

Punj Lloyd Institute of Infrastructure Management, ISB

**ANNUAL
REPORT
2021-2022**

Professor Chandan Chowdhury, Executive Director, PLIIM

Punj Lloyd Institute of Infrastructure Management (PLIIM) is established within the Indian School of Business as a specialist Institute for infrastructure. The institute has the MIT Sloan School of Management as its associate partner. The vision and mission of the institute are:

VISION

To create high-quality leadership and management capacity for the infrastructure sector and understand the sustainability dimensions impacting the industry by delivering quality education, contextual research, and continuous outreach.

MISSION

- Create top-quality educational and training programs.
- Facilitate learning through online programs.
- Undertake research that is contextual to the Indian and developing country context.
- Develop tools and decision support systems to support the infrastructure practice.
- Undertake continuous outreach to support the sector.
- Serve as a "Go to" place for the infrastructure sector in India and abroad.

The Punj Lloyd Institute undertakes various initiatives to guide the infrastructure sector towards efficient and sustainable development through research initiatives, knowledge-sharing events and training of public officials and industry professionals. The institute has also developed a smart-cities index. The institute works closely with corporates in three verticals, Education, Outreach, and Research, to meet its vision. A brief on various activities of the institutes is given below.

RESEARCH

1. Electric Vehicle Roadmap to Upscaling in India



The PLIIM worked on a research project related to India's electric vehicle roadmap. The project involves the following:

- To identify challenges related to charging infrastructure and possible future roadblocks
- To list out the government's steps to ensure smooth roll-out of charging infrastructure on a pan India basis
- To layout the global charging infrastructure scenario.

Choice of Electric Vehicles for Study

In this study, we chose personal vehicles such as cars and two-wheelers. Based on the available models of cars, only mini, micro, and compact sedan segment for cars were considered. For two-wheelers variants running both on li-ion and the lead-acid battery have been considered. We have not considered sales and production E-buses and E 3-wheelers in our study. The study focusses on electric mobility concerning the Indian context.

Factors not considered in the research are:

- Technical analysis of electric vehicle and battery specifications (Li-ion & Lead Acid) are not in the scope of this report
- Harmonics, electrical power systems and grid integrity technical analysis are not in the scope of this report
- The total cost of ownership including CAPEX and OPEX revenue model is not considered in the study
- Battery Management System (BMS) and vehicle to grid research consider the business side of the implementation, technical feasibility is not considered in the study.

Research Methodology

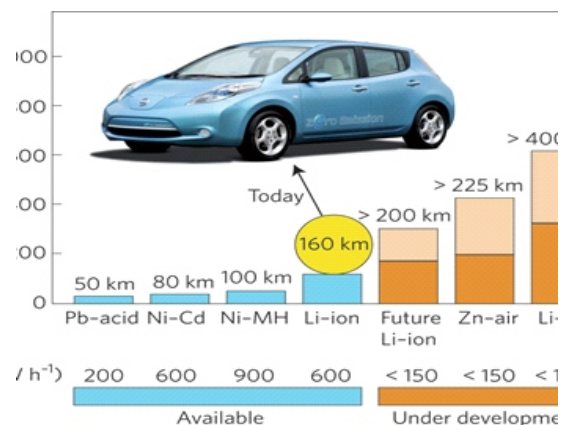
The study involved primary and secondary research in understanding electric mobility in India.

Primary Research

- We attended online seminars to understand BMS, vehicle to grid integration, charging standards and get an overall understanding of the industry.
- We also conducted interviews with industry experts for understanding the technological and policy-related aspects of electric vehicles.

Secondary Research

- Policy research: For analyzing the policy framework, we obtained data from various sources such as Rocky Mountain Institute, India Smart Grid Forum, and different government department websites
- Market dynamics: For analysis on sales, we obtained data from sources such as BMI Research, Frost & Sullivan, Euromonitor International, EMIS Insights, Hindu Business line, etc.



2. DND Flyway and Comparison with other Road Contract Form



DND Flyway was the first toll bridge project developed and operated through the PPP model, which was in its infancy in India. The celebrated project landed in trouble years after it began operations. The issues of contention went beyond tolls and included planning and development processes. This was the motivation

behind the institute's interest in a detailed case study.

