

GOURMET HAZELNUT GROWERS

(Not the company's real name)

International Business Plan Exporting to India 2013

This plan was created by a team of three MBA students in the class GSM 6252 –
Global Entrepreneurship: Launching and Managing International Ventures

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Executive Summary

There is no doubt that India is one of the top emerging markets in the world today. Experts predict India's booming middle class to grow to anywhere from 400-600 million people in the next 15 years. And as their incomes increase, Indians are spending proportionately more on food variety and luxuries. Per capita disposable income has increased by 8% over last five years, while per capita expenditure on food has increased by 20% over the same period. This is leading to a rapidly increasing demand for processed food. The \$29.4 billion Food Processing Industry in India is relatively nascent and expected to double by the year 2020, encouraging large investments already being made for food and food processing technologies, skills and equipment. The Indian government has declared food processing a priority sector and is promoting such through recently established Special Economic Zones and an integrated food law, hoping to help meet the requirements of international trade and make the Indian food industry competitive in the global market.¹

However, nearly 29.8% of Indians still live below the poverty line. In addition, India struggles with poor infrastructure making distribution difficult. Over the next few years, hundreds of malls will be built, many based on Western models¹, but today Indian consumers are still serviced by an efficient, but highly fragmented, trade system spread across a huge geographically diverse country. At first glance, the bulk of the purchasing power in India would appear to be concentrated in its urban markets. However, all marketers, both Indian and foreign, have benefited by paying attention to the growing marketing potential of rural India where the majority of the population lives.¹ Luckily hazelnuts are less impacted by distribution inefficiencies than highly perishable foods.

According to USDA Economic Research Service statistics, the U.S. hasn't exported hardly any hazelnuts to India recently (only about 1000 pounds in 2012).² In addition to India's historically impoverished economy, arguably the biggest reason for this lack of trade was India's extremely high tariffs. Even though there is no local hazelnut production, the government has been charging a 30% basic duty on hazelnuts and other "luxury" items as a source of revenue. However, the government has been increasingly opening up its borders to trade and introducing more pro-business economic reforms. The 2013 Indian budget just announced the basic duty on hazelnuts (HS 0802.21 and 0802.22) has dropped from the historical 30% down to 10%.³

While hazelnuts have historically been too expensive for most Indians (retailing at \$13-17/lb), this sudden huge drop in the duty expense, simultaneous with the booming middle class, opens up a huge potential market. The Turkish Hazelnut Promotion Group (FTG) has laid the foundation by targeting India as one of its 5 target country markets and aggressively promoting in India since 2005 the health benefits of hazelnuts with SCS Group, an international food marketing advisory firm. In the first year (2005), they sold over 45 tons to traders for

¹ U.S. Foreign Commercial Service and U.S. Department of State (2010), 2012 Country Commercial Guide for U.S. Companies Doing Business in India.

² USDA Economic Research Service (2013), Fruit and Tree Nut Data / Data by Commodity - Imports and Exports.

³ USDA Foreign Service Agricultural Service (2013) Global Agricultural Information Network (GAIN) Report No. IN3018: India GOI Budget 2013-14 – Agricultural Highlights. March 2013, Washington, DC.

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approximately \$2.59-\$4.15 per pound.¹ As another indicator of the market potential for hazelnuts, India consumes over 50,000 tons of almonds annually. While Gurbandi almond kernels sell for \$3.40-3.80 per pound, almonds from the United States provide a premium price of \$4-4.50/lb.² Thus one can also expect a premium for U.S. hazelnuts.

I. Cultural Analysis

Introduction

India is a very exciting land full of rich tradition, religion and foods. The people are family oriented and celebrate holidays throughout the year. The major religions are Hindu (75%), Islam (14%), Jainism (<1%), Buddhism (<1%), Sikhism (<1%) and Christianity (6%). British ruled the country for nearly 100 years and brought English to the land. Because of the Hindus, Jains, Sikhs and Buddhists, the country is today nearly 40% vegetarian. Its people live off of lentils, legumes, vegetables, potatoes, fruit, spices and nuts. Cashews, peanuts, pine nuts and coconuts grow readily in the climate but its people import all others.

Country History

The Republic of India, furthermore known as just India is the second largest population in the world with upwards of 1,205,073,612 individuals.³ With a long and intricate history, the importance of understanding the impact of incursions on the current status of the country is essential to understanding the overall dynamics. India was intermittently disturbed by invasions from beyond its borders. The most significant incursion was the incoming of Islam, brought by Turkish, Arab and Persian influences in the beginning of the 8th century CE. By the 13th century, the majority of the subcontinent was under Muslim rule and continued to steadily increase. Then, Vasco De Gama brought external influences, opening India up to alternative influences, the formal introduction of the spice market and ultimately decline of Muslim rule and primer of the British Empire. The formalized ruling of India by the British occurred in 1858 and greatly impacted the political and economic state of the country. After nearly 100 years, the larger subcontinent was partitioned based on religious affiliation into India and Pakistan, which later broke up into Bangladesh as well. As a result, a number of British institutions remained in place as India continued to mature such as parliamentary forms of government, English, and remaining as part of the Common Wealth. Hindi then became the official language with English used interchangeable among the educated. Since then, India has formed its own governments and ruling powers, but has been greatly influenced by the former invasions in a variety of facets.

Geographical Setting

Location

India is located in Southeast Asia, occupying a great part of the subcontinent at 32,872,631 square kilometers. The frontier of the country, borders the following six countries: Nepal, China, Bhutan, Burma and Bangladesh. The island of Sri Lanka is also closely situated off the southeast coast. A large portion of India's territory lies within a large peninsula surrounded by the Arabian Sea and the Bay of Bengal on both the west and east sides. Additionally, there are two union territories

¹ Turkish Hazelnut Promotion Group (FTG) (2013) <http://ftg.org.tr/en/actual-regional-operations-india.html> Giresun, Turkey.

² <http://www.dilligrocery.com>

³ <https://www.cia.gov/library/publications/the-world-factbook/geos/in.html>

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entirely of islands: Lakshadweep, in the Arabian Sea and the Andaman and Nicobar Islands, which lay between the Bay of Bengal and Andaman Sea.

Climate

Because India is such a large landmass, there are a handful major climate subtypes:

1. Desert in the west
2. Tundra and glaciers in the north
3. Humid tropics supporting the rain forest in the southwest
4. Indian Ocean Island Territories

Each region is starkly different than the others but they are all tightly clustered together. Overall, the continent typically receives four distinct seasons of winter, summer, monsoon season and post monsoon season. Because the Himalayan Mountain Range runs through northern India, the majority of the northern regions are kept warm, only mildly cold in winters.

