coming financial year.

## CSC E-Governance Services India Ltd.

**Organization: Snapshot**

CSC E-Governance Service India Ltd. is a Special Purpose Vehicle (CSC SPV) that provides a centralized collaborative framework for delivery of services to citizens through CSCs, besides ensuring systematic viability and sustainability of system. Common Services Centers (CSCs) are a strategic cornerstone of the Digital India programme. They are the access points for delivery of various digital services to villages in India, thereby contributing to a digitally and financially inclusive society.

CSC SPV is the implementing agency for rollout of CSC 2.0 Scheme launched in 2015 and the implementation is done through the involvement of State-UT Administration/ State Designated Agency (SDA)/ District E-Governance Society (DeGS). CSC 2.0 is a complete entrepreneurship model, with State/UT Administration leading to enablement of the factors that would lead to self sustenance of the CSC outlets. A local Village Level Entrepreneur (VLE) is responsible to bear the entire capital and operational expenditure involved in making the CSC operational. VLE is also expected to deliver various services to citizens as per the direction of the State/UT Administration. The number of services offered by a CSC and the number of successfully completed transactions determine the sustainability of the CSCs. The commission earned through service delivery is directly credited to the VLE wallet, managed by CSC SPV.

**Growth Plan**

Based on the assessment of CSC scheme, the Government launched the CSC 2.0 scheme in 2015 to expand the outreach of CSCs to all Gram Panchayats across the country. Under CSC 2.0 scheme, at least one CSC will be set up in each of the 2.5 lakh GPs across the country by 2019. CSCs functioning under the existing scheme will also be strengthened and integrated with additional 1.5 lakh CSCs across the country.

The key stakeholder of the CSC scheme is the Village Level Entrepreneur (VLE), as the CSC operators are known. A network of 2.70 lakh VLEs, of which 1.63 lakh are in Gram Panchayats is boosting entrepreneurship and employment in villages and smaller towns across the country. CSC is positive about hiring in the current financial year as well.



## Aggregators

### Myra Medicines

**Organization: Snapshot**

Myra is a Bangalore based online pharmaceutical company that promises to deliver medicines to doorsteps in an hour. Myra Medicines entered the fray in August 2014. This e-pharmacy is delivering medicines in Bengaluru and select areas of Mumbai at a 20%-35% discount on the retail price. Moreover, the predictive modeling at the heart of the entire system helps Myra ensure that the medicines its customers are ordering are always in stock and ready to be shipped.

It operates a full-stack model—it holds medicines in stock across the city *(it has warehouses in Bengaluru and Mumbai)* and is responsible for delivery. Customers can upload their prescriptions directly through the app or search for medicines on the app and then upload their prescription later. Once verified, the order is processed and delivered to the customer. In cases where the customers do not have a prescription or the prescription has expired, Myra connects the customers to doctors for online consultation. Once the doctors provide their diagnosis and prescribe medicines to the patients, they deliver the medicines. Besides paying online and cash on delivery, customers can choose to pay for the transaction at a later date; clubbing multiple orders and making the payment at one go.

**Growth Plan**

Myra secured a round of funding co-led by Matrix Partners India and Times Internet. Myra had previously raised an undisclosed seed round led by Matrix Partners India. Various leading angel investors have also invested in the firm. The founders are looking to expand their business to Delhi/NCR and South India. They are even working on making the delivery process smoother and more efficient.

Myra has a core team of over 20 people and if the delivery boys are added to that, the total team size stands at 300. The current funding that the team has raised will essentially be used to accelerate product development, expand operations to other cities and hire new talent across engineering, data science and operations. They are aiming to increase the total team size to 900 in the coming financial year.



The online pharmacy market is slowly gaining momentum in the e-commerce industry space and showing an impressive market penetration rate in both the rural and urban regions of India. According to estimates, the online pharmacy market in India is at 800-1000 crore, which amounts to 1%-2% penetration of the entire pharmacy market. Several e-pharmacy start-ups have entered the market, each with their own tech platform and algorithms at the back -end to remove the inefficiencies in procurement and delivery. Along with medicines, e-pharmacy start-ups also are selling health-related equipment and accessories such as OTC products, baby care products, blood pressure monitors, blood sugar test kits, etc. Considering a growing thrust on leading a healthy by the new generation, this segment can create substantial number of employment opportunities.

Indian E - commerce industry is anticipated to grow at a CAGR of over 20%, crossing the US$ 3 Billion mark by 2024 and may enage with more 4 lacs people *(direct or indirect employment).*

### Rising Care

**Organization: Snapshot**

Integrating the medical services and social support that the senior people need, Rising Care comes up as a provider of aged care services in Kolkata. The service attempts to give the medical as well as intellectual support to the senior citizens from Kolkata that would make their life peaceful and purposeful.

Rising care offers medical services as well as intellectual companionship and the necessary social support to elderly people. They provide comprehensive solutions to all the medical and non-medical needs of the senior citizens by an efficient, skilled and professional team of doctors, nurses, physiotherapists, social workers, psychologists, healthcare specialists and management professionals. They offer a 24/7 service with a designated on-call rota outside of office hours. They use the People Planner monitoring, scheduling and management system to record and mange real-time information covering all aspects of service provision and to provide them with details to support staff allocations and continuity of care analysis.

**Growth Plan**

Rising Care is looking to grow and also expand the services offered by them. They are also looking to offer their services in Bombay, Delhi and Bengaluru soon. They are trying to build a bigger base in the city and slowly expand. The firm is anticipating good funding this year.

The organization currently has a team of more than 150 senior doctors, therapists, nurses and their assistants. They aim to hire 500 more qualified doctors, nurses and other specialists.

In India more facilities and better skilled people are required in geriatric care. Country's over-60 yrs age population is about 103 million or 8.6 % of the total population; 8 % of this segment is confined to bed or home. So, there is also a growing need of palliative care, requiring culturally appropriate and cost-effective family-centered approaches. Models like Rising Care have scope of bigger scalibitly and employment opportunities.

## FacilityKart.com

**Organization: Snapshot**

Facilitykart is a bridge between skilled/unskilled person and needy person to solve their household problem. This is a social enterprise to create jobs at the bottom of the pyramid with 100% safety, authenticity, quality and cost effectiveness. The company has 3 broader objectives, first is to provide skills to the youths, second is to create quality and stable job for them, and finally to provide quality service to the people of the nation for their small household problems.

**Growth Plan**

The organization is working closely on Franchise model. It has tied up with training partners too for training and placement purposes. It is also closely associated with *Hand in Hand* NGO which has created 136,997 help groups.

Initially hiring was done on referral basis and freshers used to undergo rigorous training which included classroom and practical training. Company is engaged with more than 1000 institutional clients and has been creating employment opportunities for more than 4000 semiskilled/ skilled workforce every year.

## GarageOnRoads

**Organization: Snapshot**

GarageOnRoads is a premium service provider for vehicles, starting with Roadside Assistance to On Demand Car Services. The company was formulated in the mid of 2016, however, it started off with its operations in January 2017. GarageOnRoad provides the users with the nearest garage service at the time of need. They charge only nominal Royalty Charges from the Mechanics and Garages in exchange for providing the business to them. The model does not work on lead-based advance payment system; charges are levied on the garages only when they accept the job. Similarly, the users have the option of book now and book later in the app giving them the flexibility to call the service at the time of need and place.

**Growth Plan**

In upcoming months company is working to solve few major problems with Garages as well as users to provide a CRM for local garages to bring stability and easiness in the daily operations. The firm is already associated with 900+ Garages and 4700+ users are using their app. It aims to reaches out to 5000 more users by end of financial year 2018.

## Rivigo

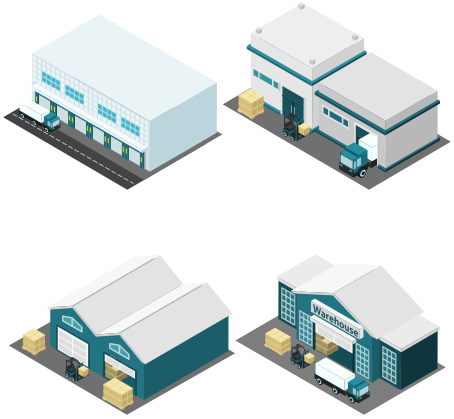
**Organization: Snapshot**

It is a technology company that deals in logistics and transportation through a globally unique innovation, enabled by a strong interplay of technology, data, culture and operations excellence. Company's full-stack logistics offering includes relay-led trucking and freight marketplace. Relay delivers express logistics across full truck load, part truck load and cold chain logistics. The company's business model is based on – serving new markets, reducing inventory and significantly cutting costs.

The Company has a fleet of 3000+ trucks out of which 90% of our vehicles are less than 2 years old. They also have the mix of 22 feet and 32 feet trucks, thereby, giving us the ability to handle dense as well as voluminous cargo. Every trip is pre-inspected and a 24x7 central monitoring and tracking team ensures that the nearest pitstop and OEM dealer is alerted for immediate attention in case of any breakdown.

**Hiring Trends**

Rivigo would have hired 3,200 professionals till March 2019. Rivigo is focused on hiring algorithm trading professionals as well as artificial intelligence (AI) talent as it believes automation and machine learning will increase efficiency, lower cost and bring reliability.



## World Art Community

**Organization: Snapshot**

World Art Community is a peer-to-peer platform that empowers artists, designers and crafters to showcase their work for direct purchase by clients who would otherwise never encounter their creations. The company is based out of NCR and has a lean team across technology, marketing, operations and merchandising. The platform offers a wide selection ranging from pure art (paintings, sculptures, pottery, etc.) to personal designer products such as apparel, accessories (bags, belts, jewelery, art jewelery, footwear) to home decor designer products (carpets, lighting, artistic furniture, wall art, garden accessories, etc.). Most products are handcrafted and therefore are fairly exclusive and quite a few of them are one-of-a-kind or available in limited quantities. The products available cater to a niche affluent segment of buyers looking for lifestyle expressions. Since, the creations are directly from the designers, the customers get the benefit of direct pricing.

The company operates an online platform www.worldartcommunity.com and also conducts offline events from time to time. The site promotes seller and product stories and facilitates peer-to-peer interactions between designers and buyers for customisations if so desired. Setting up a store at the platform is free for all artists and designers and the business charges a commission on all successful sales. The company also supports the artists with logistics support with tie-up with reputed 3rd party providers wherein the artists can avail of the pricing benefits negotiated with the service providers.

Currently, there are almost 10,000 artists and designers registered on the platform and this is growing exponentially. The domestic market for artistic and designer products is estimated to be at over $15 billion and there is significant potential in the international market as well. The company operates with a lean model and does not block inventory from the artists and designers. This means that they are free to sell their products through offline exhibitions and trade fairs. Once an order comes for a product, the operations team coordinates with the artist to facilitate the pickup and delivery of the products to the customer. Therefore the company maintains no inventory and has an extremely scalable model.



**Growth Plan**

The company has been bootstrapped so far with some amount of angel and seed funding. They will look to raise an institutional round shortly to scale up further. Being a lean model, the funding would go into exponential growth online as well as exploring an offline presence. The company will also look to grow the seller base and enable more artists, designers and crafters.

The company operates under a lean model and hence does not have too many employees. However, each artist and designer who is registered to sell on the platform works with 3-5 grassroot artisans on average. The platform enables artists to earn their livelihood and thereby also impacts the grassroot artisan. Currently, the company receives 300+ new artist and designer registrations a month and is looking to grow the number going ahead.

On-demand companies attract nearly 22.4 million customers annually. In addition to food delivery and car rental platforms, the on-demand industry also includes pharmacy and healthcare, grocery, homecare and other such hyperlocal services. It is estimated that around half the population of on-demand services are millennials and around 30 % fall between the age group of 35 and 55 years. The industry holds a market opportunity of $300-$400 billion in coming years which would postively impact employment generation as well. e-tail and allied ecosystem is expected to create 1.45 million employment opportunities by 2021, led primarily by more than 1 million jobs projected to be created by logistics and warehousing sector.



# Corporate Foundations

*(Skilling and Job creation through Select Corporate Foundations)*

## Aditya Birla Skills Foundation

**Organization: Snapshot**

The Aditya Birla Skills Foundation (ABSF), a part of Aditya Birla Group, is an initiative set up to deliver sustainable vocational education and skills training for the benefit of youth in India. ABSF has commenced its activities by setting up high quality multi skills training centers in several locations. These training centers offers short and medium term skill training programs for aspiring youth between the age of 18 to 30 years, helping them gain employable skills and empowering them to pursue sustainable livelihoods in the world of work.

**ABSF's key features are:**

- Technology enabled learning
- Market-linked programs for employability
- Best in-class content and pedagogy
- High quality learning infrastructure
- Social skills curriculum in addition to specific domain skills curriculum





**Programs offered**

Retail Store Associate, Food & Beverage Associate, Household Electrician, Computer Hardware Technician, Patient Care Assistant, Accounts Assistant, Office Assistant & Data Entry Officer, Front Office Associate, Financial Services Associate, Smartphone Repair Technician, Beauty Assistant, Consumer Durables Field Technician, Sewing Machine Operator, Solar PV Technician, Water Skill Expert (Plumbing).

**Training Stats (as on July 2018)**

| | |
|---|---|
| Program Inception Year | 2017 |
| Total enrolled students | 5120 |
| Total candidates trained since the inception of program till date | 3419 |
| Placed (WIP) | 2243 |

**Impact**

Aditya Birla Skills Foundation successfully placed 2243 youths locally with average salary of INR 7700 per month. Students have successfully incubated entrepreneurial ventures from the Smart Phone Technician (SPT) and Sewing Machine Operator (SMO) programmes in Nagda, Bhopal, Indore and Nagpur. The students have set-up smart phone sales and service outlets and garment boutiques in these locations and successfully commenced operations.





**Future Plans**

ABSF have a plan to train 8000 youths in FY 18–19. ABSF will also expand the launch Entrepreneurship support for the programs like Beauty Assistant and Household Electrician.

## Schneider Electric

**Organization: Snapshot**

Schneider Electric is *Energy Management Company* and has several man-years of knowledge repository resident within the company including the especially designed training equipment that were designed and manufactured through Schneider Electric Ecosystem partners. Electrical training was a preferred choice as a sizeable employee base comes from the Electrical Engineering background.





**Training Stats**

| | |
|---|---|
| Program Inception Year | 2009 |
| Number of Existing Partner Organizations | 37 |
| Number of Centers where this program is being run | 280 |
| Total candidates trained since the inception of program till March 2018 | 85,000 |

**Impact**

Schneider Electric India Foundation trained more than 85,000 candidates in Electrician & Renewable Energy throughout the country & making them employable through development of their domain & employability skills. Almost 70% of trained students are employed in informal and formal sectors. Schneider Electric India Foundation is also helping the youth to become the entrepreneurs by providing the Electrician & Renewable Energy training.

**Future Plans**

Schneider Electric plan to trained 15000 youth across country in the current fiscal year in Electricals & Renewable Energy Program.

## Jaquar India Foundation

**Organization: Snapshot**

Considering the shortage of skilled plumbers in India (Approx. 1.5 Lacs by current estimates), Jaquar has initiated the programme of skilling plumbers in the country. Jaquar Foundation is focused in constructing Skill Development Centres across India in association with various state governments *(Govt. of Haryana, Uttarakhand, MP, Kerala etc.)*, renowned NGOs *(Swarna Bharat Trust, CRISP etc.)* and other well-known institutions like Skill Development Institute (SDI), Don Bosco, Delhi technical training education (DTTE), NAC, ASAP etc.

**Below are the salient features of Jaquar foundation skill development initiatives:**

- The training is imparted free of cost and students are certified by NSDC & Jaquar Foundation.
- The students are trained with modern plumbing technologies to make them competitive in the global market.
- Organisation has already constructed 14 plumbing labs pan India and it aims to construct 40 Skill Development Centres across India over coming two years. Till date it has trained around 300 students from its different skill development centers.





**Training Stats**

| | |
|---|---|
| Program Inception Year | 2017 |
| Number of Centers where this program is being run | 14 |
| Total candidates trained since the inception of program till March 2018 | 300 |

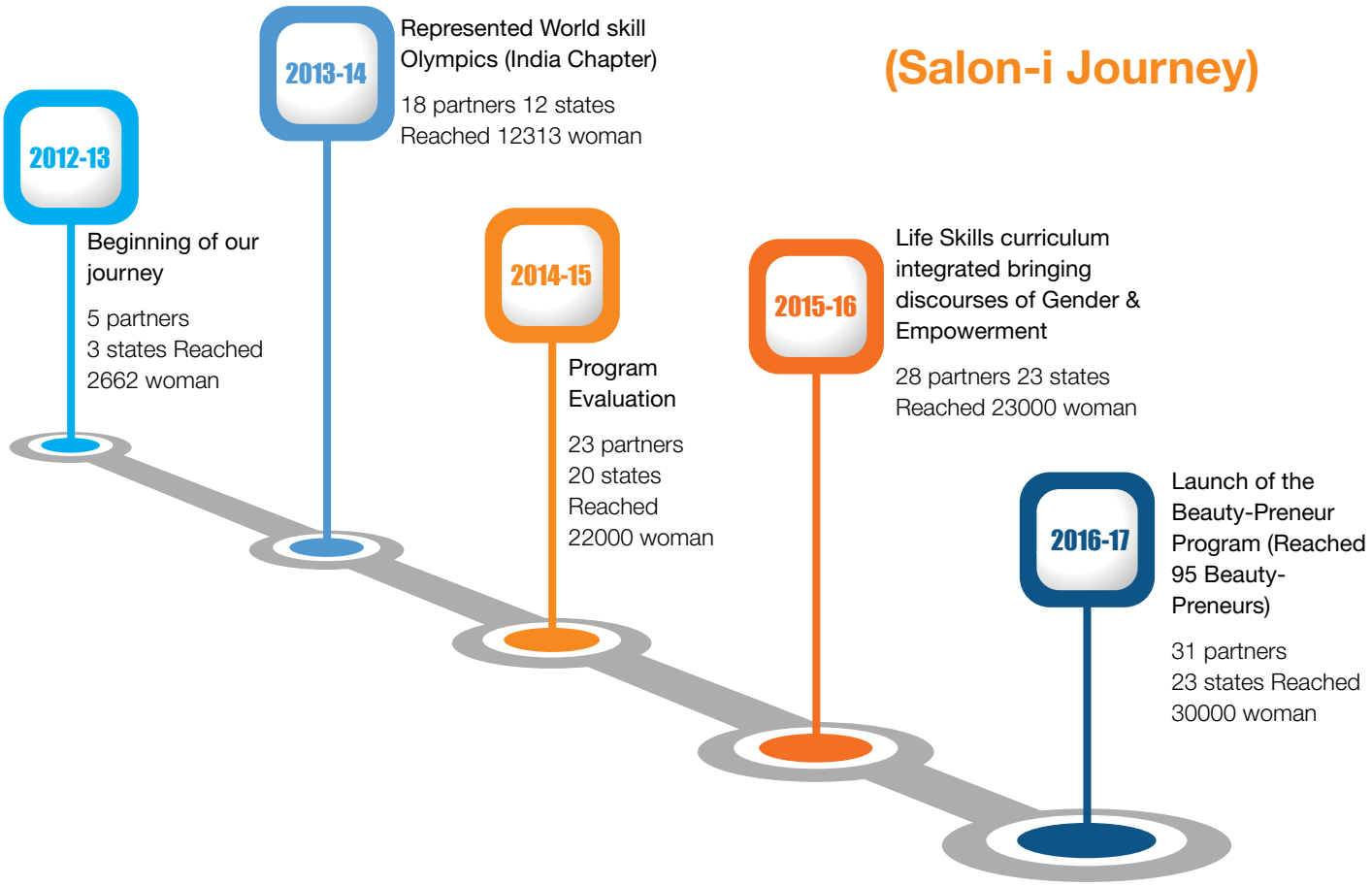
**Future Plans**

Jaquar plans to expand their presence by opening more centres across country. They will partner with Government & Corporate and set up labs. They plan to train 2000 youth for plumbing on high end products of bath fittings by 2019.