E-commended Research work for topics including but not limited to the following: PPP Road BOT (Build-Operate-Transfer) Concession Agreements – Assessing the PPP road concession agreements for domestic and international projects.

- Reviewing project backdrop
 - Understanding bid parameters and financial details
- Evaluating stakeholder experience
- Appraising financial and operational risks considered before and after the project commissioning
- Studying the legal and regulatory risks if any

We have taught the case to our students in the Advanced Management Program for Infrastructure and received good feedback.

Research Grant

Coursera has provided a research grant of USD 800,000 to MIGM and PLIIM for conducting research in the areas such as Micro Small and Medium Enterprises (MSME), Enhancement of Female Work Force Participation in the Manufacturing Sector, upskilling Strategies, Sustainable Cities, and Electric Vehicle Infrastructure.

EDUCATION

Advanced Management Programme for Infrastructure (AMPI)

ISB's "Advanced Management Programme for Infrastructure" has been specifically designed for working professionals to help them develop leadership skills and contribute to the growth of the infrastructure and real estate sector.

The programme has the right



balance of theory and practice and is ideally suited to meet the aspirations of the growing professional community in Infrastructure and real estate. Participants also get an opportunity to deploy their classroom learning in real-life scenarios through Action Learning Projects.

AMPI Co2021

The AMPI Co2021 had 25 participants having an average experience of 12.5 years. Students came from leading public and private enterprises and had different sectoral exposure. We had students from American Express, KPMG, Amazon, Livspace, Western Railways, Maharashtra Steel, DLF Home Developers, Aequus Aerospace, etc.

The fourth residency of the cohort was successfully completed in the period 23-31 October 2021. The students also had an additional make-up residency on 10-11 December 2021 at the Hyderabad campus. They had the opportunity to enhance their knowledge of digital trends through speaker sessions with industry leaders. A networking dinner with the alumni of AMPI and AMPMO was organized, which was appreciated by all.

Alumni Connect



Punj Lloyd Institute of Infrastructure Management organized Alumni Connect, in which Alumni of Co2016, Co2017, Co2019, and Col. Rajiv Bhargava, Associate Director PLIIM conducted a series of activities for providing information on the Advanced Management Programme for Infrastructure (AMPI) to various potential students.

Action Learning Projects

The Action Learning Project (ALP) is an essential pedagogical tool that is designed to give participants a chance to deploy their classroom learning in real-life scenarios. It is a group exercise executed under a mentor/guide from ISB. Participants can bring in a live project from the organization where they are currently employed or can bid for projects from other organizations.

Our students completed a set of exciting Action Learning Projects. Here, we have briefly discussed each of these projects.

1. Understanding the facets of the scheme Affordable Rental Housing Complexes (ARHC) initiated by the Ministry of Housing and Urban Affairs

Affordable Rental Housing Complexes (ARHC) are listed projects with a mix of at least 40 Dwelling Units (DUs) and Dormitories along with basic civic infrastructure facilities such as water, sanitation, sewerage/septage, road, and electricity with necessary social/commercial Infrastructure for urban migrant/poor of EWS/LIG categories.



The ALP team attempted a holistic understanding of AHRC in terms of principles and objectives, various models, approaches, structure, and implementation. Based on their understanding of stakeholders and their limitations they developed a multi-criteria framework for an AHRC model. They have also analyzed the financial viability of such a model. The project report has highlighted important aspects to be considered by the public and private sectors to make AHRC a successful initiative.

2. Identification of a suitable financial model for round-the-clock (RTC) hybrid renewable energy projects



India's total installed generation capacity is about 392 Gigawatt (GW) as of November 2021. The share of renewable power (from solar, wind, small hydro, and waste to energy) is 26.5%, and 12% from large Hydro. Currently, India generates about 150GW through renewable (RE) power. Further, India has set a 450 GW of installed capacity from renewable energy sources by 2030. Visionary leadership is supported by investor-friendly business initiatives in the recent past to promote the renewable energy sector in India. There is heavy competition between players during the procurement process for RE power projects. The ALP group has studied the benefits, challenges, and opportunities in the future of RTC hybrid renewable energy projects and developed an optimistic financial model suitable for such projects.