The Himalayan Mountain range stretches approximately 2400 kilometers and has the world's highest mountain peaks including Mt. Everest, Mt. K2 and Mt. Kanchenjunga. These mountains form the source of the well-known rivers like Indus and Brahmaputra which flow in the Gangetic plains and form the Ganges Rivers. These rivers cause constant erosion of these mountains and the latter two rivers form the world's largest and most fertile delta, the Brahmaputra valley prior to joining the Bay of Bengal.

Social Institutions¹

Family

For almost all Indians, the family is considered the most important social unit of any individual. There is a strong preference for growth beyond the nuclear family, regularly expanding normality with the extending family, consisting of two or more married couples, often of more than a single generation, who share finances and a single kitchen. Within a family unit, extended or otherwise, there is a clear order of precedence based on generational maturity, gender and age and in the case of women, the number of children.

Marriage

Considered as universal, divorce is rare and looked down upon as is children out of wedlock. In the case of gender, men are considered the predominant party in wedding processions. With modernization, the concept of a dowry has become less common; however the bride's parents continue to pay for the majority of the wedding essentials and festivities.

Gender Roles

As the country has modernized, restrictions for women are still very apparent in almost every aspect of life and work. In many cultures, the concept of "veiling" women in marriage, day-to-day activities and work still exists. More recently, news regarding women's rights in India has become global topics with the publicized increased rate of rape in India, even in more affluent and modernized cities.

Education

In India, the provision of free and required education for all children up to the age of 14 is from a directive principle within the Indian constitution. The overall literacy rate has increased markedly since the late 20th century, but a noticeable disparity still remains between genders. There is also a

¹ <http://asiasociety.org/countries/traditions/indian-society-and-ways-living>

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noticeable disparity between regions and states within the country. Of individuals ages 15 and over who can read and right; only 61% of the total population fits into that category. Of that 61%, 73.4% are male and only 47.8% are female.¹

Political System

India has a multiparty federal republic with two legislative houses:

1. Council of States
2. House of People

The current Head of State is President Pranab Mukhjee and the Head of Government is Prime Minister Manmohan Singh. There have been 13 Prime Ministers since 1947, the most recognized being Indira Ghandi who nationalized banks, won the Indo-Pakistan war which formalized the formation of Bangladesh and signed the Shimla Agreement. She was also assassinated by Indian citizens.

Government Stability

The Political Stability Index ranks India at a 4.5, indicating a moderate risk as compared to its global counterparts.

Another factor to consider is country risk; the exposure to adverse effects or potential loss for company operations and profitability caused by developments in a country's political or legal environments. It is closely related to political risk. It is particularly a factor in India. While the immediate cause is a political or legal factor, economic, social, or technological developments may underlie such factors. Government intervention, protectionism, and barriers to trade and investment are particularly notable in emerging market countries such as India. Mismanagement or failure of the national economy can lead to financial crises, recessions, market downturns, currency crises, and inflation. Such events usually arise from business cycles, poor monetary or fiscal policies, a defective regulatory environment, or imbalances in the underlying economic fundamentals of the country. Political or legislative actions can harm business interests, such as laws that are unexpectedly strict or lead to unintended consequences. Laws in India often favor home-country interests.

Legal System

India is a Common Law country and is a federation of 28 states and 7 union territories. President Pranab Mukherjee is the head of the Union executive and acts on the advice of the Union cabinet headed by Prime Minister Manmohan Singh, who is responsible for the parliament of India. There is a democratic system in place that operates in a manner similar to that of the British system of Parliamentary, which was introduced during the British rule. There is also the Supreme Court of India, which resides in New Delhi, the capital of India, and is also the highest court in the entire judicial system. Lastly, the sources of law include the Constitution of India, central statutes, state laws and regulations established based on the aforementioned. The official publications of laws are contained in the Indian Code.

Participation in Patents, Trademarks and Other Conventions

The CGPDTM reports to the Department of Industrial Policy and Promotion (DIPP) under the Ministry of Commerce and Industry. There are five administrative sections that relate to patents and trademarks:

¹ http://viewswire.eiu.com/site_info.asp?info_name=social_unrest_table&page=noads

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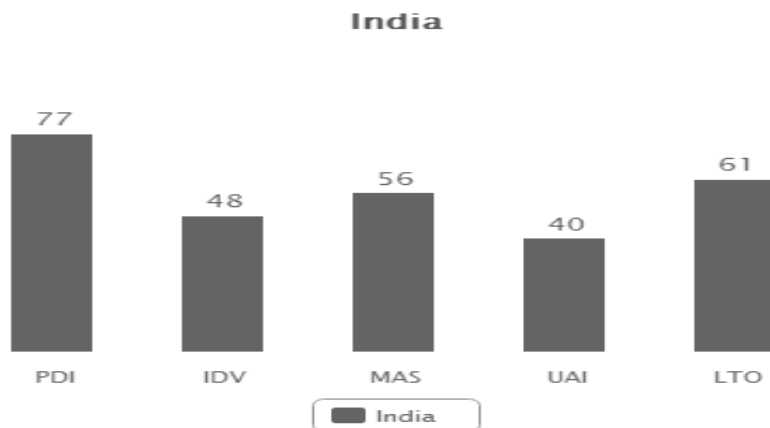
1. Designs
2. Trademarks
3. Geographical Indications
4. Patent Information Systems

Social Organization¹

Group Behavior

India is a hierarchical society regardless of region, religion or caste. People and social groups are ranked according to various essential qualities that are either historically rooted in family bloodlines or religion. Although India is politically a democracy, the notions of complete equality are seldom evident outside of political regulations.

Adopting Hofstede's Cultural Dimensions², India scores high on power distance, reinforcing the respect of a hierarchical society, organization and structure. In regards to collectivism versus individualism, India scored low, indicating clear collective traits. There is a high preference for belonging and fitting into a larger social framework. Similarly, India is considered a highly masculine society in terms of visually displaying results, power and success. In regards to uncertainty avoidance, India scored relatively low, which relates to the acceptance of imperfection overall in society. India is considered a patient country with high levels of tolerance for the unexpected. Lastly, scored higher in regards to long-term orientation, with concepts like karma acting as a metaphor.



Social Classes

One of the most prevalent themes in society in India is the interdependence of groups and classes. Individuals are born into castes, groups, clans, families and religious communities. These groups create a deep seeded sense of inseparability and play largely into marriage and extended familial lines. In some cases, social classes play a more prevalent role in smaller villages or less modernized regions, as historical adoption and belief in the class system are still predominant over equality.