## Godrej Salon-i

**Organization: Snapshot**

By 2020, Godrej aims to invest in training of one million rural and urban youth. Organization aims to work in collaboration with the government, NGOs and social enterprises to design and run a number of different employability training programs. These include training in beauty and hair care, sales and rural entrepreneurship. The focus of the programs is to improve the earning potential of our graduates, through skill building. Organization also helps facilitate self-employment or job placements. Godrej Salon-i have wide presence throughout the country, current presence is in 23 States and has more than 200 centres.








**Training Stats**

| | |
|---|---|
| Program Inception Year | 2012 |
| States Covered | 12 |
| Number of Centers where this program is being run | 200+ |
| Total candidates trained since the inception of program till March 2018 | 30000+ |

**Impact**

In 2016, the Godrej Salon-i program reached out to women in the beauty and wellness sector in various parts of the country by giving them a platform named 'Beauty-Preneurs' program. This program aimed to nurture entrepreneurship in women thereby enabling them to train other girls. The model of the Beauty-Preneurs project consisted of entrepreneurship, beauty and life skills as core components of the training. Close to 75% of Saloni graduates work as freelancers or micro entrepreneurs.

**Future Plans**

Godrej Salon-i plans to open 25 centres across country and will train 5000+ female in Beautician trade in the coming financial year.

## RuralShores

**Organization: Snapshot**

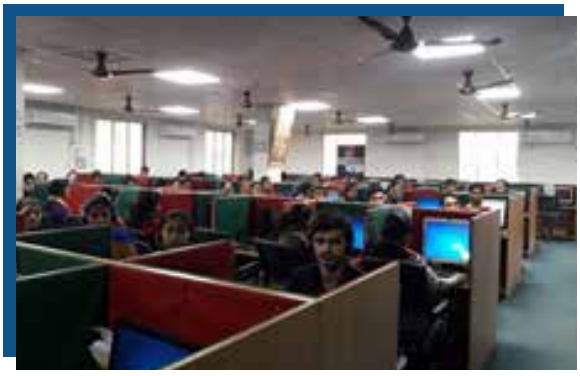
RuralShores is a social enterprise which was setup to create service sector employment in villages across India through establishment of Rural BPO centers. RuralShores Skills Academy Pvt Ltd (RSA) was setup to address the skills gap which is prevalent in rural India.

RSA focuses on imparting professional skills like communication, critical thinking, innovation, corporate etiquette and foundational domain skills like using computers, IT applications, and other service sector skills.

RuralShores Skill Academy (RSA) has training delivery program that happens across 18 states in addition to the BPO locations.







**Training Stats**

| | |
|---|---|
| States Covered | 18 |
| Total candidates trained since the inception of program till March 2018 | 30,366 |
| Placed as on March 2018 | 26,365 |

**Impact**

The fact that Ruralshores BPO operates in rural areas – creates a direct financial impact for a village to the tune of INR 2 to 3 crores annually, as the youth are primarily operating from their villages. The standard of living of employees and their families has tremendously improved since the time they have been engaged with sustainable employment. BPO centres are also encouraged to support the young children in schools. The women getting impacted are close to 40% of the total trained youth.

**Future Plans**

The RuralShores plan to train 5000+ rural youth & help them to get employment in the coming financial years.

## L'Oréal India

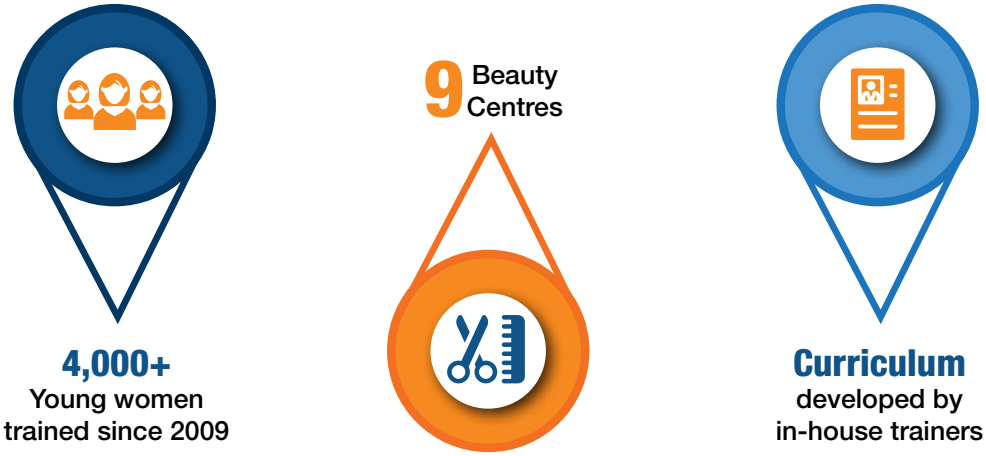
**Organization: Snapshot**

L'Oréal's program, *Sharing Beauty With All*, integrates all the principles of sustainable development at the heart of the company, covering the entire value chain of innovation, production, distribution, consumers and communities.

L'Oréal contributes actively to the ***'Skill India'*** program through its beauty training initiatives for beauty advisors, beauticians and hairdressers. In 2016 alone, 210,000 beauty trainings were conducted in company owned academies to up skill the people engaged with salon industry.

In India, L'Oréal also established the - *Beauty For A Better Life* - Beautiful Beginnings program in 2009. With an aim to create livelihood opportunities for young women from disadvantaged sections of the society, the program partnered with LabourNet and Sambhav Foundation, an organization specializing in vocational training to provide skill training in beauty and hair care to participants. The curriculum is experiential in nature and is developed by in-house L'Oréal trainers. It includes 3 months classroom training followed by mandatory 2 months long internship in a professional salon before graduation. Organization has its presence in approx. 30 districts

**Training Stats**




**Impact**

More than 2500 women placed with average salary of 10000 - 12000 per month.

**Future Plans**

L'Oreal has partnered with the NSDC and Govt. of Maharashtra for skilling of women students across the Maharashtra for Beautician Program. Skills training continue to be one of the key focus areas of Lóreal India's sustainability goals and it will continue creating significant impact at the society through women empowerment.

## The Nudge Foundation

**Organization: Snapshot**

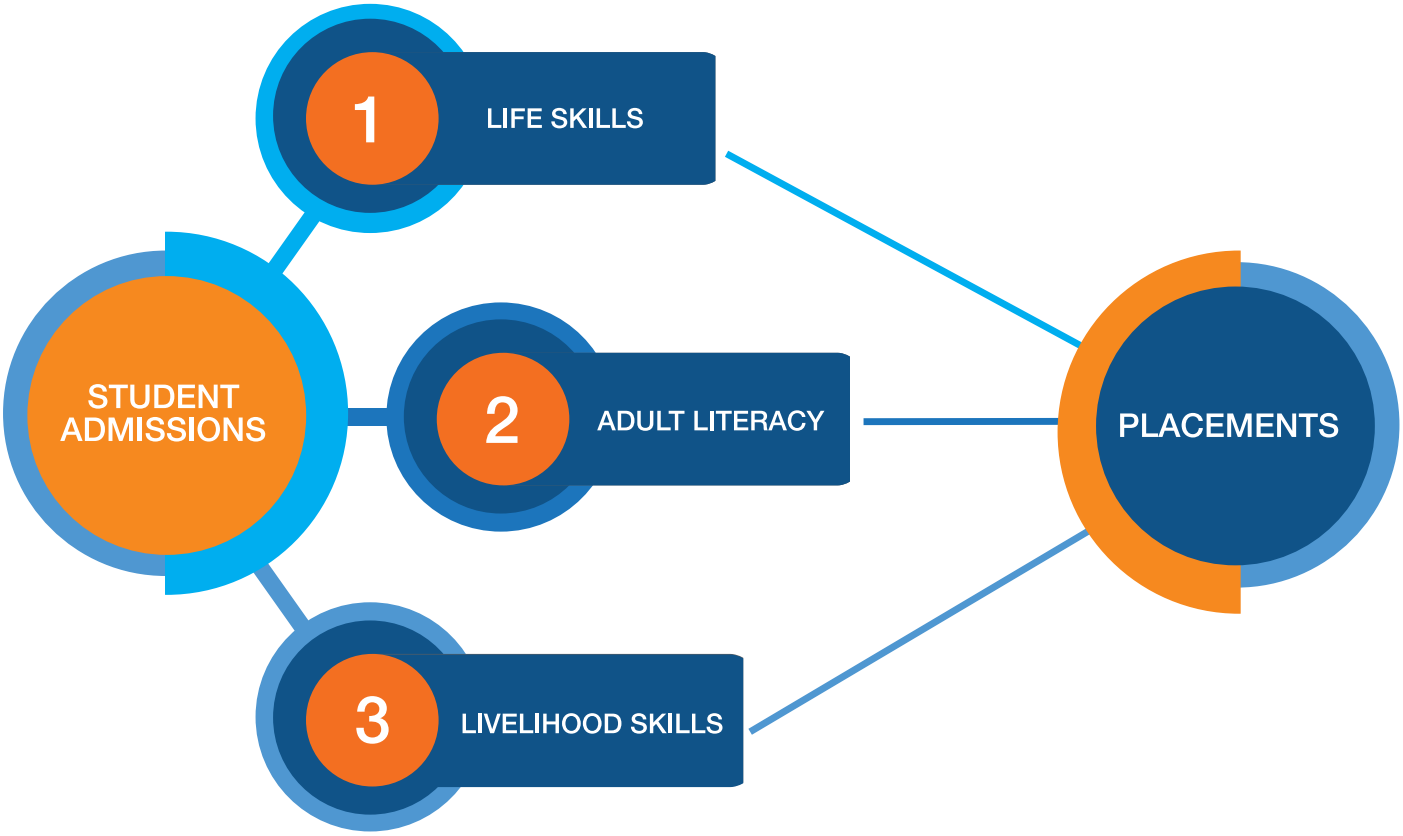
The Nudge Foundation focuses on sustainable poverty alleviation by building a strong 360-degree life, learning and economic foundation that equips them to escape the cycle of poverty. The goal is to bring out 1 million people sustainably out of poverty. The purpose of The Nudge is to reduce poverty by helping the less-fortunate people build a strong life, learn skills, and earn a living.

**Gurukul**

Gurukul is the flagship program of The Nudge Foundation. It is a fully residential school for the less fortunate. The program is of 100 days. It aims at helping youths to learn life-skills and get a job. They are taught to read and write and manage their lives. Students are given training in four areas: data entry, beauty, driving, and plumbing. Once an individual completes the program, they are provided lifelong support so that they do not fall back into poverty. Since its inception, the program has been a great success and the organization is able to achieve 100% placements for the students.

At present this school functions only in Karnataka. There are 8 Gurukul centres in the state. Each of which is supported by a company. About 2000 youths graduate from the school every year. The emphasis is on holistic development of the individual with focus to develop the basic aptitude, life skills, literacy and livelihood skills.

Students undergo modules on English – reading & writing, listening, conversational English, workplace etiquettes and numeric ability.




**Future plans**

The Nudge Foundation plans to invest over INR 50 crores through this program over the period of next five years. It is to provide support for more than 100 non-profit ventures. The foundation intends to support ventures in the areas of healthcare, water, education, employability, sanitation, gender equality, agriculture, energy, and human rights among others.

**Select Models in Services Sector and Skill Sets Needed**

| Organizations | New-Age Skill Sets |
|---|---|
| Agarwal Packers & Movers Ltd. | Besides the core skill-sets required in respective organizations, following emerging skill-sets would help in better career prospects:<br><br>Cyber Security Expertise<br><br>Complex Data Analytics<br><br>High-end Digital Literacy<br><br>Blockchain, AI and IoT Expertise<br><br>Digital Content Development<br><br>Graphic and Web Development<br><br>Problem Solving and Decision Making |
| Thomas Cook India | |
| Vandana Luthra Curls & Curves (VLCC) | |
| AISECT | |
| Fino Paytech | |
| Fullerton India Credit Company | |
| CSC E-Governance Services India Ltd. | |
| Myra Medicines | |
| Rising Care | |
| FacilityKart.com | |
| GarageOnRoads | |
| Rivigo | |
| World Art Community | |
| **Corporate Foundations** | |
| Aditya Birla Skills Foundation | Numeracy<br><br>Communication<br><br>Problem solving<br><br>Basic digital literacy<br><br>Other Technical skills |
| Schneider Electric | |
| Jaquar India Foundation | |
| Godrej Salon-i | |
| Rural Shores | |
| L'Oreal India | |
| Nudge Foundation | |

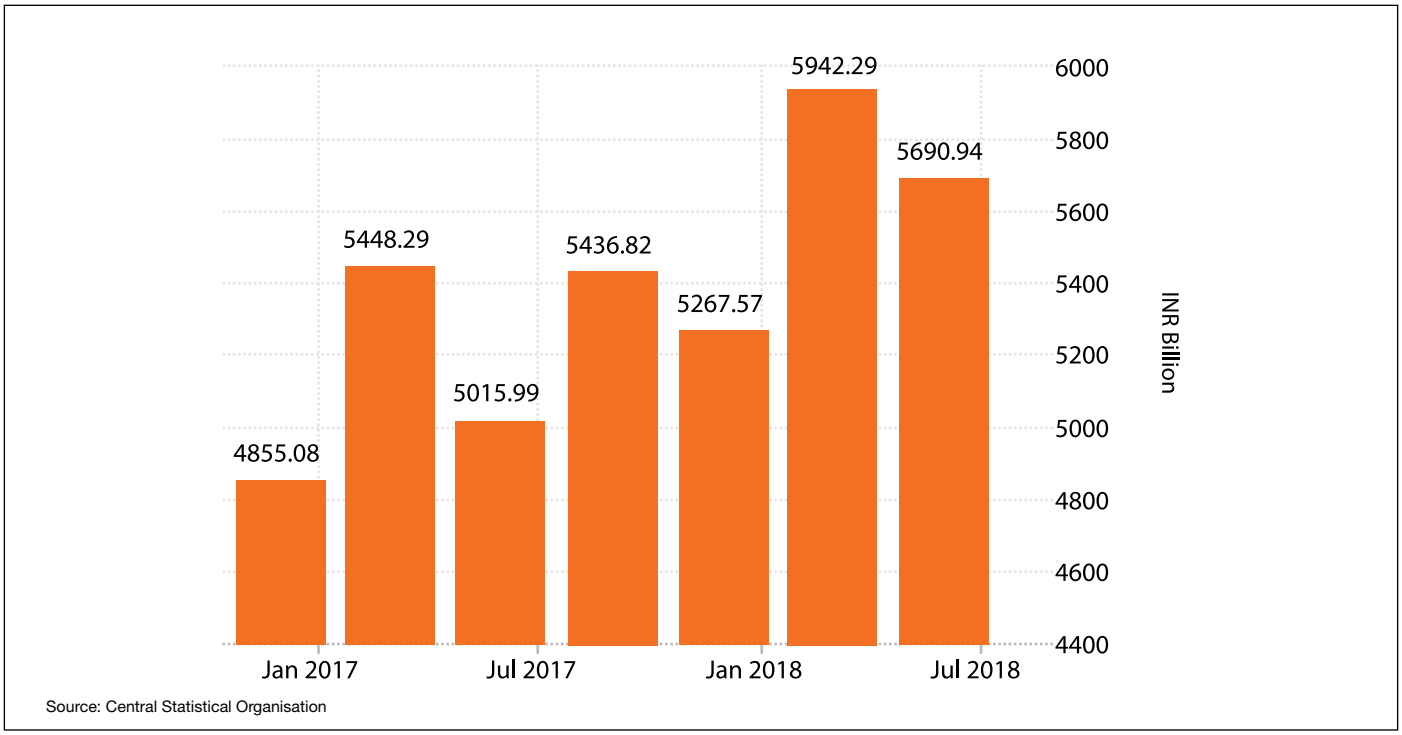
# MANUFACTURING

## Manufacturing Sector Outlook

Manufacturing has the potential to emerge as one of the high growth sectors in India. Our country is expected to become the fifth largest manufacturing country in the world by the end of 2020, and the government has set an ambitious target of increasing the contribution of manufacturing output to 25% of Gross Domestic Product (GDP) by 2025—this would be a 9% point increase from the current level of 16%.[12] GDP from manufacturing in India reached an all-time high of 5,010 billion INR in the second quarter of 2016–17. This happened due to an enormous push by the government to open up the economy. The Foreign Direct Investment (FDI) limit has been increased in 15 sectors, and a push to increase ease of doing business, along with a rapidly growing consumer base, has boosted investor confidence. Manufacturing sector had received FDI equity inflow worth USD 16.13 billion till November 2017.