The team has reviewed various government initiatives, understood the current financial trends, and reviewed scenarios for hybrid power plants. They have engaged with industry experts and validated a financial model for one scenario.

3. Scaling of Real-Estate Companies: Growth perspectives

The real-estate sector contributes around 13% to India's GDP, which is expected to reach USD one trillion by 2030. The broad scope of the sector is providing housing and Infrastructure to meet the upcoming needs of the people.



The ALP group adopted the strategy to analyze the current market trend of Real-estate companies by studying their past 10 years' performance records.

They conducted a detailed market survey of 41 real estate companies and compared their growth trends. They have prepared an extensive database that helps them analyze and compare company performances. The comparative analysis has provided insights on issues facing the infrastructure industry and their impact on the growth performance of companies.

4. Creating a Sustainable Bus Stop Design for Public Infrastructure



Public Infrastructure holds utmost importance in the urban transportation system of a city, as any city functions well when the public transportation system works efficiently. One emphasis of the public transport system is to reduce citizens' overwhelming dependency on private vehicles to make urban transportation sustainable and durable.

Buses are the prime mode of public transport in India. However, the country lacks basic bus infrastructure facilities. Amenities like seating, roof, electricity supply, bus route display boards, lighting, and toilets are lacking at various city bus stops. The team conducted extensive research to identify the reasons for the poor bus stop designs in the country. They did secondary research and surveyed commuters to identify the requirements of a bus stop. They developed a universally acceptable bus stop design in accordance with their design strategy, passengers' needs, and design parameters. They have further created a business model for revenue generation. The ALP team aims to transform the present standard bus stops into modular, lean, smart, universally accessible, and sustainable bus stops that can be adaptable in any city in India.

Leadership Development Program



The Centre for Executive Education (CEE) at ISB seeks to empower executives with the knowledge and capabilities required to continually navigate complex, disruptive environments, create and renew the competitive advantage of their firms over time, and contribute more to society. As a part of the leadership development initiatives, Powergrid Corporation of India Limited (POWERGRID) conducts various interventions for its leadership team. POWERGRID recognizes that a comprehensive learning experience is pivotal for excellence and is paramount to achieving its vision. This transformation is necessary to move the business forward and deliver the next level of growth and customer experience.

PLIIM, ISB's infrastructure institute, collaborates with CEE for a leadership development initiative at POWERGRID. POWERGRID is globally one of the leading transmission companies with 172,192 ckm transmission lines and approximately 264 substations. The company has the vision to be a world-class, integrated, global transmission company with dominant leadership in emerging power markets ensuring reliability, safety, and economy. ISB's leadership program will challenge participants to understand how to unlock their potential and create extraordinary value for their business.

In this program, the Action Learning Projects (ALPs) will be an important pedagogical tool to allow senior executives to deploy their learning (both within and outside the classroom) in real-life scenarios. ALPs will be a group exercise executed under a mentor/guide from ISB. Professor Chandan Chowdhury is mentoring the senior executives in their Action Learning Projects.

Some of the problems that the executives are likely to address are:

- Predictive Maintenance System for Transmission Assets in the Era of the 4th Industrial Revolution: POWERGRID is an asset-intensive organization. We have seen increased interest in predictive maintenance of assets leveraging IoT, cloud, and analytics in recent years.
- Quantifying digital leadership capabilities at POWERGRID: This project would involve administering scientific tools to understand the current level of 'digital leadership' and develop a plan to enhance the same.

- Building digital supply chain: This project would involve understanding digital continuity across the supply chain and making specific recommendations to improve.
- Creating innovation culture within POWERGRID: This project would involve understanding the current innovation culture within POWERGRID and making recommendations to accelerate the innovation process.
- Exception-based project management: Time and cost overruns of projects are often attributed to both external and internal factors. This project would involve studying the historical data of different projects and identifying the causes of delays and cost overruns. One deliverable of the project will be to develop a data-driven risk mitigation strategy for managing future projects.