¹ <http://asiasociety.org/countries/traditions/indian-society-and-ways-living>

² <http://geert-hofstede.com/india.html>

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Business Customs and Practices¹

While globally expanding into emerging markets has become customary for a number of organizations, conducting business greatly vary in India than it does in the United States or Europe. Below is a list of common practices to adopt before entering into business in India:

1. Factor in plenty of time for bureaucratic delays and involvement in business.
2. India is an extremely relationship based country, therefore business mimics society.
3. Religion, education and social class influence greetings and interactions.
4. Relationships are built upon mutual trust and respect.
5. In general, Indians prefer to do business with those they know.
 - a. A third party introduction may be beneficial.
6. Indians prefer to have long-standing relationships prior to doing business.
7. Indians are non-confrontational. It is rare for them to overtly disagree, although this is beginning to shift with change in managerial positions to younger people.
8. Decisions are reached by the person with the most authority involved in the dealings.
9. India is a hierarchical culture; therefore greet the most senior person first.
10. Meetings with Indians will start with a great deal of getting-to-know-you talk. It is quite possible little to no business will be discussed in the initial meetings.
11. Shaking hands is common, especially in the larger or more modernized cities among educated and those accustomed to foreign business counterparts.
12. When shaking hands, offer only to interact with those of the same gender.
13. Indian's tend to build relationships over a meal at one's home or out to dinner.
14. If invited for a meal at one's home, it is not necessary to bring a gift, although one will not be offensive.
15. Remove ones shoes when entering an Indian's home unless the hostess says otherwise.
16. Politely turn down initial offerings of refreshments or snacks, as they will continue to offer until you accept. It is acceptable to reject the initial offer.
17. Although Indian's tend not to be punctual they, they expect foreigners to arrive close to the appointed time.
18. Religious affiliation may indicate what types of food will be served

¹ <http://www.oxfordscholarship.com/view/10.1093/acprof:oso/9780198072614.001.0001/acprof-9780198072614-chapter-7>

¹ <http://www.kwintessential.co.uk/resources/global-etiquette/india-country-profile.html>

¹ <http://www.britannica.com/EBchecked/topic/285248/India>

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- a. Muslims do not eat pork or drink alcohol
- b. Sikhs do not eat beef
- c. Hindus do not eat beef and many are vegetarian

19. Lamb, chicken and fish are most commonly served as main courses for non-vegetarians as they avoid religious restrictions for the most part.

Religion¹

Religious Composition	Population *	(%)
Hindus	827,578,868	80.5
Muslims	138,188,240	13.4
Christians	24,080,016	2.3
Sikhs	19,215,730	1.9
Buddhists	7,955,207	0.8
Jains	4,225,053	0.4
Other Religions & Persuasions	6,639,626	0.6
Religion not stated	727,588	0.1
Total *	1,028,610,328	100.0

Religious Impact on Business²³

Religion is fused to society and culture. For example, the Karma aspect of Hinduism implies that people are born into a social level, or *caste*, because of their good or bad deeds in earlier lives. Some experts believe the caste system promotes slower economic growth because it hinders advancement from one social level to another in organizational settings. Company advancement can be based on a person's social level, rather than merit or potential. The caste system can promote disharmony as followers may discriminate against employees whom they perceive to fit different social levels. In the Hofstede typology, India is characterized by high power distance as a sharp distinction is often drawn between upper and lower caste workers. Hinduism's focus on spiritual enlightenment can impede entrepreneurial activity in pursuit of wealth. A devotion to positive karma and ascetic lifestyle are potentially at odds with the materialism characteristic of Western cultures. Business management can be enhanced by embracing Hinduism's teachings in areas such as self-control, discipline, and devotion to duty.

1. Expression of religion and culture are typically integrated with business decisions and celebrations
2. 80% of the religious population in India is Hindu
 - a. Business practices tend to integrate astrological and mythological traditions and practices
 - b. Vastu – A system of the right way to arrange your space that is in synch with the cosmos – similar to feng shui. "Vastu Compliant" is the term typically used for setting up a business office in compliance with traditional Hindu scriptures.

¹ http://censusindia.gov.in/Census_Data_2001/India_at_glance/religion.aspx

² <http://www.bbc.co.uk/news/business-21080421>

³ <http://www.fordham.edu/economics/vinod/HinduConfReport.pdf>

Living Conditions

Diet and Nutrition¹

1. 20-42% of the population abstain from meat/poultry
2. Typical Meal
 - a. Lentils/Protein
 - b. Yogurt/Dairy
 - c. Vegetables
 - d. Carbohydrate (Bread, Rice, Lentils)
 - e. Chicken, Lamb or Fish

Dietary Customs and Norms

1. Unlike Americans, Indian's typically eat breakfast regularly
 - a. Typical a grain/carbohydrate is consumed along with tea or coffee
2. A vegetable dish or ingredient is typically consumed at every meal, as is yogurt or a dairy product.
3. The addition of nuts, dried fruits and seeds to a vegetable or meat dish is considered to make the dish elaborate, typically done for dinner parties, celebratory meals and business meetings.
4. Dietary habits and variety in meals and dishes are highly attached to seasonal availability of ingredients.
5. Majority of meals are made at home and include a carbohydrate, a vegetable and if religion permits and is either lunch or dinner, meat dish.

Foods Available

19% of India's population was found to be not receiving required calories, resulting in 224.6 million undernourished people.² India is ranked as the 66th for the Global Food Security Index, a scoring tool that measures drivers of food security in 105 countries. India ranks first among South Asian nations in terms of "food availability" and third in overall ranking due to slightly lesser scores in the "affordability" and "quality and safety" categories.

Of food grown in India, it is ranked within the five largest producers of over 80% of agricultural items – coffee, cotton, and cash crops. It is also considered the world's second largest producer of wheat and rice. Other items grown in India are grains – corn, beans, lentils and chickpeas. Similarly, Peanuts are the largest crop used for vegetable oil in India, which is now nearly self-sufficient in production. India is also the largest commercial producer of sugar in the world.

India has zero agricultural production of any nut, regardless of the diverse topography. 100% of all nut consumption is from imported products.