Further, the implementation of Goods and Services Tax (GST) will create a pan-India common market of 2 trillion USD GDP with 1.2 billion people, which again will be a big draw for investors.

**India GDP from Manufacturing Sector (2017-18)**




Source: Central Statistical Organisation

With the help of initiatives like *Make in India*, Our country is on the path of becoming the hub for hi-tech manufacturing as global giants such as GE, Siemens, HTC, Samsung, Toshiba, and Boeing have either set up or are in process of setting up manufacturing plants in India, attracted by India's market of more than a billion consumers and increasing purchasing power. In 2016-17, manufacturing sector was the largest employer providing employment to 30.3 million (23.1%) people. This was followed by retail trade employing 27.19 million people (20.7%) and livestock sector employing 19.4 million persons (14.8 %).[13]

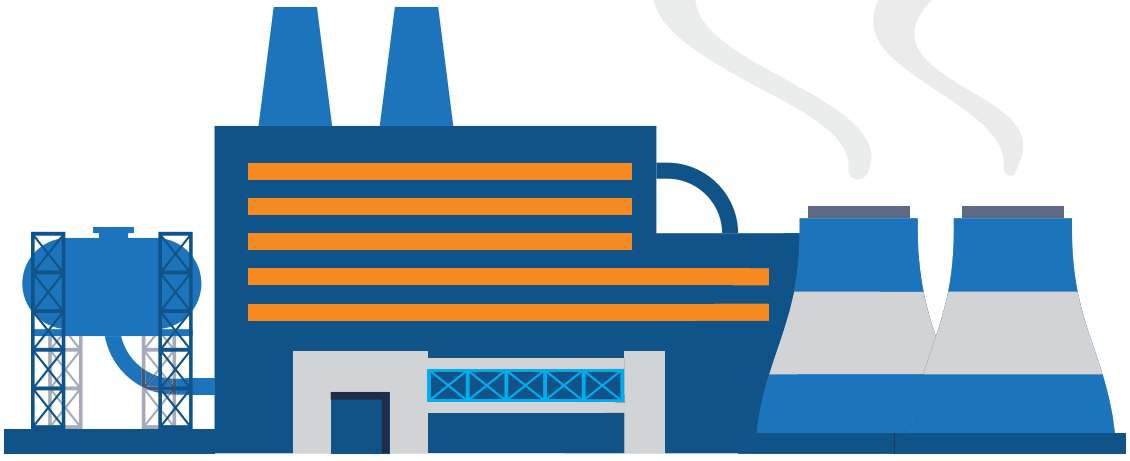
**Growth in the production of Eight Core Industries (per cent)**

| Sector | Weight | 2015-16 | 2016-17 | April-November 2017-18 |
|---|---|---|---|---|
| Coal | 10.3 | 4.8 | 3.2 | 1.5 |
| Crude Oil | 9.0 | -1.4 | -2.5 | -0.2 |
| Natural Gas | 6.9 | -4.7 | -1.0 | 4.4 |
| Refinery Products | 28 | 4.9 | 4.9 | 3.6 |
| Fertilizers | 2.6 | 7.0 | 0.2 | -1.1 |
| Steel | 17.9 | -1.3 | 10.7 | 7.2 |
| Cement | 5.4 | 4.6 | -1.2 | 0.6 |
| Electricity | 19.9 | 5.7 | 5.8 | 4.9 |
| Overall Index | 100 | 3.0 | 4.8 | 3.9 |

Source: DIPP Annual Report 2017-18

The Government has taken several initiatives to promote a healthy environment for the growth of manufacturing sector in the country. Some of the notable initiatives and developments are:

- In Union Budget 2018-19, the Government reduced the income tax rate to 25 % for all companies having a turnover of up to INR 250 crore (US$ 38.75 million).
- Under the Mid-Term Review of Foreign Trade Policy (2015-20), the Government has increased export incentives available to labour intensive MSME sectors by 2%.
- It has launched a Phased Manufacturing Programme (PMP) aimed at adding more smartphone components under the *Make in India* initiative thereby giving a push to the domestic manufacturing of mobile handsets.
- Government is deliberating to further ease Foreign Direct Investment (FDI) in defence under the automatic route to 51 % from the current 49 %, in order to give a boost to the *Make in India* initiative and to boost employment generation.
- Government has also approved the Modified Special Incentive Package Scheme (M-SIPS) in which, proposals on large scale manufacturing in Electronic System Design & Manufacturing (ESDM) will be accepted till December 2018 or up to an incentive commitment limit of INR 10,000 crore (US$ 1.5 billion).



## Some Key Sectors Outlook in Manufacturing

### Auto and auto components

Over the last decade, the automotive components industry has registered a CAGR of 14 % and has scaled three times to US$ 43.5 billion in 2016-17 while exports have grown at a CAGR of 14 % to US$ 10.9 billion. The Indian auto-components industry is expected to register a turnover of US$ 100 billion by 2020 backed by strong exports ranging between US$ 80-100 billion by 2026.[14] As per Automobile Component Manufacturers Association (ACMA) forecasts, automobile component exports from India are expected to reach US$ 70-billion by 2026 from US$ 10.9 billion in FY17. The Indian auto component industry aims to achieve US$ 200 billion in revenues by 2026.

The Indian auto sector is expected to grow moderately with 6–8% growth in passenger vehicles, primarily driven by UVs, and 0–2% growth in commercial vehicles. Two-wheelers are expected to clock double-digit growth in FY18. The outlook for the auto components industry is extremely positive, with industry experts expecting to register a turnover of 100 billion USD by 2020, backed by strong exports. As per NSDC report, nearly 15 million (1.5 crore) people are expected to be employed in automobile sector directly by 2022.

The domestic auto industry is likely to witness 8-12 % YoY growth in hiring in financial year of 2018-19. Majority of the hiring will happen in research and development (R&D), where the focus would be in the areas including design, engine and fuel and human resource solutions.

**Growth Opporunities:**

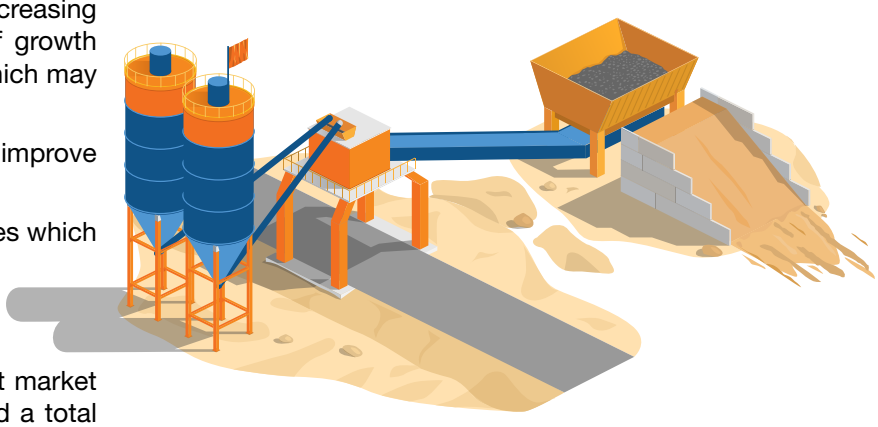
- Increase in working population and rise in middle class income to the drive growth of the automotive market
- With the advent of alternative fuel such as Shell gas, CNG and others, automobile companies are increasing R & D expenditure to drive the next phase of growth through use of renewable sources of energy which may be solar, wind etc.
- Increased public spending by Government to improve road infrastructure
- Government thrust to enable market with policies which can attract more new-age innovations

### Cements

The Indian cement industry is the second largest market after China. As of last quarter of 2017, India had a total cement production capacity of about 425 million tonnes (MT). The demand for cement in real estate sector is spread across rural housing (40%), urban housing (25%) and construction/infrastructure/industrial activities (25%). While the rest 10% demand is contributed by commercial real estate sector. Cement demand in India is likely to grow about 4.5 % in 2018-19 on the back of pick-up in housing segment, and higher infrastructure spending. Domestic cement production during April-December 2017-18 stood at 216.5 million metric tons (MMT), higher by 2.7 % compared to 210.8 MMT during the same period of previous financial year.[15] Cement demand is expected to reach 550-600 Million Tonnes Per Annum (MTPA) by 2025.

**Growth Opporunities:**

- Increased allocation to infrastructure projects in Union Budget 2017-18 and initiatives like building 100 smart cities and affordable housing projects to give a stimulus to cement industry
- At the backdrop of rising middle income group and investments in housing projects, cement consumption is expected to grow by 4.5 % in FY19
- According to data released by the Department of Industrial Policy and Promotion (DIPP), cement and gypsum products attracted Foreign Direct Investment (FDI) worth US$ 5.25 billion between April 2000 and December 2017 and expected to continue growing till 2022



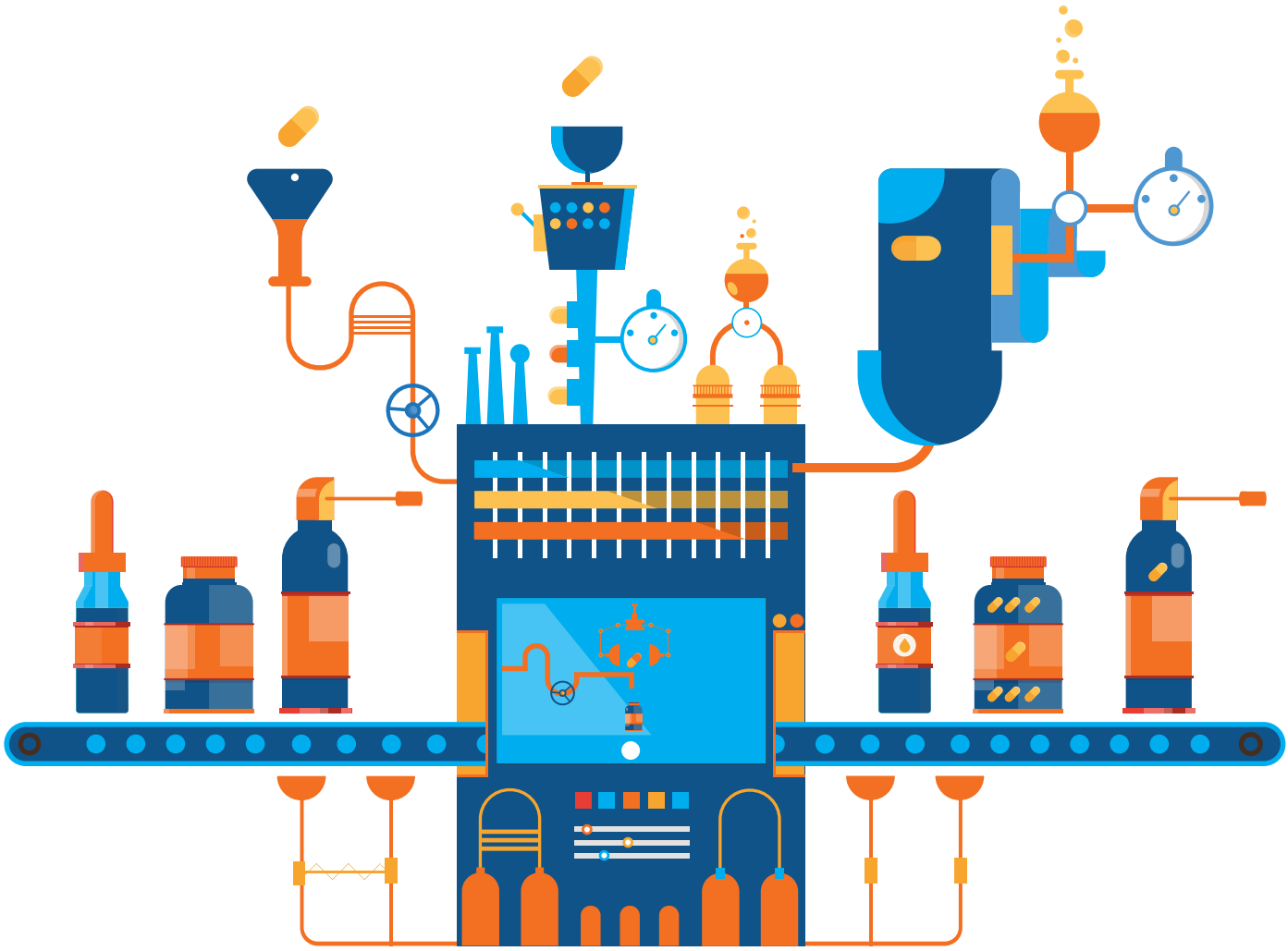
## Drugs and Pharmaceutical

India's biotechnology industry comprising bio-pharmaceuticals, bio-services, bio-agriculture, bio-industry and bioinformatics is expected grow at an average growth rate of around 30 % a year and reach US$ 100 billion by 2025. Biopharma, comprising vaccines, therapeutics and diagnostics, is the largest sub-sector contributing nearly 62 % of the total revenues at Rs 12,600 crore (US$ 1.89 billion). The drugs and pharmaceuticals sector attracted cumulative FDI inflows worth US$ 15.59 billion between April 2000 and December 2017.

Recently announced, the National Health Protection Scheme is largest government funded healthcare programme in the world, which is expected to benefit 100 million poor families in the country by providing a cover of up to Rs 5 lakh (US$ 7,723.2) per family per year for secondary and tertiary care hospitalisation. It will further boost the sector.

**Growth Opporunities:**

- Medicine spending in India is expected to increase at 9-12 % CAGR between 2018-22 to US$ 26-30 billion, driven by increasing consumer spending, rapid urbanisation, and raising healthcare insurance among others
- Due to lower cost of medical treatment, India is emerging as a leading destination for *Medical Tourism*
- Low cost of production and increased R&D activities to boosts efficiency of Indian pharma companies
- Increase in the size of middle class households coupled with the improvement in medical infrastructure and increase in the penetration of preventive healthcare could further boost the sector



## Select Models in Services Sector

### JK Tyre & Industries Ltd.

**Organization: Snapshot**

The company was incorporated as a private limited company in West Bengal on 14th February 1951. Until 31st March 1970, the company was engaged in the managing agency business. Thereafter, the company decided to undertake manufacturing activities and obtained a letter of intent in February 1972 for the manufacture of automobile tyres and tubes. The company's manufacturing operations comprise 9 modern plants strategically located across the country – Mysore, Banmore, Kankroli , Chennai and Laksar (Haridwar) and 3 modern plants in Mexico. JK Tyre has a wide geographic footprint across the country through its 141 selling points, which provides sales and service to customers and channel partners. The company also markets products through 30 JK Tyre Truck Wheels (fully equipped tyre service centre), 230 JK Tyre Steel Wheels (exclusive passenger car tyre retail) and 11 JK Tyre Xpress Wheels for small towns & semi urban markets. The company is also working towards social empowerment through Skill building trainings, Self Help Groups and livestock development activities.

**Growth Plan**

The Company aims to introduce new technology and continuously develop the competitiveness of its existing offering based on future customer needs and market requirements. Technology risk is being mitigated by leveraging innovation to enhance speed-to-market, continuously evaluating energy usage and shopfloor productivity parameters and benchmarking products. Furthermore, it also aims to continuously upgrades its facilities and hones skills of its employees. The compnay is going positive in hiring terms and expects to increase its exisitng workforce by 7-8% in the coming financial year.

### ACC Cements

**Organization: Snapshot**

Headquartered in Mumbai, the company has a nationwide reach with 17 cement plants, 50 Ready Mixed Concrete plants, a large technical services campus with a learning academy, a bulk cement handling terminal, 21 sales offices and several zonal offices. ACC had a permanent workforce of 8368 at the close of the year 2017-18. The company's family extends to embrace a vast distribution network made up of around 9000 dealers and 50,000 retailers who reach out to lakhs of customers in cities, towns and villages.

ACC Ltd. has embarked on an initiative to improve the efficiency of its supply chain, which includes 10,000 trucks that carry cement from its plants to sales outlets across the country.

**Growth Plan**

In 2017 ACC announced to invest INR 600 crore in setting up five ready-mix concrete plants and undertake various debottlenecking projects across its plants this year. The company has also just completed investment of INR 2,700 crore in an integrated project involving setting up of 2.79 million tonne per annum (mtpa) of clinker and 1.1 mtpa of grinding facility at Jamul in Chhattisgarh and grinding unit of 1.35 mtpa at Sindri in Jharkhand.

With positive outlook of construction and infrastructure spending, ACC is bullish on hiring. In 2016-17, about 4234 youth received skill development training under the Company's DISHA programme, over 80% of them had received jobplacements in various manufacturing and service sector enterprises. Group also provided support for the establishment of 129 new Self Help Groups (SHGs) while existing 1233 SHGs were trained in institutional strengthening; many of them were assisted in setting up a federation and obtaining registration for it.



## SUN Pharma

**Organization: Snapshot**

Sun Pharmaceuticals Ltd. is India's largest (by market capitalization) and the world's 5th largest specialty generic pharmaceutical company. The company manufactures and sells high-quality, affordable medicines in over 150 countries across 6 continents.

Till 2016-17, Sun Pharmaceuticals Ltd. had an intellectual capital of 2,000+ scientists, and had invested over 8% of its annual revenues in R&D. The company has over 48 manufacturing facilities across the globe. The company markets its pharmaceutical formulations as generics and branded generics in India and all major international markets. Sun Pharma's business is broadly categorized into four segments: *Active Pharmaceutical Ingredients (API), International Branded Generics, Indian Branded Generics and US Generics.* They also make specialty APIs that include *steroids, hormones, peptides and anti-cancers* manufactured at 14 international standard manufacturing facilities around the world. Over 72% of Sun Pharma sales are from overseas markets. The US is its single largest market, accounting for almost 60% of its turnover.