Professor Chandan Chowdhury is conducting interactive sessions to finalise the Action Learning Projects. In March 2022, Professor Chandan conducted two-day online sessions on Digital Leadership for two different cohorts (11th and 12th March and 25th and 26th March 2022), covering approximately 80 senior executives of POWERGRID.

Subsequently, the two cohorts of senior executives from POWERGRID, went through in-person program at our Hyderabad campus.



*ISB - POWERGRID Advance Management Programme
25 - 29 April, 2022*



Top Row (L to R): Shafat Ahmed Wani, V P Srivastava, Sathish Kumar J, Devanand Kushwaha, Dhananjay Kumar, Praveen Ranjan, D R Murty, M K Pandey, Bhavna Mathur, Pranjit Deka, Sunil Kumar, V Balaji, Sunil Samuel, Venkata S V.

Middle Row (L to R): Atanu Basu, Rajiv Gandhi, Sruti Mishra, Anoop Singh, Naveen Srivastava, R Wadhwa, Rakesh Kumar, R K Rohilla, L K Khajkumar, A M Bhuskat, A K Basumatary, Manju Gupta, B K Pradhan, Pardeep Dalal, Avaneesh.

Sitting Row (L to R): Nutan Mishra, Pradeep Kumar, A K Behera, Tarun Bajaj, Dharambhir Kumar, Ajay Singh, Steve Burton, Professor Philip Zerrillo, Upananda Kataki, Vikram Singh Bhal, Abhay Kumar, R K Gupta, Ram Kumar Gazaresen, Ashok Pal.



Coursera MOU: Global Management Programs and Research Grant

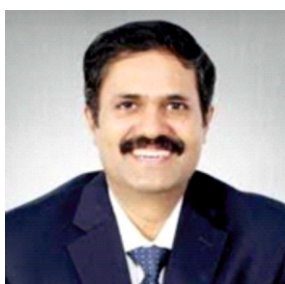
ISB and Coursera have entered into an agreement to conduct Global Management Program in Operations & Supply Chain and Global Management Programme for Infrastructure on the Coursera platform.

Our Global Management Program will help learners from different parts of the world develop leadership skills in the infrastructure sector.

OUTREACH

Distinguished Speaker Sessions

ISB has enduring relationships with some of India's most renowned leaders in Infrastructure, governance, and business. Many of them are invited to speak during AMPI residencies and share their experiences in particular sectors. These inspiring sessions provide students first-hand insights into Infrastructure and the critical challenges faced by the corporates. It ensures an enriching learning experience for the students and a chance to interact closely with distinguished academics and business experts, complementing their rigorous course curriculum. This exercise also helps build and strengthen the relationship between ISB and the world's leading professionals.



Mr. Akhilesh Srivastava

Distinguished Speaker Sessions

Topic: Digitalization of Indian Infrastructure

Mr. Akhilesh Srivastava, Chief General Manager (IT & Highway Operations) at NHAI, gave an inspiring talk on the digitalisation of Indian Infrastructure to the combined class of AMPI and AMPMO Co2021 on 04 Feb 2021. He spoke of the impact of digitalization on the productivity and efficiency of infrastructure projects in the country. He gave particular emphasis to two key initiatives of NHAI, they are the Fastag and the NHAI Data Lake. The Fastag has enabled a seamless traffic movement on national highways and a transparent collection of toll taxes. The data lake provides end-to-end data-based information on ongoing and completed projects, reducing delays in projects. His talk was appreciated a lot by the students.

Link to the video: <https://youtu.be/4H9Z57Kweyc>



Mr. Alok Sapre

Faculty Masterclass by Mr. Alok Sapre

Topic: How Important is the Mindset for Accepting & Bringing Decisive Changes in Infrastructure & Real Estate Industry?

Mr. Alok Sapre, Chairman and Managing Director of CIA-GLOCAL Venture LLP, a management consulting firm, spoke on "How Important is the Mindset for Accepting & Bringing Decisive Changes in Infrastructure & Real Estate Industry." Mr. Sapre is an alumnus of ISB (PGP Max). He spoke about his love for infrastructure projects and sustainability, and his mindset in his journey to the current status in his career.