¹http://www.princeton.edu/~deaton/downloads/Food_and_Nutrition_in_India_Facts_and_Interpretations

¹ <http://businessworld.in/en/storypage/-/bw/india-1st-among-se-asian-nations-in-food-availability/550270.0/page/0>

¹ <http://www.npr.org/blogs/thesalt/2012/09/04/160543754/mcdonalds-goes-vegetarian-in-india>

² <http://businessworld.in/en/storypage/-/bw/india-1st-among-se-asian-nations-in-food-availability/550270.0/page/0>

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Agriculture in India, largest crops by economic value^[47]

Rank	Produce	Economic value (2009 prices, US\$)	Unit price (US\$ / kilogram)	Average yield, India (2010) (tons per hectare) ^[48]	World's most productive farms (2010) ^[45] (tons per hectare) ^[49]	Country
1	Rice	\$38.42 billion	0.27	3.3	10.8	Australia
2	Buffalo milk	\$24.86 billion	0.4	1.7 ^[50]	1.9 ^[50]	Pakistan
3	Cow milk	\$17.13 billion	0.31	1.2 ^[50]	10.3 ^[50]	Israel
4	Wheat	\$12.14 billion	0.15	2.8	8.9	Netherlands
5	Mangoes	\$9 billion	0.6	6.3	40.6	Cape Verde
6	Sugar cane	\$8.92 billion	0.03	66	125	Peru
7	Bananas	\$8.38 billion	0.28	37.8	59.3	Indonesia
8	Cotton	\$8.13 billion	1.43	1.6	4.6	Israel
9	Fresh Vegetables	\$5.97 billion	0.19	13.4	76.8	USA
10	Potatoes	\$5.67 billion	0.15	19.9	44.3	USA
11	Tomatoes	\$4.59 billion	0.37	19.3	524.9	Belgium
12	Buffalo meat	\$4 billion	2.69	0.138 ^[50]	0.424 ^[50]	Thailand
13	Soyabean	\$3.33 billion	0.26	1.1	3.7	Turkey
14	Onions	\$3.17 billion	0.21	16.6	67.3	Ireland
15	Chicken Meat	\$3.12 billion	0.64	10.6	20.2	Cyprus
16	Chick peas	\$3.11 billion	0.4	0.9	2.8	China
17	Okra	\$3.07 billion	0.35	7.6	23.9	Israel
18	Cattle Meat	\$2.93 billion	0.83	13.8 ^[51]	24.7 ^[51]	Jordan
19	Eggs	\$2.80 billion	2.7	0.1 ^[50]	0.42 ^[50]	Japan
20	Beans	\$2.57 billion	0.42	1.1	5.5	Nicaragua

Clothing

- In formal/professional settings, business formal suits for both men and women are expected.
- In casual/day-to-day settings, both men and woman can be found in simpler versions of traditional Indian clothing listed below:
 - Kurta / Kurti – A long shirt typically worn over jeans or pants
 - Salwar Khameez – Worn by women, a long shirt paired with tailored pants made of the same or lighter materials in flowing designs that drape effectively to stimulate air circulation.
 - Kurta Pajama – Worn by men, the same structure as a salawar khameez. A long shirt paired with tailored pants made of the same or lighter materials in flowing designs that drape effectively to stimulate air circulation.
- Casual western clothes include jeans, t-shirts, sneakers, sweaters and jackets.

Health Care¹

India is known for its woeful rural health care and dramatic illness rates. 50% of all villagers in rural areas of India have no access to a healthcare provider. 37% are chronically starved and 10% of babies born into these areas die before their first birthday. Similarly, 50% of all babies are likely to be permanently stunted due to malnutrition and 33% of people have no access to toilets, while 50% defecate in the open. These rates directly impact the health of their rural societies, which are lacking government attention and funding. According to a poll by Thomson Reuters, India is the worst place for women among G20 nations due to female feticide, unequal rights, dowry killings (in rural areas), poor maternal health and lack of sexual education.

¹ <http://health.india.com/diseases-conditions/what-ails-indias-healthcare-system/>

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In the cities that do have medical professionals easily accessible, there is low government spending, high out-of-pocket expenses and lack of insurance. Although India has some of the top quality medical institutes which provide quality education and a large output of medical professionals, most are based in urban centers resulting in the deficit previously mentioned in rural and semi-urban areas.

In urban areas, there is a rise of lifestyle diseases in middle and upper class citizens. Some have come to adopt a “world” lifestyle resulting in diseases such as obesity and diabetes due to the influences of a fast food culture, increased smoking, and drug use and alcohol consumption.

Languages¹

The official languages of India are Hindi and English.

- a. While Hindi is the official language of India, more than 125M individuals speak English on a regular basis, more who are familiar with basic verbiage.
- b. Individuals in India are known for being bilingual or trilingual. In the recent census report, upwards of 255 M individuals are bilingual and 87.5 M are trilingual.
- c. English is the standard language used in businesses in India, considered as proper etiquette and an indicator of being well educated.
- d. When considering exporting to India, expect English to be the main language that business will be conducted in. If considering further distribution, marketing or local promotions, hiring a local agency or translator will be a necessary step.

Widely spoken dialects are as follows:

- a. Hindi
- b. Kannada
- c. Kashmiri
- d. Konkai
- e. Malayalam
- f. Marathi
- g. Nepali
- h. Punjabi
- i. Tamil
- j. Telegu
- k. Urdu

¹ <http://www.comparebusinessproducts.com/fyi/doing-business-in-india>

II. ECONOMIC ANALYSIS

Introduction

India is one of the largest economies in the world, and growing at a rate of 5-7%. There are currently 300 million people in India's middle class, and this number is expected to nearly double by 2025, creating a booming consumer base. While historically India has imposed many trade barriers such as tariffs as high as 125%, since the 1990's India's government has been opening its borders, eliminating quotas, reducing tariffs and instigating business friendly reforms to attract foreign investment. Most noteworthy for WHG, just now in 2013, India dropped the import duty on hazelnuts from 30% to 10%. Still, India has many challenges. The infrastructure, political and legal systems still need improvement, the inflation rate is high, and hundreds of millions of its citizens still earn less than a dollar a day.