**Growth Plan**

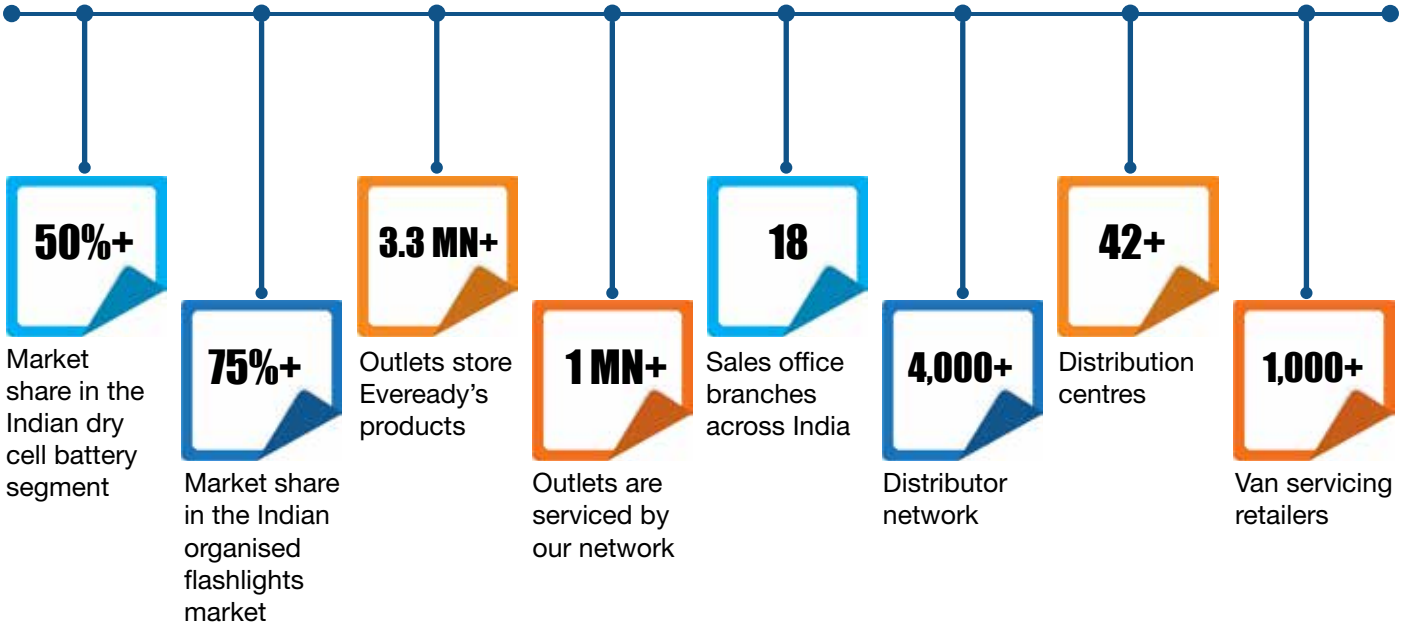
Company looks to focus more on research & development for coming couple of years. It also aims to achieve differentiation by focusing on technically complex products, focus on key markets to achieve global scale and ensure sustained compliance with global regulatory standards. Company believes that its objectives can only be met by keep pace global standards of skilled workforce, hence it has increased skilling activities. It is alos looking to hire young medical scientists to bring in more innovation.

## Eveready

**Organization: Snapshot**

Eveready Industries India Limited is engaged in the business of marketing of Fast Moving Consumer Goods (FMCG), such as dry cell batteries, rechargeable batteries, flashlights, packet tea and general lighting products. The Company also distributes a range of electrical products. The Company's product portfolio includes Dry cell and rechargeable batteries under the brand names Eveready, Powercell and Uniross; Flashlights and lanterns under the brand names Eveready and Powercell; Packet tea under the brand names Tez, Jaago and Premium Gold; Light Emitting Diode (LED) bulbs and luminaires under the brand names Eveready and Powercell; devices, such as mobile power banks, rechargeable fans and radio, under the Eveready brand, and small home appliances under the Eveready brand. The Company's manufacturing facilities are located in Chennai, Lucknow, Noida, Haridwar, Maddur and Kolkata, and it is supported by sales and distribution network across the country.

**Presence and reach**



**Growth Plan**

During 2016-17, the category turnover was at INR 299.17 crores, representing a growth of 8.2% over the previous year. The Company successfully serviced Energy Efficiency Services Ltd (EESL) tenders worth INR 46.50 Crores – for supply of LED bulbs and LED Tubelights as part of the scheme to light up consumer homes at affordable prices. In an emerging economy like India, the volume of lighting products will continue to have high growth, due to increased housing and commercial development. The Government of India's countrywide campaign of providing LED bulbs and LED based luminaires at affordable prices will add fillip to the category. EIIL is also working towards enhancing distribution networks.

It scouts for the best talents from Business Schools, ICAI, ICWAI and Engineering Colleges from all across India for its different operations like Sales & Marketing, Human Resources, Finance & Manufacturing. The firm has strength of approx. 2.90k employees and hiring may continue in the year 2018-19. Eveready also encourages summer internships for students from various Business Schools and Engineering Colleges. Company is also working towards hiring apprentices.

## Asian Paints

**Organization: Snapshot**

Asian Paints is India's leading paint company with a group turnover of INR 168.43 billion. The group operates in 16 countries and has 25 paint manufacturing facilities in the world servicing consumers in over 65 countries. Besides Asian Paints, the group operates around the world through its subsidiaries Berger International, Apco Coatings, SCIB Paints, Taubmans, Causeway Paints and Kadisco.

Asian Paints also operates through 'PPG Asian Paints Pvt Ltd' (50:50 JV between Asian Paints and PPG Inc, USA, one of the largest automotive coatings manufacturer in the world) to service the increasing requirements of the Indian automotive coatings market. The second 50:50 JV with PPG named 'Asian Paints PPG Pvt Ltd' services the protective, industrial powder, industrial containers and light industrial coatings markets in India.

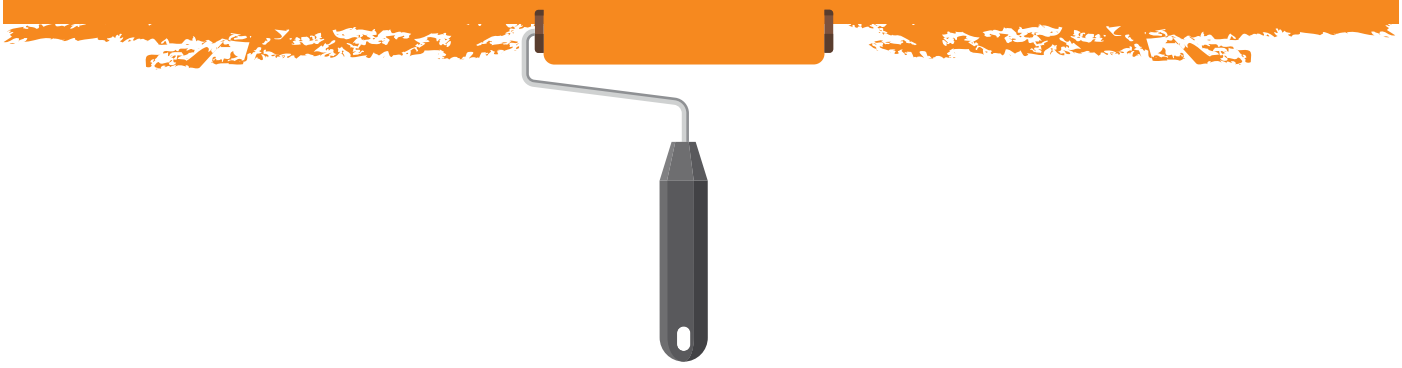
Vertical integration has seen Asian Paints diversify into chemical products such as Phthalic Anhydride and Pentaerythritol, which are used in the paint manufacturing process. The company has discontinued production of Phthalic Anhydride from end of July 2017.

In the Home Improvement and Décor category, the company is present in the Kitchen and Bath fittings space and offers various products under Sleek and Ess Ess brand respectively.

**Growth Plan**

Asian Paints is embarking on its largest capacity expansion this fiscal year, investing INR 4,000 crore at its Visakhapatnam and Mysuru facilities to add 1.1 million kilo litre to its present output. The city-headquartered company is setting up plant with a 5 lakh KL per annum capacity at Visakhapatnam at an investment of INR 1,785 crore and a 6 lakh KL plant at Mysuru pumping in INR 2,300 crore.

Due to recent global market penetration and improved domestic market demand Asian Paints is going to continue with their human resource expansion plan in the current financial year as well. The group is also committed to engage with its stakeholders and enagege in employment for the local communities around its manufacturing units by enhancing education of people and also sensetizing them with importance of water conservation and preservation, provision of welfare facilities like subsidized food, rest rooms, medical check-ups and medical facilities, etc., have been undertaken by the Company.



## Orient Fashion India Pvt. Ltd.

**Organization: Snapshot**

Orient Fashions was established in 1973 and has grown into a booming enterprise of grossing $56 million (USD) annually. The company employs 5000 associates, boasts of state of the art infrastructure and has achieved 15% growth rates YOY over the last 5 years.

The factories are able to produce 750,000 units a month. The company has 7 compliant, garment facilities in the Delhi/NCR region supported by an in-house fabric weaving mill, a lace making unit, a large fully owned computer embroidery set up, along with a modern laundry unit. Orient Fashions specializes in women and children's ready-to-wear, sleepwear, beachwear and loungewear garments, made in woven knit and jersey fabrics.

OFEIPL has established relationships with large international retailers such as The GAP Inc., Esprit Holdings Limited, Zara, Monsoon Accessorize, French Connection, Tommy Hilfiger and J.C. Penney Company. Some of these customers have been associated with OFEIPL for over 10-15 years. In the global market, 60% of products are going to US and 40% to UK.

**Growth Plan**

OFEIPL has incurred a capex of INR 100 mn on the set up of new computerised embroidery unit with a capacity of Noida, Uttar Pradesh. The company plans to establish a digital printing site in Noida in FY17. It has a lace manufacturing facility in Okhla, New Delhi, which operates under an associate entity, to support product value addition. The company is looking to hire 1200- 1500 in the financial year of 2018-19.

## TCNS Ltd.

**Organization: Snapshot**

Having started operations in 1972, TCNS is sourcing base for many of Leading Global Apparel Brands. It offers partners a holistic infrastructure that supports designing, sourcing, manufacturing & logistics to provide 360° sourcing solution. Specialize in, children wear, kids girls/ teens/, and women's category and have a large basket of products to offer from dresses, skirts, tops, t-shirts to tights, vests, shirts, dungaree, bodysuits, sweaters etc. and have the uniqueness of being able to provide a one point sourcing solution for products covering woven/ jersey/knits/denims/over dyed garments/sweaters and mix 'n' match combinations of these. The firm has more than 5000 employees.

**Growth Plan**

The firm is planning to add 100 more stores every year across India. The key focus area for TCNS is to establish more stores of Aurelia and expand their international presence. After having their presence felt in Sri Lanka, Mauritius and Nepal, the brand is planning to add eight more stores in the international market and UAE is one of them.

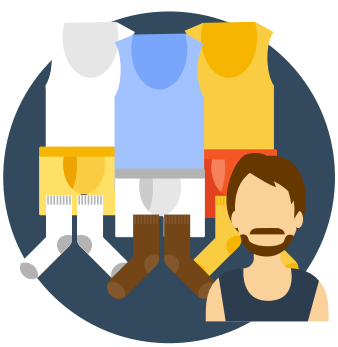
Apart from expansion, the brand will focus on creating brand entity, with investment in stores and supply chain. They alos plan to hire 1900-2200 in the curren financial year.

TCNS is not looking to enter into the men's clothing line as Daga finds women's clothing line more appealing. But sharing an interesting insight about W's airport stores, the Daga highlighted that in their airport stores, almost 30 per cent of the shoppers are men, mostly because men do the last-minute shopping for their partners.



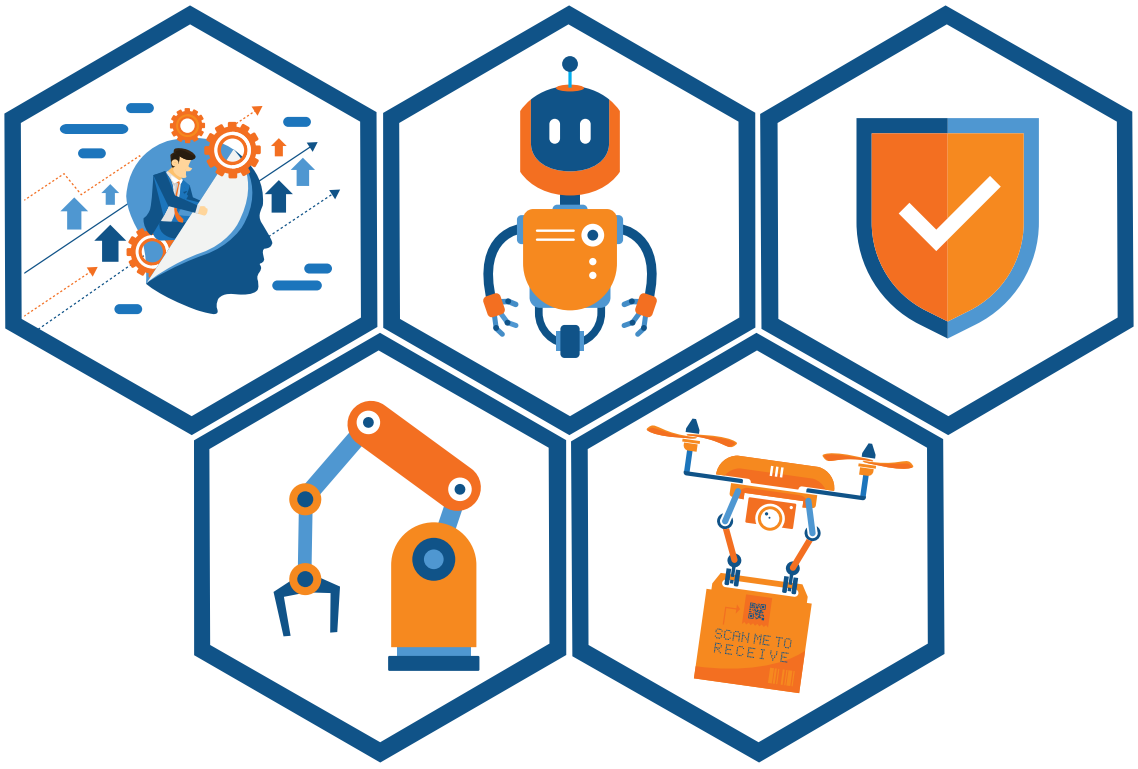






**Select Models in Manufacturing Sector and Skill Sets Needed**

| Organizations | New-Age Skill Sets |
|---|---|
| JK Tyre & Industries Ltd. | Besides the core skill-sets required in respective organizations, following emerging skill-sets would help in better career prospects:<br><br>Creative Marketing<br><br>Machine Learning Expertise<br><br>Quality Process Expertise<br><br>Automated Systems Programmers<br><br>Smart Logistics Professionals |
| ACC Cements | |
| SUN Pharma | |
| Eveready | |
| Asian Paints | |
| Orient Fashion India Pvt. Ltd. | |
| TCNS Ltd. | |



# SOCIAL INNOVATION & ENTERPRISES

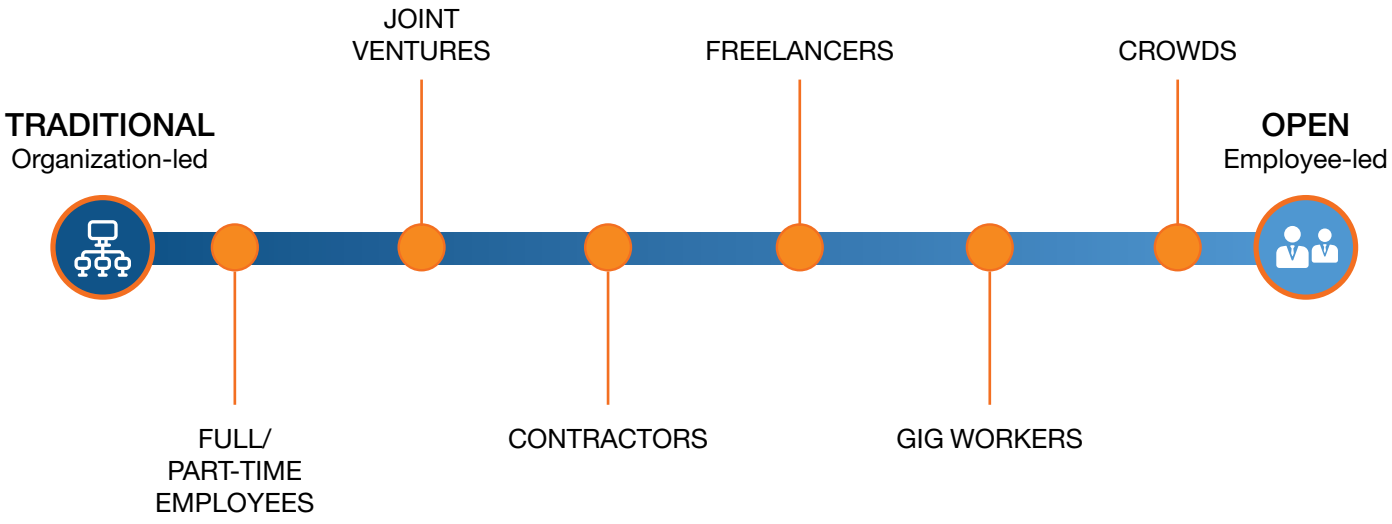
## Social Innovation/Enterprises: Outlook

In the last decade we have witnessed seismic changes in the workforce, workplace and entrance of technologies at workplace. India too has seen a considerable amount of growth in social enterprises. Though the word 'social entrepreneur' saw the limelight only in 1981, their insurmountable contribution has reflected in health care, employment, education, and the upliftment of the marginalised sections of the society. With startups and corporate social responsibilities (CSR) activities hustling the possibilities, the way ahead for social enterprises is promising. Having said that, one cannot deny the challenges faced by the sector.