He also spoke of the NPA (Non-Performing Assets) problems in banks and his interest in taking his company in that area. He elaborated upon the mindset of "unwillingness to hear a 'No'" in Indian and even global companies. His powerful takeaway was, "the key aspect that makes you successful in a project is your own thinking."

Link to the video: <https://youtu.be/4H9Z57Kweyc>



**Professor
AJ Chauradia**

Faculty Master Class by Mr. AJ Chauradia

Topic: E-Vehicle Infrastructure: A Use Case of Tesla

Professor AJ Chauradia took an online session on "E-Vehicle Infrastructure" for the potential students of the Advanced Management Programme for Infrastructure. The session evoked a healthy response with more than 120 attendees.

Professor Chauradia spoke of the business model of Tesla and their leveraging of the e-vehicle Infrastructure for popularising their cars. He discussed that e-vehicles could become a disruptive force only when the charging Infrastructure is cheap, fast, and ubiquitous. He drew lessons from his research on e-vehicle infrastructure and opined on their potential success in the Indian market. He deliberated on the various types of challenges in Infrastructure that are likely to come up. Prof. Chauradia spoke of his teaching at ISB, and how he incorporates his research findings/outcomes into the program's curriculum.

An alumna of the program, Ms. Hrydal Damani, also spoke and highlighted the Indian Government's stance on e-vehicles.

Link to the video: <https://youtu.be/GJZrvCECc 8>



Mr. Rohit Chandak

Faculty Master Class by Mr. Rohit Chandak

Topic: Infrastructure Finance: Brief overview and market trends

Mr. Rohit Chandak, CFO at Ayana Renewable Power, addressed 51 attendees on 'Infrastructure Finance: Brief Overview and Market Trends' on 21 Dec 2021.

Mr. Chandak spoke from his extensive experience in the following aspects:

- Infrastructure Investment Decision Making
- Current Market Trends & Updates.
- High-level understanding of Infrastructure Finance



Mr. Ashutosh Gautam

Faculty Master Class by Mr. Ashutosh Gautam

Topic: Inland Waterways as Strategic Infrastructure for India

Mr. Ashutosh Gautam, Member (Technical) and Member (Traffic & Logistics) Inland Waterways Authority Of India, Ministry of Shipping, Govt. of India, spoke on Inland Waterways as Strategic Infrastructure for India on 29 Oct 2021. He emphasized the strategic importance of the inland waterways and the progress made in the eastern corridor. He generated tremendous interest among the students, who have requested him for an additional two-hour session at a later date.



Mr. Kamesh Rao

Faculty Master Class by Mr. Kamesh Rao

Topic: Digital transformation in the infrastructure industry

Mr. Kamesh Rao, CEO, of GMR Airport Developers Limited, the force behind the construction of the Hyderabad airport, spoke about 'Digital Transformation in Infrastructure Industry.' He brought out the key hurdles in adopting technology for an airport setup and the technologies currently being used.



Professor Jit Bajpai

Faculty Master Class by Professor Jit Bajpai

Topic: Sustainable Cities and Infrastructure

Professor Jit Bajpai is, a visiting faculty at ISB, took the session for potential students of the Advanced Management Programme for Infrastructure. 71 participants attended it. Professor Bajpai defined sustainable Infrastructure and services to be a system that does not endanger public health, the livelihood of people, and ecosystems while meeting the needs of people and firms consistent with:

- a) Use of renewable resources below their rate of regeneration.
- b) Use of non-renewables below the rate of development of renewable substitutes.

He covered four dimensions of infrastructure sustainability: economic and financial sustainability, social sustainability, environmental and institutional sustainability.

Professor Bajpai also covered various aspects of sustainability and gave brief outlines of the case studies, such as the Mumbai Urban Transport Project.