Population¹

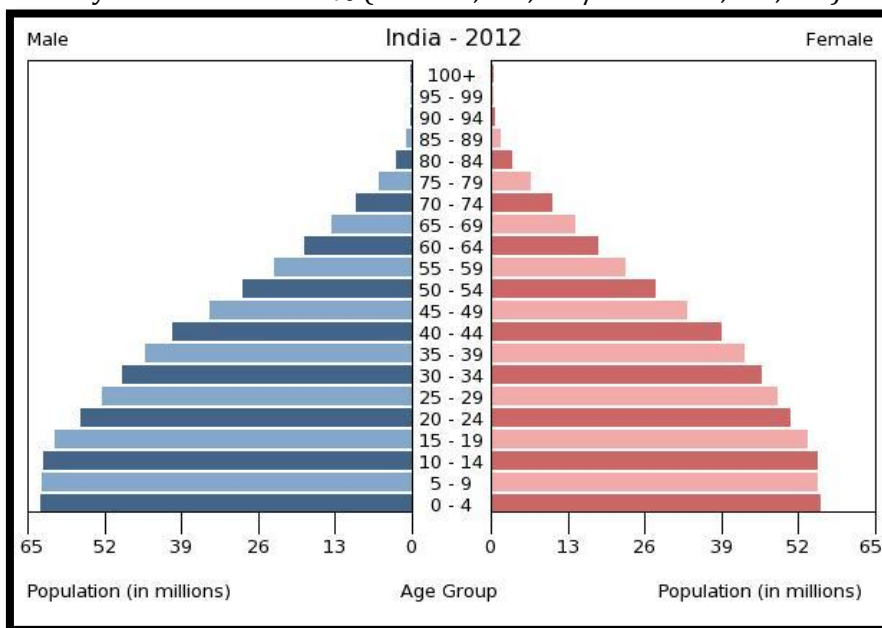
Total Population: 1,205,073,612 (2nd largest population in the world)

Growth rate: 1.312%

Birthrate: 20.6 births/1,000 population

Age & Gender Distribution:

- 0-14 years: 29.3% (male 187,386,162/female 165,345,284)
- 15-24 years: 18.2% (male 116,019,042/female 103,660,359)
- 25-54 years: 40.2% (male 249,017,538/female 235,042,251)
- 55-64 years: 6.8% (male 41,035,270/female 40,449,880)
- 65 years and over: 5.6% (male 31,892,823/female 35,225,003)



Urban Concentration: urban population: 30% of total population (2010)

¹ Central Intelligence Agency (2013) The World Factbook 2013, India
<https://www.cia.gov/library/publications/the-world-factbook/geos/in.html>

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Rate of Urbanization: 2.4% annual rate of change (2010-15 est.)

Net Migration Rate: -0.05 migrant(s)/1,000 population

Ethnic groups: Indo-Aryan 72%, Dravidian 25%, Mongoloid and other 3%

Economic Statistics and Activity

Gross National Product

India's total GDP is \$4.735 trillion (PPP 2012 est.) establishing it as the fourth largest economy in the world. For comparison, the GDP of the United States is now approximately \$16 trillion. Their GDP's rate of growth is 6.5%, ranked 34th in the world.

GDP Per Capita

India's GDP per capita is \$3,900 as of 2012. For comparison, the GDP per capita of the United States is \$49,800.

Household income or consumption by % share:

- Lowest 10%: 3.6%
- Highest 10%: 31.1% (2005)

Note: Per capita disposable income has increased by 8% over last five years which has led to an increase in per capita consumption expenditure on food by 20% over the same period.¹

Distribution of Wealth

It is projected that more than 400 million people, a full 40 percent of the population, will enter India's middle class over the next 15 to 20 years. India would like to be viewed as major economy and world power, but it is difficult to overlook that India is home to the largest number of poor people in the world, ranging from 300 million people to 800 million people.¹

29.8% (2010 est.) of the population is currently below poverty line.

Primary Indigenous Natural Resources

Coal (fourth-largest reserves in the world), iron ore, manganese, mica, bauxite, rare earth elements, titanium ore, chromite, natural gas, diamonds, petroleum, limestone, arable land

Transportation Modes and Availability

1. **Air** – India has 251 paved airports, 80 of which are over 2438 meters long.
2. **Rail** – India has the 4th longest railway system in the world with 63,974 km of railway, of which 54,257 km is broad gauge (1.676 m) and 18,927 km is electrified.
3. **Roadways** – India is home to the 3rd longest roadway system in the world with 3,320,410 km, including 200 km of expressways.

¹ U.S. Foreign Commercial Service and U.S. Department of State (2010), 2012 Country Commercial Guide for U.S. Companies Doing Business in India.

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- Waterways** – India also enjoys 5,200 km on major rivers and 485 km on canals suitable for mechanized vessels. This is 9th in the world.
- Merchant Marine** – 340 Merchant marine: bulk carrier 104, cargo 78, chemical tanker 22, container 14, liquefied gas 11, passenger 4, passenger/cargo 15, and petroleum tanker 92.
- Major Ports and Terminals** - Chennai, Jawaharlal Nehru Port, Kandla, Kolkata (Calcutta), Mumbai (Bombay), Sikka, Vishakhapatnam.

Foreign investment

If sales were to prove extremely strong in India, you may want to eventually invest in your own WHG marketing subsidiary or sales office in country. Here is some general information for such foreign direct investment (FDI), as well as food processing investment in India.

There are two channels for foreign investment: the “automatic route” and the “government route.” Under the “automatic route,” the foreign investor or Indian company is not required to seek approval from the relevant central government agency or department (e.g., coal and lignite mining, power, industrial parks, petroleum and gas, and non-banking finance).¹ Instead, the investor is expected to notify the Reserve Bank of India (RBI) of its investment via Form “FC (RBI)” within 30 days of inward receipts and the issuance of shares

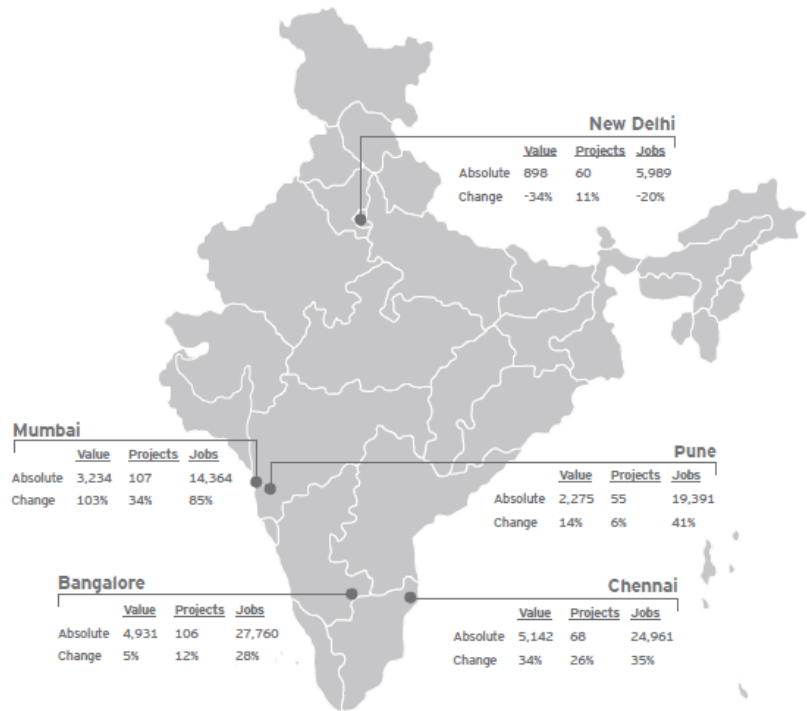
(www.rbi.org.in/scripts/BS_ViewForms.aspx).