Technology and innovation play a critical role in defining the way we live today. New inventions and innovations have made the world an ever dynamic place and before we get accustomed to using a technology, the next best thing is already out in the market. Innovation involves engaging in a constant process of thinking creatively, differently and insightfully to develop solutions that could generate economic and social value. Innovation is universal. Innovation could be disruptive or incremental - *highend or jugaad* - could happen in a most sophisticated lab of NASA or in a small village of Bihar, it could be for profits or for social good. Innovation aims to improve access, affordability, sustainability, efficiency, productivity and competitiveness. Currently, innovation is seen as the corroborator of economic growth. Riding on innovation, there is a new wave of entrepreneurship and start-up culture in the country- *Social Innovation & Enterprises*.

Social innovation is helping to solve some of the world's most pressing problems with new solutions such as education, digital literacy, healthcare, restorative justice and sustainability . In the process of creating solutions, it is also profoundly changing beliefs, basic practices, resources, and social power structures. Social innovation is also providing a unique opportunity to step back from a narrow way of thinking about social enterprises, business engagement, and philanthropy and to recognize instead the interconnectedness of various factors and stakeholders.

There is also a growing trend of working engagements. Makerspaces, incubators, accelerators and co-working spaces are now the new frontiers of innovation and co-creation. Because of this shift towards "social yet sustainable " business models a wide range of workers/working engagements have emerged:



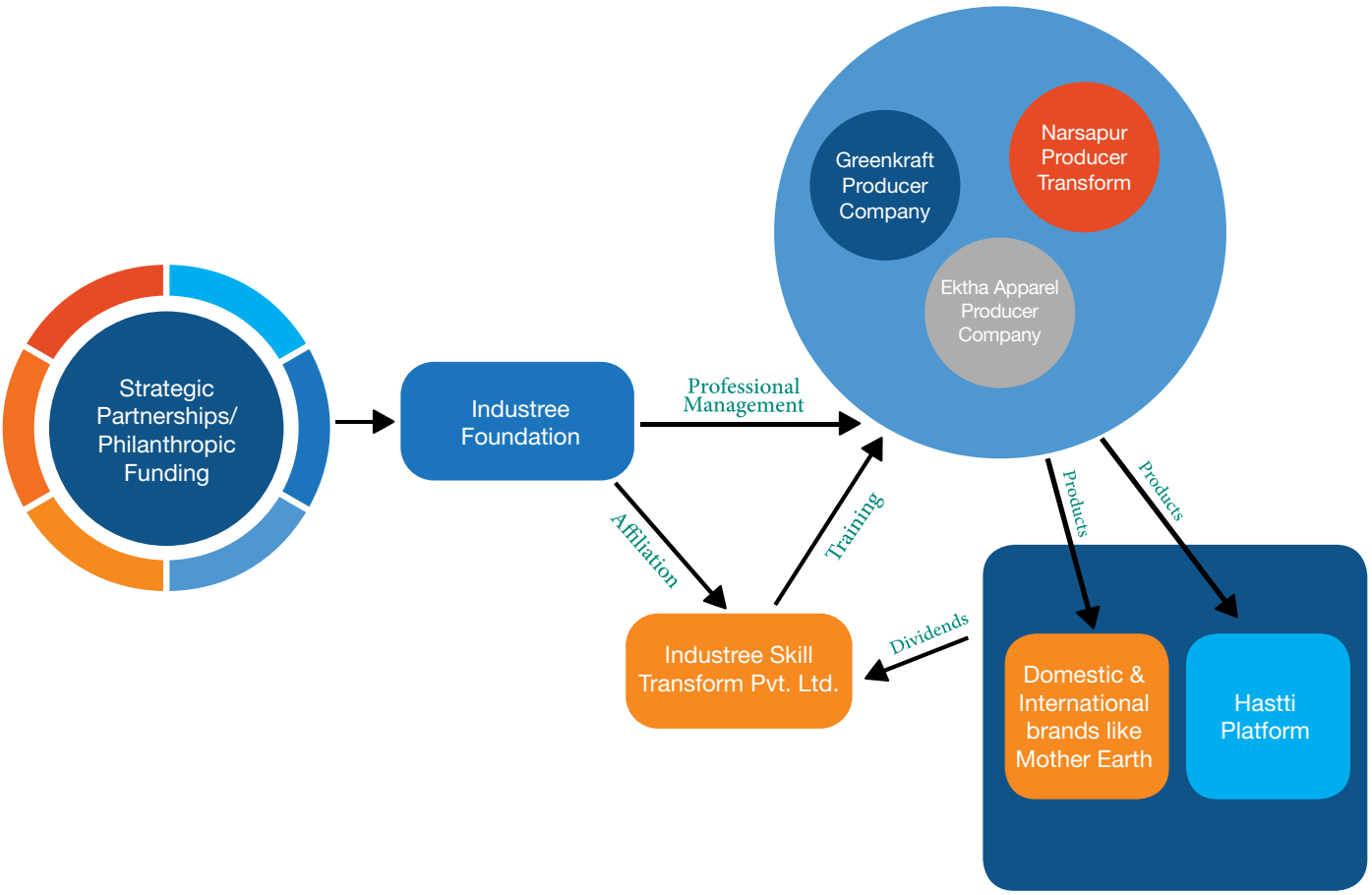
## Select Models

### Industree

**Organization: Snapshot**

Industree Foundation holistically tackles the root causes of poverty by creating an ownership based, organised creative manufacturing ecosystem for micro-entrepreneurs. Industree is a blended capital model that is building the ecosystem for the growth of rural artisanal producers. Industree Foundation's comprehensive approach helps communities assess their traditional skill base, organize them into production units, develop products that appeal to modern markets, and create consistent demand to create sustainable businesses at the lowest possible costs. This approach has tripled the incomes of artisans in non-farm occupations by leveraging their artisanal skills and integrating them into the creative industries sector.

Industree aims to up skill artisans all over India and in some of the countries in Africa in various crafts. Industree imparts design training to rural artisans to make contemporary products using traditional skills, thereby creating sustainable livelihoods. Industree also imparts soft skills trainings for building leadership skills and facilitating entrepreneurship. The training covers aspects like problem solving, team work and creativity. Industree Foundation has reached 30,000 women artisans across India and Africa, through collaborative efforts with organizations like The Future group, IKEA, The Commonwealth Secretariat, Grassroots Business Fund and National Skill Development Corporation. The business model is diagrammatically represented below:



The Industree model involves first clustering and formation of producer companies through social mobilization. Formation of Self Help Groups is prime to all trainings provided by Industree. In order to enable artisans move up the value chain, they are clustered and formed into Producer Companies. These producer companies do not just fulfill mass production requirements, but also help the producers attract debt funding and get social security in terms of PF and ESI. An effort is made to bring artisans under organized sector by facilitation of Artisan ID Cards, Health Insurance, PF & ESI Benefits through SHGs and Producer Company formation.

The groups are facilitated to build/create infrastructure in terms of shed, machinery and other fixed assets to start production. There they are introduced to advanced machinery for increasing productivity and meet target costs. The effort is also made to work on the process flow management so that the work can be distributed amongst artisans and productivity can be increased.

Industree post skilling provides market linkages to the producer companies so formed. Industree has a chain of retail stores specialized in natural fiber crafts and other artisan based products. It develops marketing strategies for sustainable supply and identifying demand of customer base.

In this model, jobs are taken to the manufacturing producers, rather than migrate them for jobs, where it has been observed that retention is a huge issue. This model is being showcased as a national level solution for the informal sector and post skilling deep hand holding amount of INR 15,000 to INR 20,000 is also provided, per trainee. This shall enable the trained producers to become capable of managing their aggregated business/ production in a successful fashion, earning them above minimum wage, supplying to B to B customers.

**Growth Plan**

Industree plans to scale the producer company model, similar to Industree's 2 companies - GreenKraft and Ektha, one in Natural Fiber and the other in Apparel. Both are globally compliant and supplying to renowned brands, providing placement for informal sector jobs. Industree is further scaling the model with Tata Trust, in Ananthpur in apparel.

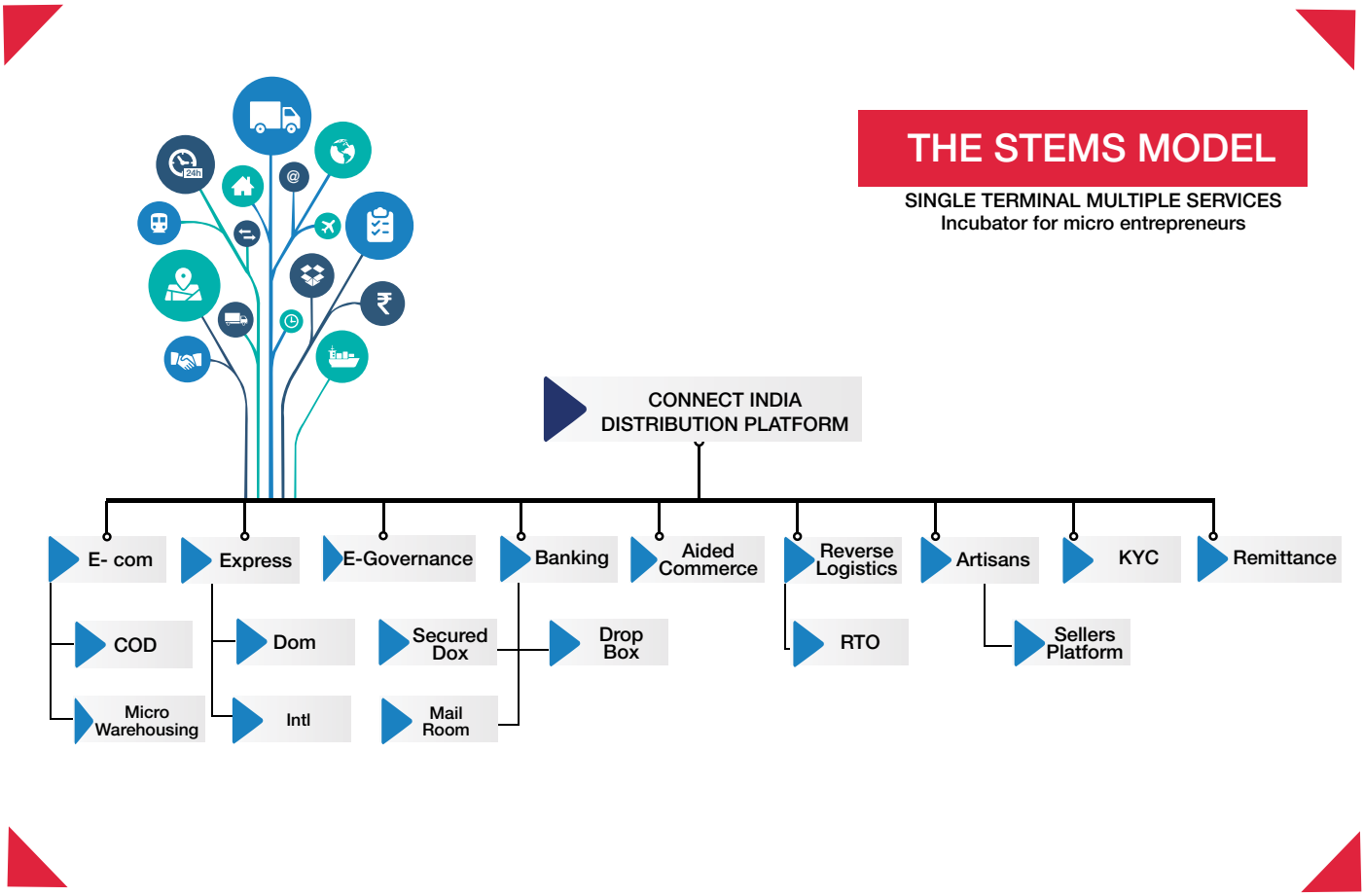


## Connect India

**Organization: Snapshot**

Connect India is a movement with a vision to create a nationwide, pervasive physical network where connections are hyper-local to global, affordable and available to all. The objective is not only last Mile delivery but rural to export (RE)-commerce origination by creating a high reliability yet affordable logistics platform and provide access by rural producers to distant markets, in the process less dependence on middlemen. Coupled with enabling internet-based merchandise display by small farmers and craftsmen, to enabling them receiving orders and payments on their mobile phones, Connect India' RE- commerce platform ensures that rural producers get access to global and urban markets at a remunerative price, which is very essential for the inclusive growth of the Indian economy.

Connect India directly or indirectly works with 1,00,000 last mile delivery entrepreneurs as Connect India Centers (CICs), who in turn provide employment to 5,00,000 plus delivery associates from their local communities. The company has reached out to more than 200 urban and rural districts of India. Organisation also aims to engage with e-Commerce players, National Skill Development Council and State Governments to create an eco-system of skilled manpower for the industry across the urban and rural markets.



**Growth Plan**

Connect India has already created over 8,000 franchise outlets all over India using an entrepreneurial model. In the last 24 months Connect India has already reached over 5000 PIN codes and this is being used by companies like Amazon and Flipkart, Blue Dart , Naaptol , Fedex other E-commerce Companies apart from Banks. Currently Connect India is operational in over 75 locations and delivers close to 1,00,000 shipment a day. Connect India Single Terminal Multiple services Business model (Last Mile Delivery - Instore Activities such as Assisted commerce, Travel services, ATM Services, Medicines Order Booking and other valueadded Citizen common services) also gives the Brick and Mortar stores with various opportunities of revenue streams.

This is a big boon for the Brick and mortar Stores especially with the aggressive growth that is happening in the e-tailing business which is also impacting the small Retail stores business and with the model of connect India it is rather complementing rather than competition and create huge no of local employment. In the next 3 to 5 years Connect India will create a network eco-system of over 1,00,000 entrepreneurs connecting every single village in the country touching 26000 + pin-codes, thus creating over 500,000 jobs In the process of this growth Connect India is also creating huge Skill development activities with the support of various governments and such one activity has already started with AP government where Govt of AP will identify the entrepreneurs and Connect India would skill them in the logistics space of LMD and induct them into CI as entrepreneurs for handing Last Mile Distribution Activity.

## iKure Techsoft

**Organization: Snapshot**

iKure Techsoft is a rapidly-growing, revenue-positive social enterprise that meets the rural health care and prevention needs through a unique combination of health outreach initiative, skills development and technology intervention. iKure was formed to provide accessible and affordable primary health care using a technology innovation called WHIMS. The Kolkata based startup is creating an integrated network of rural health centers to provide affordable quality healthcare in close proximity to underserved rural populations of India.

The startup delivers its services through hub and spoke clinic set up where a core medical team utilizing modern procedures and equipment stationed at hub clinic visit peripheral clinics (spokes) on a regular basis. iKure also provides training to its community health workers equipped with point-of-care (POC) devices, which enables them to provide door-step monitoring and diagnostic support. Furthermore, through its proprietary software, Wireless Health Incident Monitoring System (WHIMS) is used as a diagnostic tool to analyze patient information for health screening, early detection and monitoring of diseases for doctors and health care workers. Equipped with this information, iKure analyzes the root causes of ailments and addresses them holistically through a combination of health & hygiene, water & sanitation, nutrition etc. In addition, iKure has created an ecosystem by partnering with local NGOs for ground mobilization, hospitals for secondary & tertiary care and research organizations for clinical and technical knowhow of various ailments. iKure has treated more than 400,000 paid patients through its Rural Health clinics covering more than 3.5 million people across 6 states in India. iKure applies a unique combination of technology intervention, skills training, and capacity building to create a sustainable health care model that impacts rural life nationwide.

**Growth Plan**

With the aim to create a comprehensive solution for delivering effective care at the grassroots, the company has established Rural Health Centers (RHCs) staffed by doctors available seven days a week, pharmacists dispensing accredited medicines, trained health workers and a Mobile Medical Unit to cater to the critical health needs of the rural patients. In order to strengthen this network iKure has recruited a team of qualified health care professionals to provide continuous clinical and technical training and control processes through standard operating procedures. iKure has now started its operation in 2 districts of Odisha and is planning to expand aggressively into new territories by the year end.

iKure's current team strength is 50 plus, including 10 doctors, 25 health workers and technical and corporate support. However, it has trained 140 health workers who now work as volunteers. It operates a total of 40 rural healthcare centres currently. 22,000 patients have been seen at Rural Health Centers utilizing iKure Techsoft. iKure is planning to hire more skilled Doctors and health workers. They are also looking to hire engineers who can help them expand further.

## ONganic Foods Pvt. Ltd.

**Organization: Snapshot**

ONganic Foods, is an agri-social startup in West Bengal working with 1,000 small farmers on 200 hectors of land, across nine villages. ONganic gives farmers access to premium markets and market information ensures that farmer makes an informed decision on what to grow. Moreover, sustainable agriculture practices coupled with economical viability and specialized knowledge brings back pride into farming.

This startup has organized farmers into a farmers' produce company — ON Farm Fresh Innovation Producers

Company Limited — supported by NABARD. Farmers associated with ONganic receive seeds and organic inputs as credit, without any interest, which is paid off at the time of purchase of the raw material. With storage, processing, and in-house packaging unit, the enterprise maintains strict measures for quality control and the farmers are certified under the National Programme for Organic Production (NPOP). ONganic connects the farmers with various government schemes and supports them with bank and credit linkages. Further, they promote the organic products grown by their farmer groups through various national and international trade fairs and e-commerce platforms such as Amazon and Spencer's Retail. A spin-off of non-profit SwitchON, ONganic is supported by the Technology Development Board, Government of India; Ministry of Small and Medium Enterprise and is incubated by Indian Institute of Management, Kolkata.

**Growth Plan**

In the long term, ONganic plans to set up an Information and Communication Technology (ICT) platform connecting its 1,000 farmers for information sharing on weather, organic package of practices, trouble shooting and booking of farm implements. The startup will also provide consultancy services to other organic groups, companies and NGOs for organic farming, and certification. Their vision is to create an agriculture revolution by developing sustainable organic farming communities in rural India. They aim to create direct market access for 10,000+ small and marginal organic farmers and affordable organic food to consumers in major cities of India by 2020.

There is a core team of 12 people. In the past three years, the enterprise has trained farmers in organic cultivation, input preparation, seed saving and good post-harvest practices. ONganic organizes various skill development programmes as well. In the coming two years organization looking to hire 60-70 more people.

## Dastkar

**Organization: Snapshot**

Dastkar is a private not-for-profit NGO established in 1981, working to support traditional Indian craftspeople, many of them women and village based, with the objective of helping craftspeople regain their place in the economic mainstream, in a country where the craft sector is second only to agriculture in providing employment.