Professor K Venkatesh

Faculty Master Class by Professor K Venkatesh

Topic: Relevance of Contract Management

Professor K Venkatesh, a visiting faculty at ISB, took the session for potential students of the Advanced Management Programme for Infrastructure. Professor K Venkatesh defines the Relevance of Contract Management

1. Understanding of contracts
2. Its implementation
3. Key Contractual Clauses Operable in Practice
4. Some Strict Non-Negotiable Issues
5. Early Warning Signals



Dr. O P Agarwal

Faculty Master Class by Dr. O P Agarwal

Topic: Structuring a Successful PPP

Dr. O P Agarwal spoke on the topic of structuring a Successful PPP. He addressed the various potential students of AMPI; he spoke about the following things

1. Evolving public infrastructure delivery methods
2. What, Why, and When of PPP
3. Basic features of PPP
4. Types of PPP
5. Challenges in PPP and Risk Management
6. Project development and structuring

AMPI: Co2022

The sixth offering of the Advanced Management Programme (AMPI) commenced its first residency from 22nd April to 1st May 2022 at the Hyderabad Campus.

We have 35 students in our Co2022 Advanced Management Programme for Infrastructure. The cohort has an average experience of 12.8 years, representing a mix of middle, senior, and top management.

Our 35 students come from the following organizations:

- 1) Manipal Healthcare
- 2) National Institute of Urban Affairs
- 3) Public Works Department, Government of Maharashtra
- 4) Rantham Watford
- 5) APURVA CORPORATE ADVISORS PRIVATE LIMITES
- 6) 20 20 MSL
- 7) NATIONAL INSTITUTE OF URBAN MANAGEMENT NIUM
- 8) WSP USA INC
- 9) KARACHAGANAK PETROLEUM OPERATING
- 10) SJB SCHOOL OF ARCHITECTURE AND PLANNING
- 11) HDFC LIMITED
- 12) SELF EMPLOYED
- 13) SANSKRUTI DEVELOPERS
- 14) WORLD WATER WORKD INDIA PRIVATE LIMITED
- 15) VASSAR LABS IT SOLUTIONS PVT LTD
- 16) GODREJ PROPERTIES LTD
- 17) ABLERR REALTORS LLP
- 18) Krivan Associates
- 19) Madhav Infra Projects Ltd.
- 20) HPGCL
- 21) RED SOLAR
- 22) CANARA BANK
- 23) BPCL
- 24) NATIONAL INSTITUTE OF URBAN AFFAIRS
- 25) CIVTECT INDIA PRIVATE LIMITED
- 26) LANDMARK CONCEPTS
- 27) SUNSHINE VENTURES
- 28) New Apex Infra Pvt. Ltd.

AMPI: Co2022



Details of ALPs: AMPI Co2022

We are attempting to take the Action Learning Project to the next level. This year, we have conducted an orientation session and finalized the students' Action Learning Projects. Here we give a brief description of each of the projects.

Climate Smart EV Charging Stations in Haryana: A charging station is also called an EV charger or electric vehicle supply equipment (EVSE).

EVSE supplies electric power for charging Plug-in-Electric Vehicles (including hybrids, electric vehicles, trucks, buses, and others).

Due to inadequate charging Infrastructure, consumers are not switching toward electric vehicles in India. The primary points of concern are:

- Range anxiety among consumers.
- Inadequate electricity supply in parts of India.
- Lack of quality maintenance and repair options.

The vision of the ALP team is to enable faster adoption of electric vehicles by ensuring a safe, reliable, accessible, and affordable charging infrastructure ecosystem under Atam Nirbhar Bharat. It would also allow HPGCL a first-mover advantage and an alternate revenue stream in an upcoming sector. The outcome of the ALP will be an implementable business model for establishing a climate-smart EV charging station in Haryana.



Team members: All the team members come from HPGCL.

- Amina Chawla (Spokesperson)
- Surinder Singh
- Amit Gupta
- Rohitash Bansal
- Vikas Bansal
- Sandeep Makhija
- Tanuj Verma

Strategic framework for Net Zero Carbon Cities: The Government has laid milestones to achieve a target of net-zero emissions by 2070. It involves enhancing non-fossil energy capacity to 500 GW by 2030, reducing carbon emissions by 1 billion tonnes by 2030, and meeting 50% of the country's energy requirements through renewable energy by 2030.

The ALP team is looking to identify a benchmark city and assess its net-zero capability using frameworks that utilise five components:

- a) Energy and green buildings;
- b) Urban planning, green cover, and biodiversity;
- c) Mobility & air quality;
- d) Water resource management
- e) Waste management.