The second channel, called the “government route,” is for investments subject to approval from the vested government ministries and agencies prior to the investment being transacted. The rules regulating government approval for investment in selected sectors vary from industry to industry and change frequently.¹

Top five cities in India attract 42% of the investment projects, 36% of the jobs created by FDI and 28% of the value of FDI in India.²

U.S. direct investment in India is led by the information, professional, scientific, and technical services, and manufacturing sectors.³

Top five FDI recipient cities (2011)



Note: value denotes US\$ million. Source: fDi intelligence. Map depicts project and job numbers for 2011. Change represents comparison of 2011 and 2010.

¹ U.S. Foreign Commercial Service and U.S. Department of State (2010), 2012 Country Commercial Guide for U.S. Companies Doing Business in India.

² Ernst & Young, Ready for the Transition, 2012 Attractiveness Survey: India.

³ U.S. Dept of State, U.S. Relations with India Fact Sheet, December, 2012.

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FDI inflows by source country

Rank	Country	FDI projects			Change 2011 vs. 2010	Value (US\$ million) 2011	Job creation 2011
		2010	2011	Share in FDI 2011			
1	US	218	277	30%	27%	3,636	73,550
2	Japan	88	115	12%	31%	7,634	46,510
3	UK	85	87	9%	2%	2,672	17,202
4	Germany	81	87	9%	7%	1,877	13,466
5	France	30	32	3%	7%	4,166	17,710
6	Sweden	7	27	3%	286%	2,665	8,148
7	Switzerland	27	26	3%	-4%	1,164	9,810
8	Spain	23	24	3%	4%	984	5,689
9	UAE	17	23	2%	35%	944	4,871
10	Finland	8	17	2%	113%	828	3,102
11	Others	190	217	23%	14%	21,691	55,358
	Total	774	932	100%	20%	58,261	255,416

Source: fDi Intelligence.

Restrictions

Foreign investment is prohibited in many areas or subsectors such as: agriculture, real estate, multi-brand retailing, legal services, security services, atomic energy, railway transport, gambling, casinos, lotteries, cigars, cigarettes and tobacco substitutes, and trading in transferable development rights.¹

Food Processing FDI is allowed up to 100% with automatic approval for: fruit and vegetable processing, dairy products, meat and poultry products, fishing and fish processing, grains, confections, consumer and convenience foods, soft bottling, food parks, cold chain, and warehousing. The exception is for alcoholic beverages and beer, where a license is required, and items reserved for the small-scale sector. FDI up to 100 percent is allowed via the automatic route for cold storage facilities.¹

In India the Food Processing Industry is relatively nascent and offers opportunities for FDI. It accounts for \$29.4 billion, in a total estimated Indian food market of \$91.66 billion.¹ There is a rapidly increasing demand for processed food caused by rising urbanization and income levels. In fact, food production in the country is

expected to double by the year 2020, encouraging large investments already being made for food and food processing technologies, skills and equipment. The Confederation of Indian Industry (CII) has estimated that the food-processing sector has the potential of attracting \$33 billion of investment in 10 years and generates employment of 9 million persons. Thus, food processing has been declared a priority sector. The Government has recently established Special Economic Zones with the purpose of promoting exports and attracting FDI. These SEZs do not impose duty on imports of inputs and they enjoy simplified fiscal and foreign exchange procedures and allow 100% FDI. The Government is also moving towards introducing an integrated food law, which is expected

Investment breakdown by functions (2011)

FDI type 2011	Number of FDI projects	Job creation	FDI value (US\$ million)
FDI in manufacturing	320	144,449	41,092
FDI in services	479	79,578	12,601
FDI in strategic functions	50	8,725	1,639
FDI in other functions	83	22,664	2,929
Total	932	255,416	58,261

Source: fDi Intelligence.

Manufacturing includes: manufacturing, logistics, distribution and transportation, electricity. Services includes: sales, marketing and support, business services, design, development and testing, customer contact center, technical support center, maintenance and servicing, ICT and internet infrastructure, shared services center. Strategic functions includes: headquarters, R&D, education and training. Other functions includes: retail, construction, recycling, extraction.

¹ U.S. Foreign Commercial Service and U.S. Department of State (2010), 2012 Country Commercial Guide for U.S. Companies Doing Business in India.

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to help meet the requirements of international trade and make the Indian food industry competitive in the global market.¹

International Trade Statistics¹

Principal industries

1. **Industries** - Textiles, chemicals, food processing, steel, transportation equipment, cement, mining, petroleum, machinery, software, pharmaceuticals.
2. **Agricultural products** - rice, wheat, oilseed, cotton, jute, tea, sugarcane, lentils, onions, potatoes; dairy products, sheep, goats, poultry; fish.

Current Exports and Imports

1. Major exports include petroleum products, precious stones, machinery, iron and steel, chemicals, vehicles, apparel
 - a. Dollar value= \$309.1 billion (2012 est.); 18th in the world
 - b. Main Export Partners = UAE 12.7%, US 10.8%, China 6.2%, Singapore 5.3%, Hong Kong 4.1% (2011)
2. Major imports include crude oil, precious stones, machinery, fertilizer, iron and steel, chemicals
 - a. Imports have increased to \$500.3 billion (2012 est.); 9th in the world
 - b. Main Import Partners = China 11.9%, UAE 7.7%, Switzerland 6.8%, Saudi Arabia 6.1%, US 4.9% (2011)

Almond and Other Tree Nut Imports and Sales

Dry fruits and nuts (primarily almonds), have been one of the leading U.S. agricultural exports to India in the past, with exports in CY 2011 estimated at a record \$308.2 million.² India imports over 600 MT of nuts annually with cashew nuts and almonds being the primary imports. India is the third largest producer of cashew nuts, producing 573,000 MT in 2006. The United States is the largest supplier of almonds (mostly in-shell) to India, with a market share of about 85 percent. Other suppliers include Australia, Syria, China, Iran, and Afghanistan. The Indo-Afghan trade agreement gives Afghani almonds a 100% concession on the basic import duty. Almonds are a preferred nut in India and are gaining popularity among the growing middle-income population due to their nutritional and health benefits. **India consumes over 50,000 tons of almonds annually. While the local Gurbandi almond kernels sell for \$3.40-3.80 per pound, almonds from the United States (California) earn a premium price of \$4-4.50/lb.**³ India also imports small quantities of dates, pistachios, prunes, and raisins, mainly from the United States, Iran, Afghanistan, Pakistan and the Middle East.