Dastkar carries out its mission through advocacy with governmental, non-governmental & foreign agencies; as consultant, evaluator & resource provider to craftgroups and as organiser of direct retail marketing platforms in its popular Bazaars and Exhibitions, bringing together craftspeople, producer groups, environmental organizations, social activists & cultural performers with urban consumers, students and international buyers. Company's primary aim is supporting the craftsperson in whatever way required. It assists craftspeople through support service activities such as capacity building workshops, skills training, collaborative design innovation and product development; helping them transform traditional skills into products that have contemporary appeal, thereby providing craft communities with a source of permanent employment and sustained earning.

Dastkar is spread to 25 states with support from corporations, international organisations and individuals. Many of the best known craft success stories in India, such as SEWA Lucknow, Banascrafts (Gujarat), Berozgar Mahila Kalyan Samiti (Bhagalpur), URMUL (Rajasthan), Sandur Kushal Kala Kendra (Karnataka), Kala Raksha and KHAMIR (Kutch) AVANI (Uttarakhand) and Mulberry (Assam) to name a few, successfully entered the urban consumer market through Dastkar's design, training and marketing assistance.

**Growth Plan**

Dastkar works with an ever growing family of more than 350 craftgroups and small producers, directly and indirectly affecting the lives of approximately 43,000 artisans from across 22 States of India. It aims to add 500 artisans every year.



## The Indian Craft House

**Organization: Snapshot**

With the driving objective of creating a fair price platform for artisans who have very limited access to any market, leave alone global markets, the site is inhabited with a wide selection of products from every corner of the country, direct from the artisan, NGO's working closely with artisan groups or from enterprises that directly deploy artisans in the creation of their products.

The Indian Craft House portal offers a wide selection of unique, daily use articles for homes and offices as well as some beautiful options for women's articles like stoles, bags and jewelry handpicked from various corners of the country. What set the products apart is the beautiful craftsmanship and the guarantee of quality that they come with.

**Growth Plan**

Positioned as the 'Perfect Gift' option - one is spoilt for choice - whether it be a Madhubani Tray or perhaps a Gond painted Cookie Jar, a Kashmiri Art Wall Clock or even a beautiful Kantha Stole! Whatever one chooses is guaranteed to delight at amazingly affordable prices. To cash upon changing customers choices and preferences, organization aims to engage more people-direct or indirect employment.



## Youth4Jobs

**Organization: Snapshot**

Youth4Jobs vision is to mainstream hiring of youth with disability in companies. The mantra is “Hire these youths because it helps your business.” Youth4Jobs is the largest organization in India in this space. It has 24 training centres in 14 states of India which focus on training youth with disabilities from villages and placing them in entry level jobs. Recently, “College Connect” was launched where by educated youth with disabilities are identified, individual assessments done, oriented to the needs of the market and placed in MNCs and other companies. Companies find Y4J a good partner to work with as the organization has a varied pipeline; has a pan India presence and expertise in integrating PwDs (persons with disability) into the work force. To date 13,000 youth with disabilities have been trained of which 30% are girls with disability. It has reached out to 250,000 households with the message of “ability in disability”. Y4J works closely with 500 companies helping them to begin or strengthen their journey of inclusion. Y4J has won awards, national and international, for this challenging work.

**Challenges companies face in hiring PwDs are the following:**

- Company mind-sets: Companies do not understand disability and have several questions ranging from “Where to find them?”, “Is it expensive to hire?”
- Accessibility: Most public places and work places are not accessible which reduces their Mobility
- Low education: There is a close connection between disability and poverty. The youth are poor and have low levels of education and training. The youth are not work-ready
- Community mind sets: Since schools are not inclusive, especially in rural India, many parents and community think the youth with disabilities are not capable of working

Youth4Jobs has, therefore, to continuously innovate to create new job roles for PwD in companies. Successful inclusion of PwDs is also not a one step process and involves a close partnership with the company and a facilitator like Y4J.

**Innovations**

- Innovation in Manufacturing: Valeo Automotive Pvt. Ltd.
- Innovation in Retail: Silent Cashier
- Innovation in Beauty and Wellness Segment: Naturals Salon

**Impact**

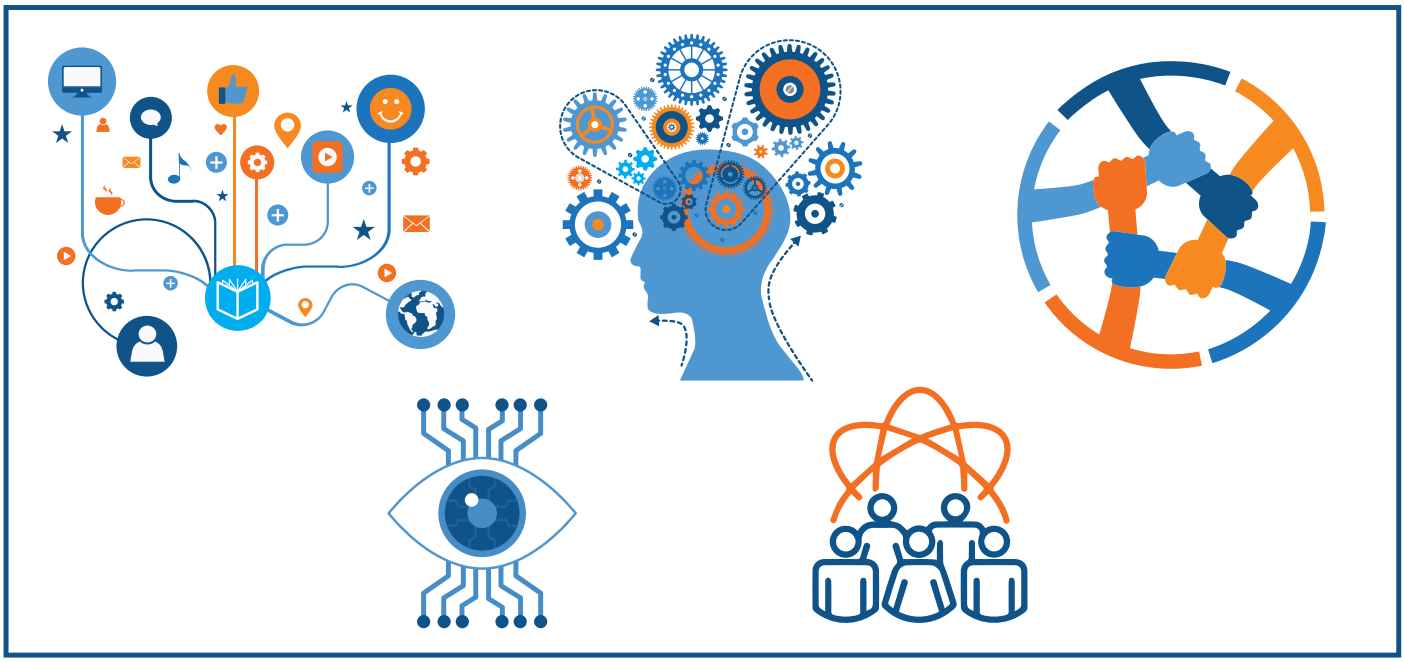
- About 450-500 youth with disabilities with ITI or 12th pass will get quality jobs in these companies, over 2 years
- Retail in India is one of the fastest growing sectors. Piloting of silent cashiers has resulted in opening up 50,000 cashier roles for PwDs
- Naturals Enable is hoping to hire more disabled people across the 611 salons owned by them. Other brands like L’Oréal, Lakme and Godrej have evinced interest in this model. Y4J now plans to pilot Home Entrepreneurs in the beauty and wellness segment





**Select Models in Social Innovation & Enterprises and Skill Sets Needed**

| Organizations | New-Age Skill Sets |
|---|---|
| Industree | Besides the core skill-sets required in respective organizations, following emerging skill-sets would help in better career prospects:<br><br>Digital and Media Literacy<br><br>Critical Thinking<br><br>Respect for Diversity (Organizational Skills)<br><br>Social Intelligence and Perspective Formation<br><br>Social Business Ethics |
| Connect India | |
| iKure Techsoft | |
| ONganic Foods Pvt. Ltd. | |
| Dastkar | |
| The Indian Craft House | |
| Youth4Jobs | |



# AGRICULTURE AND AGRO-BASED INDUSTRY

## Agriculture and Agro-based Industry: Outlook

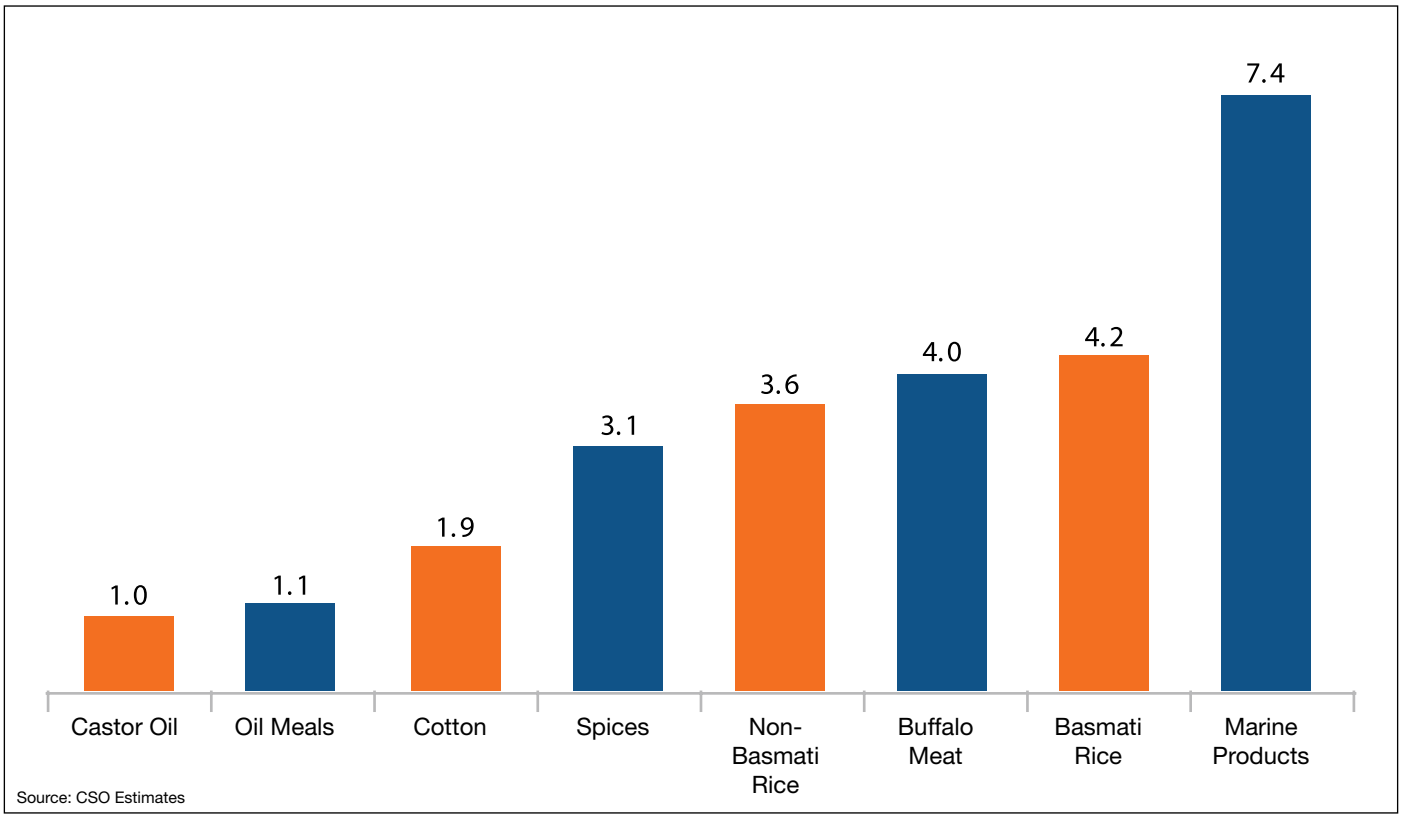
Agriculture is the primary source of livelihood for about 58 % of India's population. Gross Value Added by agriculture, forestry and fishing is estimated at INR 17.67 trillion (US$ 274.23 billion) in FY18.

During 2017-18 crop year, food grain production is estimated at 279.51 million tonnes, as per third advance estimates while rice and wheat production in the country is estimated at 111.52 MT and 98.61 MT, respectively in the same period. Milk production was estimated at 165.4 million tonnes during FY17, while meat production was 7.4 million tonnes. Total area in India, sown with rabi crops reached 64.29 million hectares in February 2018. India is the second largest fruit producer in the world. Production of horticulture crops is estimated at record 307.16 million tonnes (mt) in 2017-18 as per second advance estimates.

Total agricultural exports from India grew at a CAGR of 16.45 per cent over FY10-18 to reach US$ 38.21 billion in FY18. In April-May 2018 agriculture exports were US$ 6.43 billion. India is the largest producer, consumer and exporter of spices and spice products. Spice exports from India reached US$ 3.1 billion in 2017-18. Tea exports from India reached a 36 year high of 240.68 million kgs in CY 2017 while coffee exports reached record 395,000 tonnes in 2017-18.

Food & Grocery retail market in India was worth US$ 380 billion in 2017.[16]

**Key Agricultural and Allied Sector Exports from India in FY 18 (Figures in US$ Bn)**



The Electronic National Agriculture Market (eNAM) was launched in April 2016 to create a unified national market for agricultural commodities by networking existing Agriculture Produce Marketing Committees (APMCs). Up to May 2018, 9.87 million farmers, 109,725 traders were registered on the e- NAM platform. 585 mandis in India have been linked while 415 additional mandis will be linked in 2018- 19 and 2019-20. Cumulative trade on the platform reached Rs 41,855 crore (US$ 6.49 billion) by March 2018. Under Union Budget 2018-19, an Agri-Market Infrastructure Fund was announced to develop and upgrade the infrastructure in 22,000 Grameen Agricultural Markets (GrAMs) and 585 APMCs. 42 mega food parks have also been sanctioned. States' population engaged in agricultural activities is presented below:



**< 50%**

**Kerala, Tripura, Tamil Nadu, West Bengal, Punjab**



**51-60%**

**Haryana, J&K, Sikkim, Maharashtra, Gujarat, Uttar Pradesh, Manipur, Andhra Pradesh, Rajasthan, Jharkhand**



**> 60%**

**Odisha, Nagaland, Karnataka, Himachal Pradesh, Uttarakhand**



**> 65%**

**Assam, Madhya Pradesh, Mizoram, Bihar, Meghalaya, Arunachal Pradesh , Chhattisgarh**

The Government of India has introduced several projects to assist the agriculture sector. Some of the select ones are:

- The implementation of Pradhan Mantri Fasal Bima Yojana (PMFBY) will be made faster and the government is aiming to increase the coverage under the scheme to 50 per cent of gross cropped area in 2018-19.
- Around 100 million Soil Health Cards (SHCs) have been distributed in the country during 2015-17 and a soil health mobile app has been launched to help Indian farmers.
- With an aim to boost innovation and entrepreneurship in agriculture, Government is introducing a new AGRI-UDAAN programme to mentor start-ups and to enable them to connect with potential investors.
- Government has also launched the Pradhan Mantri Krishi Sinchai Yojana (PMKSY) with an investment of Rs 50,000 crore (US$ 7.7 billion) aimed at development of irrigation sources for providing a permanent solution from drought.
- Government also plans to triple the capacity of food processing sector in India from the current 10 per cent of agriculture produce and has also committed Rs 6,000 crore (US$ 936.38 billion) as investments for mega food parks in the country, as a part of the Scheme for Agro-Marine Processing and Development of Agro-Processing Clusters (SAMPADA).

There is a growing market of Agritech as well and such Agritech start-ups are also creating large number of employment or self-livelihood opportunities. There are growing opportunities in areas like how to increase crop production, improving the nutritional value of the crops, reduction in input prices for farmers, improving the overall process-driven supply chain, and reducing wastage in the distribution system, among others. Agritech startups are also leveraging technology in the area of market linkages such as retail, B2C and B2B marketplaces and digital agronomy startups. They are now able to address input challenges of agriculture in India from the very beginning. The agritech startups are able to provide correct information, techniques, and efficiencies to farmers both for pre-harvest applications and post-harvest use cases. Niti Aayog estimates the digital agriculture services market to hit $4.55 Bn by 2020, thus pointing out to the ample scope of growth for agritech startups in the country.

## Select Models

### Fasal

Fasal is an AI-powered IoT platform for precision agriculture. It delivers insights and analytics to farmers to grow more and better. As a part of the process, the AI-based microclimate-forecasting algorithm incorporates real in-field information and relates it to publicly available weather forecasts, so that farmers can benefit from real-time, actionable information relevant to day-to-day operations at the farm. It removes the guesswork and manual methods of most farmers today who are working in isolation to make critical crop related decisions by providing them with data and analytics to grow better. The business model includes a nominal monthly subscription fee. There is no upfront charge or deposit. It is a pay-as-you-go model. For large scale and institutional farmers, firm also offers to sell their IoT device and charge less subscription on software usage.

**How it works?**

Sense: Fasal monitors critical microclimatic parameters, including Temperature, Humidity, Rainfall, Soil moisture at various levels, Leaf wetness, Soil temperature etc., 24x7x365 from farm and uploads it to Fasal cloud platform.

Analyze: The data is then analysed and presented, making crop's health accessible to farmers anytime, anywhere on any device for decision making like irrigation management, resource optimization, increasing yield, increasing quality of yield etc.

Predict: Captured data is used by prediction models to predict the ideal growth conditions, resource requirements including fertilizers, Crop diseases, and microclimatic weather predictions.

Act: Farmer gets notified on his device and actions can be taken directly from it, like switching on drip irrigation etc.



## Crystal Crop Protection Pvt. Ltd.

Crystal Crop Protection Limited engages in the technical manufacturing, formulation, and marketing of agrochemical products in India and internationally. It provides insecticides, fungicides, herbicides/weedicides, plant growth regulators/micro nutrients, and others; sprayers, implements, and harvesters; and seeds. The company also exports its products. It serves farmers and a range of pesticide companies. Crystal Crop Protection Limited is based in Delhi, India. The firm has 1084 full time employees. With revived growth of agriculture sector, company is positive about hiring in the current fiscal.