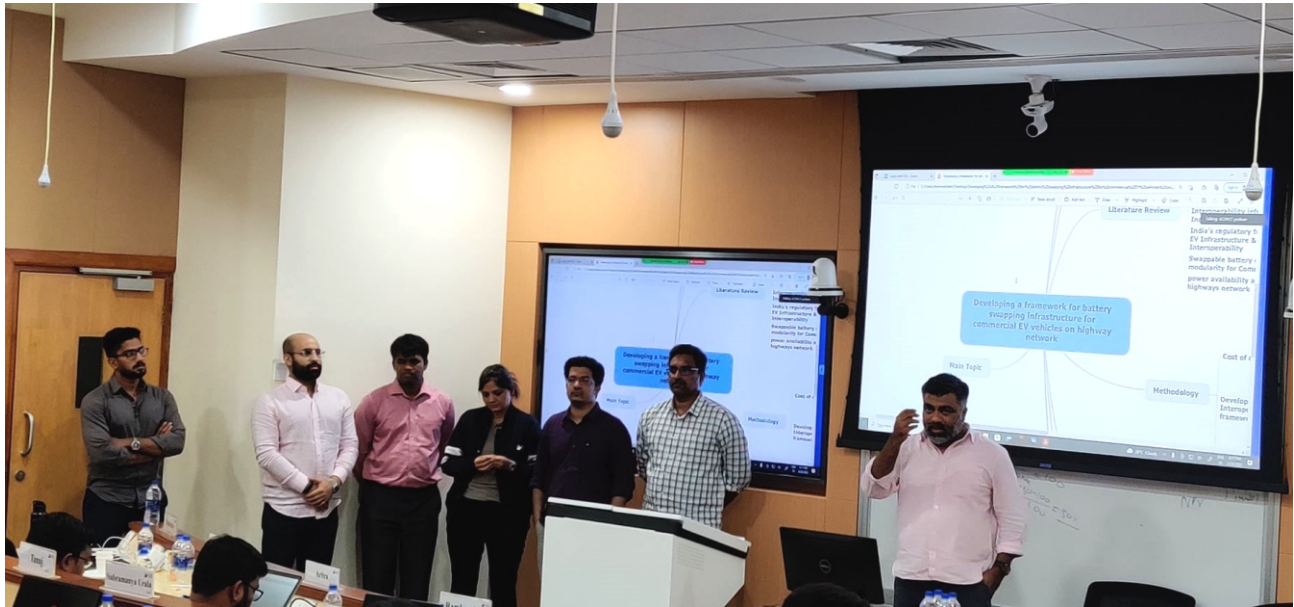
The outcome of the ALP would be an implementable framework to achieve a net-zero carbon city. The team will present their findings to relevant government authorities.



The team members of ALP are:

- Naim Keruwala
- Srivani Nerella
- Thiyagarajan N
- Anusha Suryanarayanan
- Anurag Gulati
- Minu J
- Priya Bendarkar

Developing a framework for battery swapping Infrastructure for commercial EV vehicles on the highway network: The team intends to develop the ideal battery swapping framework for commercial vehicles on the Delhi-Jaipur highway. They will also consider alternative revenue generation models and minimise the charges to the customer. The team will work on the cost of ownership of batteries to customers and the battery swapping stations. They will also study the battery interoperability standards framework. The ALP outcome would be the development of an implementable framework for battery swapping for commercial vehicles on highways.