¹ Central Intelligence Agency (2013) The World Factbook 2013, India

<https://www.cia.gov/library/publications/the-world-factbook/geos/in.html>

² U.S. Foreign Commercial Service and U.S. Department of State (2010), 2012 Country Commercial Guide for U.S. Companies Doing Business in India.

³ <http://www.dilligrocery.com>

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ALMONDS FRSH OR DRIED IN SHELL (HS 80211)						
Country	Value (US\$ Million)			Quantity (MT)		
	2005-2006	2006-2007	%Growth	2005-2006	2006-2007	%Growth
U.S.	122.88	136.85	11.37	20,600.77	33,162.18	60.98
Australia	7.57	11.22	48.22	1,457.72	2,444.86	67.72
Pakistan		4.56			1,891.35	
Afghanistan	5.50	1.30	-76.36	1,713.76	613.12	-64.22
Chile	1.68	0.19	-88.69	285.77	40.82	-85.72
Iran	0.14	0.06	-57.14	23.00	29.54	28.43
Sri Lanka		0.10			21.55	
United Arab Emirates	0.02	0.10	400.00	12.00	21.00	75.00
Belize		0.06			20.41	
Unspecified		0.09			20.41	
China		0.13			18.20	
U.K.		0.03			4.50	
Syria	0.14	0	-100.00	31.08	1.00	-96.78
South Africa		0			0.06	
Total	138.20	154.70	11.94	24,124.10	38,289.00	58.72

Source: Government of India – Ministry of Commerce and Industry, Department of Commerce

Hazelnut Imports

India ranks 57th in the list of destinations for U.S. hazelnuts, with only 1000 pounds (rounded to the nearest 1000lbs) valuing about \$4000 (rounded to the nearest \$1000) that were exported to India in 2012.¹ While the United States currently exports this insignificant amount of hazelnuts to India, the Turkish Hazelnut Promotion Group (FTG) has established since 2005 operations in India as one of its 5 target country markets. The Turkish Embassy has negotiated with many media and industry representatives and FTG has contracted the SCS Group food marketing advisory firm to manage and trade consumer promotions. They are promoting the health benefits of Turkish hazelnuts and initially targeting Delhi, Mumbai and Bangalore. In the first year (2005), they sold over 45 tons to traders for approximately \$2.59-\$4.15 per pound.²

Hazelnuts: U.S. export destinations by value									
Ranking based on prior 4 annual market year* totals				2008/9	2009/10	2010/11	2011/12	2011/12	2012/13
Fresh or dried ¹	Share	Avg	ANN: Jul-Jun	ANN	ANN	ANN	ANN	Feb YTD	Feb YTD
1 Hong Kong	53.7%	41,489		37,600	48,758	25,518	42,529	38,424	56,102
2 Vietnam	15.3%	11,254		10,267	13,304	9,157	10,528	7,546	16,720
3 Canada	11.0%	8,596		6,038	7,416	7,443	13,458	8,443	8,775
4 China	4.0%	2,815		533	1,991	6,088	1,429	1,086	5,760
5 Germany	3.3%	2,525		1,994	4,872	3,329	2,110	2,077	766
6 Other Countries				7,066	13,470	11,477	11,494	8,688	5,905
...									
57 India	0.0%	4							4
...									
Fresh or dried total		391,899		63,499	89,812	63,012	81,549	66,264	94,027

Due to rounding, country data less than \$500 are displayed as 0.

¹ USDA Economic Research Service (2013), Fruit and Tree Nut Data / Data by Commodity - Imports and Exports.

² Turkish Hazelnut Promotion Group (FTG) (2013) <http://ftg.org.tr/en/actual-regional-operations-india.html> Giresun, Turkey.

Balance-of-Payments Situation

From Reserve Bank of India¹

	Jul-Sep 2012 (P)			Jul-Sep 2011 (PR)			Apr-Sep 2012 (P)			Apr-Sep 2011 (PR)		
	Credit	Debit	Net	Credit	Debit	Net	Credit	Debit	Net	Credit	Debit	Net
A. Current Account (1+2+3+4)	124.4	146.7	-22.3	131.2	150.1	-18.9	255.5	294.2	-38.7	261.7	298.0	-36.3
1. Goods	69.8	118.2	-48.3	79.6	124.1	-44.5	146.5	237.2	-90.7	158.3	247.7	-89.4
2. Services	34.8	19.2	15.6	32.3	18.3	14.0	69.6	40.0	29.6	66.0	35.7	30.3
3. Primary Income	2.8	8.4	-5.6	3.1	7.0	-4.0	5.0	15.5	-10.5	5.6	13.2	-7.6
4. Secondary Income	16.9	0.8	16.1	16.2	0.6	15.6	34.4	1.5	32.9	31.7	1.3	30.4
B. Capital Account	0.2	0.5	-0.3	0.4	0.2	0.2	0.3	0.8	-0.5	0.5	0.5	-0.03
C. Financial Account	110.0	85.7	24.2	117.4	98.4	19.0	219.6	179.7	39.9	246.1	208.4	37.7
D. Errors & Omissions (A+B-C)			-1.6			-0.4			-0.7			1.3

Changes in Reserve Assets are included under the Financial Account as recommended by the BPM 6.
 Note: Total of subcomponents may not tally with aggregate due to rounding off.
 P: Preliminary; PR: Partially Revised

Exchange Rate

53.87 Indian rupees (INR) per US dollar as of May 5, 2013. (www.xe.com)

Trends

The value of the Indian rupee has steadily declined over the past several years. The crisis in Europe and a worsening domestic outlook are the principal drivers. Some analysts view the rupee's decline against the dollar as being cyclical and predict that next year the currency will appreciate if inflation slows and growth recovers.

Indian rupees (INR) per US dollar

- a. 53.17 (2012 est.)
- b. 46.671 (2011 est.)
- c. 45.726 (2010 est.)
- d. 48.405 (2009)
- e. 43.319 (2008)

Trade Restrictions

Tariffs, Import Taxes and Duties

While Indian import duties have come down in recent years, the average bound rate exceeds 100 percent, while the average applied rate is about 35 percent. High duties are meant to protect domestic industries, as in the case of apples where U.S. products face a 50 percent duty. However, duties also act as a government revenue source, as in the case of almonds and various “luxury” products, where there is little domestic production to protect.²

¹ Reserve Bank of India http://www.rbi.org.in/scripts/BS_PressReleaseDisplay.aspx?prid=27867

² USDA Foreign Agricultural Service (2010) International Agricultural Trade Report: India and China: Divergent Markets for U.S. Agricultural Exports. February 2010, Washington, DC.