## Godrej Agrovet Ltd.

Godrej Agrovet Limited is a diversified, Research & Development focused agri-business company, dedicated to improving the productivity of Indian farmers by innovating products and services that sustainably increase crop and livestock yields. Firm is investing significantly in cutting-edge Research & Development to support its innovation pipeline.

Organization's teams have worked closely with Indian farmers to develop over 61,700 hectares of smallholder Oil Palm Plantations to bridge the demand and supply of edible oil. Firm has plantations across Andhra Pradesh, Goa, Gujarat, Orissa, Tamil Nadu, Maharashtra and Chhattisgarh. A robust, pan-India distribution channel of over 6,000 distributors, helps ensure wide reach across the country.

Continuing the business growth story, firm acquired promoter holding in Astec Life Sciences Limited. Astec is a business to-business tech, bulk manufacturer of fungicides in India. In line with our ambitions of expanding our presence in the "Animal Protein" space further, we acquired controlling stake in Cream Line Dairy Products Limited - a leading Dairy player in South India. Group also entered into a joint venture with the Advanced Chemical Industries Limited (ACI) Group from Bangladesh, to manufacture and sell Compound Feed.

## Triton Foodworks

Growing fruits and vegetables without the use of soil Started as an experiment in urban farming in 2014, is today driving hydroponics in India. The Delhi-based startup is pioneering agriculture in a water-based, nutrient-rich medium, without the use of soil. Their produce is grown in temperature and humidity controlled greenhouses, using proprietary hydroponics and vertical farming systems, in an ecologically sustainable manner. The company has invested heavily in the systems and processes that have enabled it to build and manage over 150,000 sq. ft. of state-of-the-art vertical farms. The startup has successfully set up more than 2 lakh sq. ft of hydroponic farms across three locations in India, and produces more than 700 tons of residue-free fruits and vegetables every year. They are directly and indirectly engaged with more than 1000 people.

**They use follwing methods/technologies:**

HYDROPONICS: Hydroponics is the science of growing plants without soil. Nutrients are supplied to plants through water, with or without a growing medium. At Triton Foodworks, we have optimized the various hydroponics techniques known, to make agriculture profitable and sustainable.

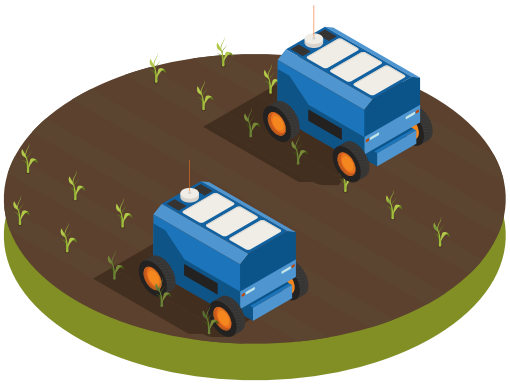
AEROPONICS: Aeroponics is the method of growing plants without a growing medium. The roots of plants are suspended in air and given nutrients through a fine mist. We have developed our own aeroponics system that allows us to grow almost anything faster, with a substantially reduced risk of pathogens and diseases.



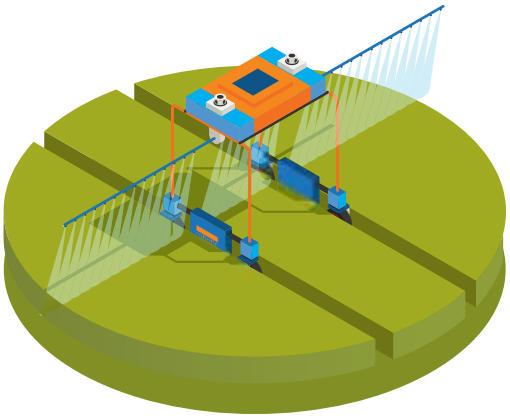
**Select Models in Agriculture and Agro-Based Industry and Skill Sets Needed**

| Organizations | New-Age Skill Sets |
|---|---|
| Fasal | Besides the core skill-sets required in respective organizations, following emerging skill-sets would help in better career prospects:<br><br>Climate Adaptability<br><br>Customized Technology Adaption<br><br>Forecasting Skills |
| CCP (Crystal Crop Protection Pvt. Ltd.) | |
| Godrej Agrovet Ltd. | |
| Triton Foodworks | |









## One of its Kind

### Thought Provoking!

No one could have imagined then that the former student of Junagadh's Bahadur Kanji High School, who during the sixties lived in a one-room chawl in Mumbai with his wife and children, would be ranked by Forbes as the world's 138th-richest person, with an estimated net worth of $2.9 billion in 2002. Dhirajlal Hirachand Ambani (better known as Dhirubhai), son of a school teacher in a remote village in rural Gujarat, chose to build his own dream through sheer hard work, deep home-grown knowledge of the environment he was operating in, massive innovations in marketing and technology and unmatched project execution skills.

India has a rich legacy of successful entrepreneurs who redefined their dreams through their inovative ideas and effective implementation. The change has been brewing over the last two decades. Since the '90s, post liberalisation, India's entrepreneurial ecosystem has been steadily evolving. By the 2000s, India's consumption story began to take shape giving wings to many an entrepreneurial dream. From PVR Cinema's Ajay Bijli to MakeMyTrip's Deep Kalra, a new breed of entrepreneurs took off. Today's breed in the era of increasing internet penetration, ecommerce, social media and smartphones is tech-savvy, deeply networked, collaborative and their ventures have a strong internet flavour. Along with the broader Flipkarts and Snapdeals exist niche, verticalised online marketplaces for everything from furniture (Urban Ladder, Pepper Fry) to food (Zomato, Foodpanda) to healthcare (Practo, Lybrate).

This chapter looks at some of out of the box ideas which have translated into successful business models. Since they unique in their own way, they are called "One of its kind".

### Shoe-Laundry

The Shoe Laundry started its operations at Mumbai in 2003 by Sandeep Gajakas. It is ndia's first professional footwear laundry and refurbishing service for all types of footwear. Today, The Shoe Laundry services thousands of customers across Mumbai. The Shoe Laundry also caters to international footwear brands *(via retail stores)* to work as their first line of defense for any customer complaints and after sales issues. By 2009, The Shoe Laundry had scaled up: cleaning over 2,500 shoes a month. Having washed over 40,000 pair of shoes with his own hands and repairing many times more over the years, he takes immense pride and satisfaction in having developed, simplified and standardized which is now a detailed and systematic washing and refurbishing process for all kinds of footwear.

The Shoe Laundry has been featured in more than 300 articles and it has been recognized by many a different minds from the industry. The Shoe Laundry success is a case study in many management institutes, as a part of their curriculum.



### Flintobox

The Chennai-based e-commerce education start-up sells toys conceptualized by educators, prototyped by designers, and manufactured by top-of-the-line printers, all shipped in a box to little customers every month. Each box is loaded with play-based activities for kids that promote early child development in a fun and explorative way. With a new theme every month, this research-based box is crafted by montessori experts and child psychologists, and caters to the 12 developmental areas of a child.

### Goodbox

Goodbox, a conversational-commerce mobile app allows businesses to create a store on the Goodbox app that resembles the physical environment where the merchant can chat with their customer, upload their product/service catalogue for search and discovery, take orders, accept payment and get logistic support.

### Whodat

Founded in 2013 by Kaushik Das and Sriram Ganesh, the Bengaluru based Whodat provides augmented reality technology stack or software to other businesses for them to build an AR-based application or product feature. Augmented reality or AR technology juxtaposes elements into a real scenario. For instance, while browsing furniture online on phone, AR technology can enable the user to know how the furniture will look in the customer's house, by projecting the product in its entirety and dimensions in the room.

### Let's Barter India

Let's Barter allows users to barter across many categories like electronics, books, gaming consoles and, especially, services. People can also barter their passes and last minute tickets to events. One needs to upload a picture of the product/service and add a description. Users who are interested can connect through a safe in-app messaging centre or comments on the Facebook group. They have also built their own content management systems to ensure that the conversation pertains to barter only. Customers can use the in-app chat feature to avoid sharing numbers with other users and getting spam calls.





# TECHNOLOGY:
## THE BIGGEST ENABLER-CUTTING ACROSS ALL THE SECTORS

- At the backdrop of new-age technologies, the overall job landscape in the country is evolving rapidly. The role of technology has evolved from being another cog in the strategic framework of companies to driving, shaping and redefining business models and revenue streams. The democratic access to the latest technological capabilities, coupled with the breakneck speed of change, have destroyed industry barriers to entry and have allowed tech-centric start-ups to compete with giants like Amazon, Tesla, Google and Apple. Furthermore, the collaborative ecosystem approach, as opposed to competition, has emerged as the new order.
- Economies, governments and societies across the globe are going digital. Almost 48% of the world's population is now connected to the Internet, up from only 4% in 1995. The ongoing digital transformation of the economy and society holds many promises to spur innovation, generate efficiencies, and improve services, and in doing so boost more inclusive and sustainable growth as well as enhance well-being. Growth of e-commerce and technology-based sectors is leading to the creation of new job ecosystems, which are becoming a large sources of employment.
- Data are a foundational driver of digital transformation as well as an enabler. Data analytics, data-driven innovation, and other data-intensive activities, including machine learning and artificial intelligence (AI), benefit from open and interconnected information systems and networks that enable efficient, flexible and cheap data flows among potentially unlimited actors. Enhancing access to data can maximise the market penetration of businesses.
- The world is at critical point in the ongoing digital transformation. Technologies continue to develop rapidly and are combining in novel and innovative ways, pushing digital transformation in new and often unpredictable directions. Together, governments and stakeholders must shape a common digital future that makes most of the immense opportunities that digital transformation holds to improve people's lives and boost economic growth for countries at all levels of development, while ensuring that nobody is left behind.
- In this chanaged scenario new jobs are not the same as those that are lost and polarisation in the labour market is a concern. High-skilled workers have thus far tended to benefit relatively more from technological change, while the share of employment in middle-skilled jobs has decreased. Going forward, low-skilled workers are most at risk of losing their jobs and being left behind.

## Pillars of Digitization in India

**Broadband**
Highways

**e-Governance**
Reforming Government through Technology

**Make in India**
Electronics + Software

**Universal**
Access to Phones

**e-Kranti**
Electronic Delivery of Services

**Skills**

**Public Internet**
Access Program

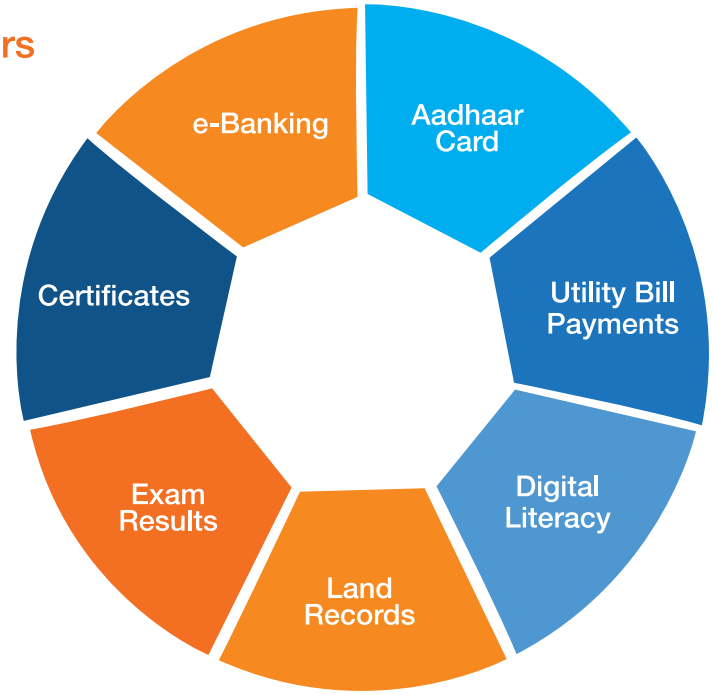
**Information**
for All

**Digital Payments**
for Economic Growth

## Common Service Centres: Digitally Empowered

### World's Biggest Rural eService Centers

- 2.86 Lakh CSCs; 1.88 Lakh in Panchayats
- Service/ Transaction Oriented Model
- More than 300 Services Offered
- More than 22.94 Lakh Txns/ Month
- ~10 Lakh Employment Generated



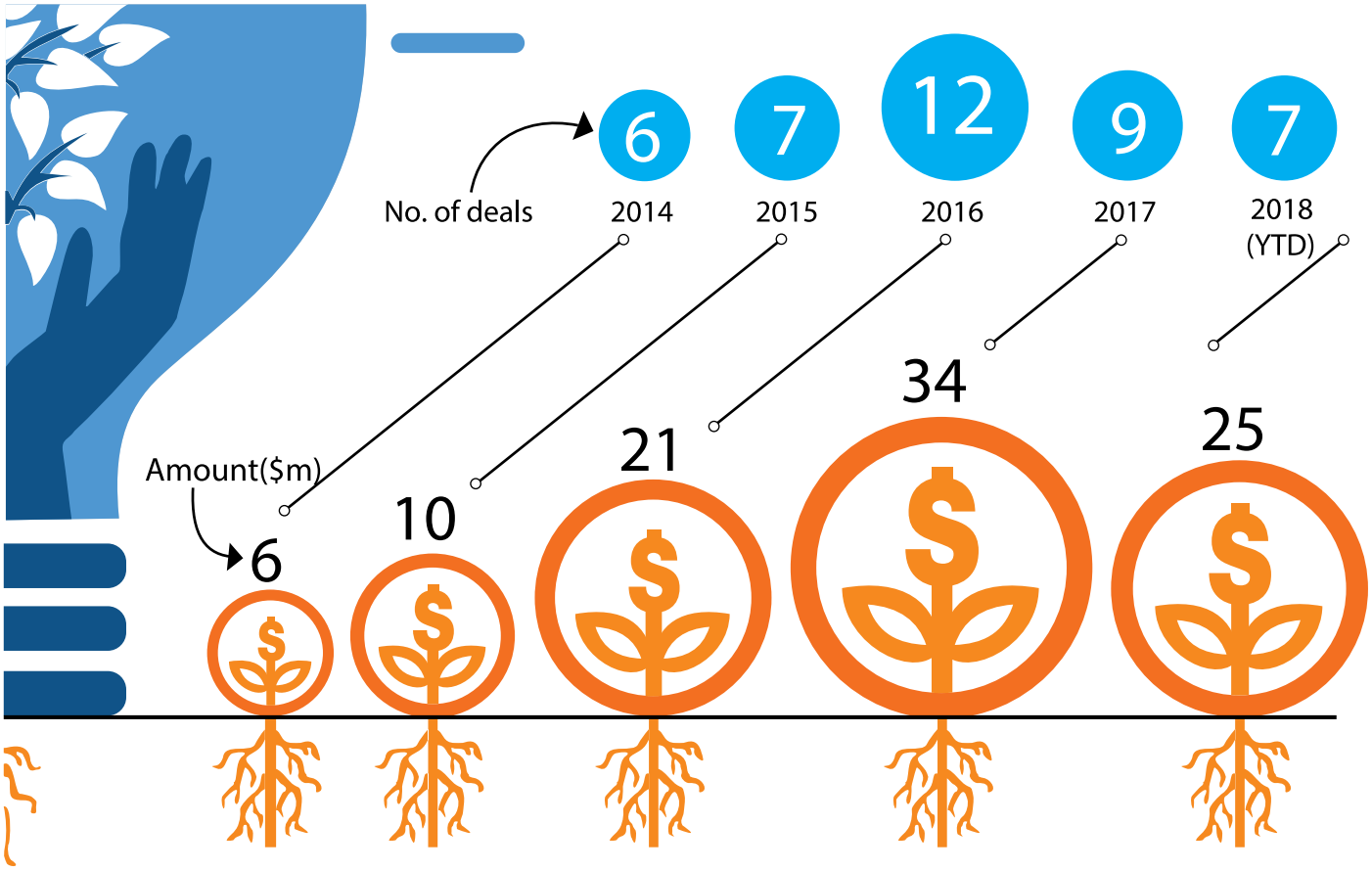

## How is it changing the business models?




- Social media marketing is on the rise, as this type of media gains importance in the industry and shows potential for further development. Investments in social advertising worldwide are forecast to grow from around 32 billion U.S. dollars in 2017 to approximately 48 billion U.S. dollars in 2021. The United States is, by far, the largest social media advertising market in the world, as more than 14.8 billion U.S. dollars were spent on social media ads in the country in 2016 alone.[17] India, with a mighty 241 million monthly users in July 2017, claimed the first spot among the leading countries ranked according to the Facebook users leaving behind USA and Brazil. In India too 90 % of Indian brands spend 15 % of their annual marketing budget on social media. Such trends are creating a large market place for digital marketing. In coming 2-3 years time India would need large number of digital marketing professionals.

- Technology has penetrated in all the key sectors including Agriculture. Usage of smart devices, technologies like AI and IoT have enabled agri-sector in many ways. Considering the new opportunities many young age entrepreneurs are entering the space. In last two years such start-ups have created approximately 15000 employment opportunities. Companies like Paytm and Mobikwik have effectively use the new-age technologies to penetrate into new market segments.

  There have been growing interest of entrepreneurs as well towards tech based agri-start ups. The following picture depicts growing interest of investors in tech based agro-start ups. There is a growing trend of investors investing more than $10 mn over last few years.




Source: Start-Up India Report (quoted in ET)

- The big data industry currently employs around 90,000 people, across various different sectors, and such a growth is propelled by demand for cloud-based solutions and predictive analytics capabilities. With around 600 companies in this space, 400 being startups, a 100 were added in 2015 alone. While the North American IT services and analytics firms currently dominate the global market with their big data solutions, companies emerging in the Indian market are expected to catch up soon as this region is becoming a hub for high-end data solutions. With big data analytics being employed by government agencies, for example, Aadhar and UPI, and private companies, big data industry in India has been exponentially growing. A shining example of how serious India is about its data comes from India's biggest auditor, the CAG of India, which has drafted 'Big Data Management Policy' to improve their functions using big data. CAG aims to exploit the data-rich environment in the state and union governments, building capacity in the Indian audit and accounts department.[18]



# INTERNATIONAL PERSPECTIVE AND MODELS

## Chicago and the Manufacturing Connect Program (US)

Manufacturing Connect is one element of a larger planning effort to stem manufacturing job loss in the Greater Chicago Area. The Manufacturing Connect program at the Austin Polytechnical Academy (APA) was developed by the Chicago Manufacturing Renaissance Council (CMRC), a coalition of organized labor, manufacturing firms, local government, community leaders, and educational institutions. Under this program a neighborhood school is identified near the manufacturing activity. There are continuous engagement activities among the companies in the vicinity and the identified school. This helps in building "neighborhood capacity" and "community engagement." This program has helped in "inclusive growth" and has led to "social innovation" in manufacturing activities.