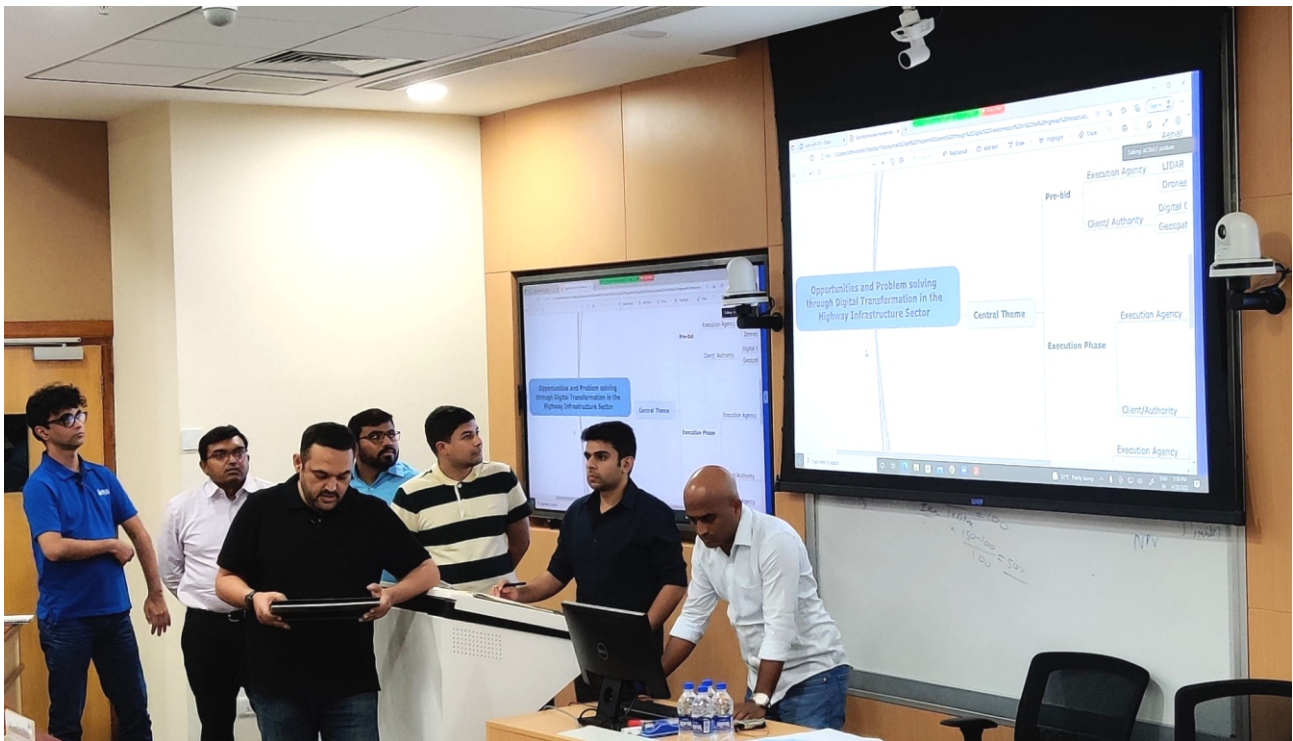


The team members of ALP are:

- Keerti Bongu
- Shashanka Nanda
- Poonamdeep Minhas
- Vipul Ovhal
- Bilal Abdul Sathar
- Nakul Dahiya
- Santhana Krishnan Raghuraman

Opportunities and problem solving through digital transformation in the highway Infrastructure sector: The highway sector in India is rapidly growing with immense priority by the Government in developing high-quality roads. All stakeholders face numerous challenges during the pre-bid, execution and post-execution phases.

The team intends to analyse new technologies and employ them to improve the management of roads in the execution phase. It would involve daily monitoring, workforce optimization, quality control, smart billing, smart traffic control, and environmental and safety monitoring by employing Artificial Intelligence, the Internet of Things, and other new-age tools. The outcome of the ALP will be a framework to use new-age technology in the execution phase of road construction to bring efficiencies.



The team members of ALP are:

- Rajesh Varma Bhupatiraju
- Amit Khurana
- Rijish Ganguly
- Nikhil Behr
- Subramanya Urala K R
- Aritra Nandy
- Ramkrushna Galdhar

Integrated infrastructure approach for accelerating sustainable economic growth in Telangana: Telangana needs to re-invent and re-position itself as a Global Economic Hub to move up the value chain. The state needs an anchor industry and its ancillaries to achieve accelerated growth. The team intends to identify the target industry based on secondary data provided by the state department and study its implementation framework to include quantification of needs, funding strategy, etc. The outcome of the ALP will be a roadmap (for the target industry) for the Government to translate its vision into reality.



The team members of ALP are:

- Harish Pasupuleti
- Tanuj Thammanna
- Ravi Uma Gayatri
- Eshwar Keesara
- Karthik Ramamoorthy
- Saurabh Bhankhor
- Dishant Jain