## Austin Polytechnical Academy's Program and Curriculum (US)

In 2005 a plan was developed for the establishment of a manufacturing-oriented high school. The Austin Polytechnical Academy (APA) opened in 2006 as a traditional public high school governed by the Chicago Public School System, and graduated its first four-year cohort in 2011. At present, the majority of APA students are African-American living in the Austin neighborhood. MC's manufacturing and engineering elective courses start in students' second year at APA. Through this classroom training, students have the opportunity to earn up to five nationally recognized credentials from the National Institute of Metalworking Skills (NIMS). The school's manufacturing curriculum is co-taught by a Manufacturing Connect staff member and an APA teacher, and the machine shop is funded and designed by MC's employer partners.

## EduCluster (Finland)

EduCluster is a co-operation framework to develop alternative financing model for business innovation. It is owned by two universities (the University of Jyvaskyla and the JAMK University of Applied Sciences) and an educational consortium of Central Finnish municipalities. The participating members collaborate with organizations to enable competence and capacity building, as well as with bodies responsible for the development of education systems. They also collaborate with a network of employers with the objective to combine the expertise of Finnish higher education, vocational education and business entities, also further promote economically viable and sustainable business models.

## Talent Revealers Competition (France)

The Enterprising in the Neighbourhood Programme (Entreprendre en banlieue) in northern Paris aims to reduce youth unemployment, in an area where 45% of young people are unemployed, through encouraging disadvantaged youth to consider job creation as an alternative to job seeking. One feature of the programme is making the community conducive to youth entrepreneurship by rewarding the entrepreneurial spirit of young people through a Talent Revealers competition. Sponsored by leading companies, the competition is held annually and awards EUR 12000 to the successful young entrepreneur, which along with extra money to invest in the start-up also brings social recognition, boosts self-confidence and creates a sense of local pride in a struggling community.

## Talent Network: Learning Model, US

The Talent Network (TN) in New Jersey has created "talent clusters" across six key industries, designed to drive forward an employer led approach by connecting businesses with educational institutions, workforce development agencies, government and community groups to identify skills and training needs. Established by a grant from the state's Department of Labor and Workforce Development, it is designed to promote economic growth and move unemployed/disadvantaged workers into jobs. Each TN is taking a unique approach to addressing supply and demand factors by examining information from employers, identifying priority workforce strategies and connecting relevant programmes – it works significantly with young jobseekers and employees. It offers networking opportunities and uses industry experts to test new workforce strategies.



## Hybrid Targeting, Argentina

Targeting is used by the Youth with a Future (YF) Programme in Argentina. It involves young people aged 18 to 24 from low-income backgrounds who have difficulty in finding employment. Local youth employment and skills initiatives target different user groups in different ways, either implicitly or explicitly. They may target spatially by focusing on a particular neighbourhood or community, often disadvantaged, or target by need. They may direct services at a particular gender, at a specific age category within youth, or at particular migrant and ethnic groupings – often overlapping with spatial targeting. The value of targeting youth services is that it can provide a more tailor made, individualized response which fits more closely with the needs of the young person, and in times of budget cuts is a less costly approach than offering universal services. In the case of ethnic targeting, it can make up for concurrent/past discrimination and can reach those not on the radar of mainstream organizations. It can attract more users to mainstream employment services which are typically underused by migrant youth, increasing uptake and improving outcomes.

## Glasgow Works Youth Gateway, UK

Glasgow has re-engineered its approach to supporting youth employability since the mid 2000s. Despite the city's economy having been hit hard by the recession, NEET figures in Glasgow have not risen dramatically compared to Scottish and UK benchmarks. The study examined the reasons for this, particularly the role played by improving the ecology of interventions available, having far-reaching effects in terms of the delivery structures, use of resources, relationships between key players and effectiveness of monitoring. The study looked at the central involvement of employers and the establishment of clear leadership responsibility and shared targets amongst key players.

## Apprenticeships, UK

The Apprenticeship study led to adoption the best practices of apprenticeships policy agenda in relation to skills in London. London has key strengths in high skills (graduate level) but shortfalls in intermediate and basic skills, which labour market projections suggest, will be crucial for the decade ahead. There is a more concerted joined-up approach to raising the number of apprenticeships in place with many new activities taking place, such as efforts to boost the number of apprentices in the public sector, public sector procurement and boosting apprenticeships in non-traditional sectors. It reviewed the governance process involved and the wide range of stakeholders involved, such as the London councils, Sector Skills councils, National Apprenticeship Service, Employers Groups. While discussing the positive developments, it takes into consideration recent criticisms relating to the apprenticeship approach.

## WeWork, USA

It is an American company which provides shared workspaces, technology startup subculture communities, and services for entrepreneurs, freelancers, startups, small businesses and large enterprises. It was founded in 2010 and is headquartered in New York City. In July 2017, WeWork had a valuation of roughly US$20 billion and managed 10,000,000 square feet (930,000 m2) of office space. The company primarily designs and builds physical and virtual shared spaces and office services for entrepreneurs and companies. The company's 100,000+ members have access to health insurance, an internal social network, social events and workshops, and an annual summer retreat. WeWork has more than 5,000 employees in over 280 locations, spread across 77 cities in 23 countries.

## Skillshare, Canada

It allows experts to teach online courses on any subject they choose via short videos, while students can watch classes at their own pace and use the community to get feedback. Students can even take classes offline via smartphones and tablets. The courses, which are not accredited, are available through subscription. Unlike college or graduate school, with their high tuition rates, Skillshare costs a small fee of $10 per month, with a free 14-day trial. Half of that fee goes to pay the company's teachers is an online learning community for people who want to create educational videos. The majority of courses focus on interaction rather than lecturing, with the primary goal of learning by completing a project. The main course categories are creative arts, design, entrepreneurship, technology, lifestyle and many more subtopics.

## Airbnb, Inc. USA

It operates as an online marketplace and hospitality service for people to lease or rent short-term lodging including holiday cottages, apartments, homestays, hostel beds, or hotel rooms, to participate in or facilitate experiences related to tourism such as walking tours, and to make reservations at restaurants. It is primarily a booker receives percentage service fees in conjunction with every booking. The company has over 5 million lodging listings in 81,000 cities and 191 countries and has facilitated over 300 million check-ins. Since its inception in 2008, Airbnb has raised more than $3 billion. Airbnb was last reported to be raising cash at a $30 billion valuation, making it the second-most valuable start-up in the U.S., trailing only Uber. This latest round of funding ups the valuation to approximately $31 billion.

### Stitch Fix USA

It is an online subscription and personal shopping service company. It was founded in 2011. It bills itself as "your partner in personal style." Operationally, one may answer a questionnaire that is reviewed by an in-house stylist, who further selects five pieces of clothing or accessories that he or she thinks fit one's tastes and budget. The buyer receives these pieces in the mail at no upfront cost, along with personalized styling tips to help you make the most of the new outfits. These could be tried on, returned the ones which one may not have liked except that returns have to be postmarked no later than three days after you receive the package. Stitch Fix only charges for what one keeps, and even get a 25% discount if one keeps all five items. As of November 2017, immediately after the initial offering, Stitch Fix was valued at $1.6 billion and as of February 2018, the company was valued at approximately $2 billion.

### AGERpoint USA

This startup produces nut and citrus orchard management software that uses satellite data. The data is granular enough to provide tree-specific information, like the size of the canopy or the trunk diameter. The company expects to break-even in 2017 with $3 million in sales. It has raised nearly $9 million at a valuation of about $30 million.

### Farmer's Business Network, Canada

This big data company connects over 3,400 small farms with open data about yields, supply prices and other information that lets them compete with large operations. It raised over $83 million in funding from the likes of GV and Double Bottom Line Partners.

### CropX, Israel

An Israeli startup, CropX sells cloud-based software which aims to boost crop yields by focusing on saving water and energy. With in-field sensors, the system automatically delivers the correct amount of water to each plant instead of watering a whole field at a time. Founded in 2013, the company has raised $10 million in 2016-17.

### Mavrx, Singapore

This startup's software allows farmers to visualize their entire fields in an instant, highlighting areas where resources need to be directed and benchmarking crop performance. It has raised over $22 million from the likes of Bloomberg Beta, Crosslink Ventures and more.

### S4, Argentina

Argentina-based precision agri company with a fintech side that pays producers or companies along the supply chain when systemic risks like drought or flood occurs. The startup expects $2 million in revenue by the end of the year 2018. It has already raised $3.5 million.

### FoodLogiQ, Brazil

The average food recall costs companies $10 million. FoodLogiQ aims to reduce those costs by using data to track a supply chain (i.e, food) from the farm to the fork, ensuring the correct foods are recalled. It works with more than 3,500 food companies, including Whole Foods, Subway, and Chipotle.

### BrightFarms, Australia

The demand for hyper-local produce is booming, and BrightFarms is building and operating greenhouses in urban and suburban areas. The company partners with supermarkets like Giant, ACME, and Pick-n-save and puts the farm at or near the store to maximize produce freshness. The company has raised $57.9M in equity to date.

### Bovcontrol, Brazil

This livestock manager is helping cattle farmers keep better track of their herds using cloud technology. Bovcontrol tracks inventory, vaccinations, nutrition needs and more. Ag cred: The company's software is used by farmers in every continent (except Antarctica).





# RECOMMENDATIONS

Job creation and formalizing of informal sectors cannot only be stimulated through a stable macroeconomic framework, but also through structural policies to encourage innovative business models which may have the potential of creating jobs or self-employment. The rise of independent work and micro entrepreneurship, aided by new digital wave, is being witnessed in India. All such activities are providing new work opportunities with better earnings and links to organized value chains, including in parts of the country less covered by formal labour markets. The rapidly growing sectors of cab-hailing platforms, e-commerce, logistics, digital financial services through networks of banking correspondents, and lending for micro entrepreneurship and self-help groups have improved income opportunities for many job roles and self-employment in rural and semi urban areas.

But still the most critical question for some developing countries like India is how to scale up successful models of job creation and create hundreds of millions of jobs. They may not be created by corporate sector or government sponsored activities, because of which it becomes extremely crucial to look at many ways of self- employment and models of job creation. Further, the challenges and its implications will increase with the onset of Industry 4.0. In this scenario, there are certain areas which have an impact on creation of jobs that need attention.

Following action points have been highlighted for key stakeholders. In the present scenario of job creation these are no longer desirables but essentials.

## Government

**Authentic Database:**
A single point data- base, updated on real time basis to be the source of authentic information relating to availability of jobs vis-à-vis skills available. It will also help the decision makers to respond quickly to domestic and international changes.

**Labour Management Information System (LMIS):**
A well developed system of labour market information at the national and local level will support the continuous improvement of labour market policies and programmes, making them more appropriate and pertinent, while also serving as a catalyst for joint working across sectors and institutions.

**License for Skilling Agency:**
Timely renewal of licenses by skilling agencies to ensure quality. Licenses for trainee candidate must also be enforced to ensure the basic industry standard is met.

**National Apprenticeship Promotion Scheme (NAPS):**
Implementation of this scheme to be given impetus through close monitoring to ensure better industry participation.

**Development of Clusters:**
This approach needs to be adopted to create a robust local ecosystem with competitive yet stabilized market. It may help MSMEs too to produce globally accepted products. Such clusters may also help young entrepreneurs.

## Industry Academia Interface

**Fluid Curriculum:**
A part of curriculum could be Industry driven, which will train fresh graduates to be industry ready and be trained with “new-age” skills. Industry to play a major role in evolving the curriculum.

**New-Age Skills Labs:**
Higher Education Institutions (HEIs) should develop labs through PPP route to give the students an exposure to new-age tools and technologies.

**Career Counseling:**
This may be a part of the curriculum in schools and Higher Education institutions to guide students to choose the right profession.

**Skilling at School Level:**
Introduction at school level, prior to apprenticeship and certification.

**Internship:**
This could be used for all trades as in the case of medical education to ensure industry ready candidates seeking jobs.

**Entrepreneurship Education:**
Entrepreneurship is not confined to a classroom or curriculum and needs to be integrated right from the school through real life case studies and live projects.



## Employers Engagement:

- Employment should be transitioned to Employer Groups coming together for Skill requirement vis- a- vis Job Creation.
- Promote the growth of smaller clusters and networks of Small Enterprises - thereby making growth more inclusive in all regions and many sectors.

With its demographic advantage and a new home-grown culture of start-ups, India aspires to become a global human resource hub. However, it will require a conscious effort on the part of the Government, Industry, Academia and all other key stakeholders to holistically engage with each other. It may help in targeting expenditure on initiatives, developing today's curriculum for tomorrow's workforce, adopting best practices from across the globe, bringing necessary changes in regulation of FDIs and easy funding for new innovation and models of job creation.

***"We owe a lot to the Indians, who taught us how to count without which no worthwhile scientific discovery could have been made".***

-Albert Einstein

In this 21st century world, India still has the same potential to lead the innovation and create better livelihood opportunities. This is possible only through an "engaging" atmosphere, which can be highlighted as under:





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In addition the task force also refereed to annual reports of select companies, annual reports of PWC, OECD, World Bank, WHO, EY and many other agencies.

# ACKNOWLEDGEMENTS

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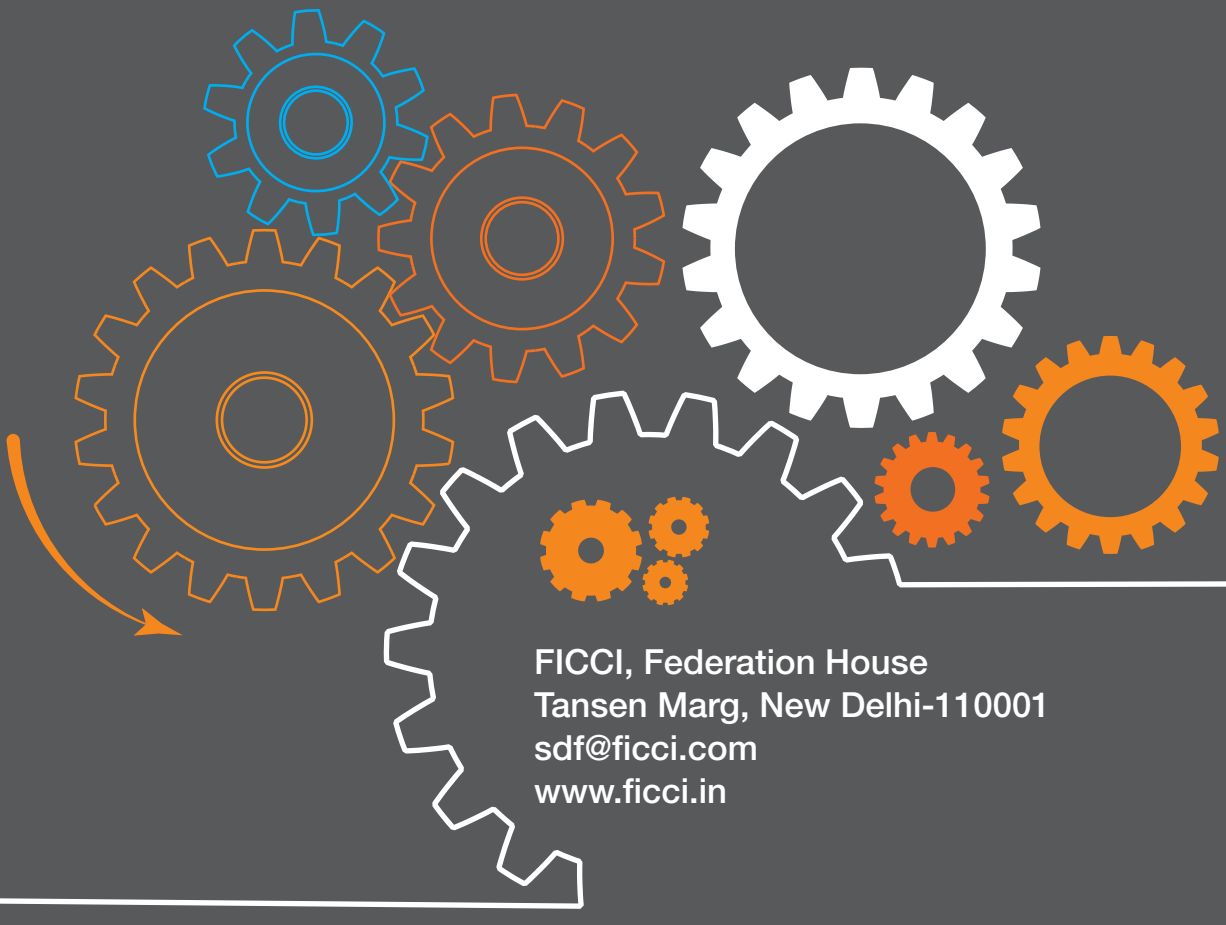
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# About FICCI

Established 90 years ago, FICCI is the largest and oldest apex business organization in India. Its history is closely interwoven with India's struggle for independence, its industrialization, and its emergence as one of the most rapidly growing global economies.

A non-government, not-for-profit organization, FICCI is the voice of India's business and industry. From influencing policy to encouraging debate, engaging with policy makers and civil society, FICCI articulates the views and concerns of industry, reaching out to over 2,50,000 companies. FICCI serves its members from large (domestic and global companies) and MSME sectors as well as the public sector, drawing its strength from diverse regional chambers of commerce and industry.

The Chamber with its presence in 14 states and 10 countries provides a platform for networking and consensus-building within and across sectors and is the first port of call for Indian industry, policy makers and the international business community.



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