<u>Average Indian bound and applied tariffs by selected product groups, as of April 2009²</u>		
Product groups	Bound tariff	Applied tariff
Vegetable fats and oils	227 %	24 %
Alcoholic beverages	150 %	133%
Oilseeds	130 %	30 %
Grains	113 %	40 %
Processed fruits and vegetables	111 %	30 %
Fresh and dried fruits, vegetables, and nuts, excluding almonds	100 %	30 %

Sources: Government of India, Ministry of Finance, Central Board of Excise and Customs, Customs Tariff 2008/09;
Government of India, Ministry of Finance, Central Board of Excise and Customs, & Customs Notifications.

However, the 2013 budget lowered the Basic duty on hazelnuts (HS 0802.21 and 0802.22) from the historical 30% down to 10%. This opens up a whole new opportunity.

Duties¹

1. All goods imported into India are subject to duty. There are several factors that go into calculating customs duty, including:
 - a. Basic Customs Duty (BCD): This duty is levied either as 1) a specific rate based on the unit of the item (weight, number, etc.), or more commonly, 2) ad-valorem, based on the assessable value of the item. In some cases, a combination of the two is used.
 - b. Additional Customs Duty (ACD): This duty is typically referred to as Countervailing duty or (CVD) and is levied on the assessed value of goods plus basic customs duty. Goods that fall into this category are imported goods that have similar goods manufactured in India. The objective is to protect domestic industry from imports.
 - c. Special Additional Customs Duty (known as Special CVD): Earlier known as surcharge, Special CVD tax is applicable on all items. It is levied at the rate of 4 percent of the basic and the excise duty on all imports.
 - d. Anti-dumping Duty: This is levied on specified goods imported from specified countries, including the United States, to protect indigenous industry from injury.
 - e. Safeguard Duty: The Indian government may by notification impose a safeguard duty on articles after concluding that increased imported quantities and under current conditions will cause or threaten to cause serious injury to domestic industry.
 - f. Customs Education Cess: Effective July 2004, India introduced a new education cess (duty) assessment. The current rate is three percent of Basic Customs Duty (BCD) and Additional Duty of Customs (ACD). Goods bound under international commitments have been exempted from this cess.
 - g. Customs Handling Fee: The Indian government assesses a one percent customs handling fee on all imports in addition to the applied customs duty.
 - h. Total Duty: Therefore, for most goods, total duty payable = BCD + ACD + Special CVD + Education Cess + Customs Handling Fee.

¹ U.S. Foreign Commercial Service and U.S. Department of State (2010), 2012 Country Commercial Guide for U.S. Companies Doing Business in India.

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Documentation Required for Imports

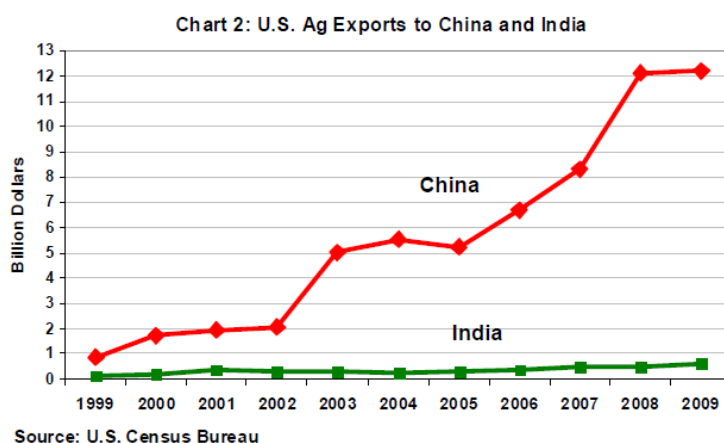
1. **Import Declaration:** Importers are required to furnish an import declaration in the prescribed bill of entry format, disclosing full details of the value of imported goods.
2. **Import Licenses (if applicable):** All import documents must be accompanied by any import licenses. This will enable the customs to clear the documents and allow the import without delay.
3. **Ex-factory invoice, freight and insurance certificates:** These must be attached so that the customs can verify the price and decide on the classification under which the import tariff can be calculated.
4. **Letter of Credit (L/C):** All importers must accompany a copy of the L/C to ensure that payment for the import is made. Normally this document is counter-checked with the issuing bank so that outflow of foreign exchange is checked.
5. Not all consignments are inspected prior to clearance, and inspection may be dispensed with for reputable importers. In the current customs set-up, an appointment with the clearing agents for clearance purposes will avoid delays. In general, documentation requirements, including ex-factory bills of sale, are extensive and delays are frequent.¹

Quotas

As of April 2001, India removed quantitative restrictions (QR) on a final batch of 715 items, completing the process of phased trade policy liberalization that was started in 1991.¹

Other Non-Tariff Trade Restrictions

The government also uses non-tariff barriers to block imports. Sanitary and phytosanitary barriers are employed to keep out U.S. dairy products, meats, grains, oilseeds, and nearly all biotech products.³ Non-tariff barriers utilized by the Government of India include Import Licensing; Standards, testing, labeling & certification; Anti-dumping and countervailing measures; Export subsidies and domestic support; Local preference for government contracts; and Service barriers.⁵ You can see the effects of India's history of such trade restrictions in the chart below. Luckily, none of the above non-tariff barriers should apply to the import of hazelnuts.



¹ U.S. Foreign Commercial Service and U.S. Department of State (2010), 2012 Country Commercial Guide for U.S. Companies Doing Business in India.

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India's current regulations are guided by the Export Import (EXIM) Policy of 2009-2014. Imports (including hazelnuts) are permitted in most cases without a license, falling within the scope of India's EXIM Policy regulation of Open General License (OGL). This means that they are deemed to be freely importable without restrictions and without a license, except to the extent that they are regulated by the provisions of the Policy or any other law. There are some exceptions where items are prohibited or restricted (import permitted under license) or where imports are allowed only through a state-owned enterprise.

Labor Force

1. India has the 2nd largest labor force in the world: 498.4 million (2012 est.)
2. Unemployment rate equals 9.9% (2012 est.), 108th in the world.

Inflation rate

9.2% (2012 est.) 195th in the world. India's government is currently taking the steps to control the inflation rate and reduce the cost of borrowing.

Historical Inflation Rate:

Chart – historic CPI inflation India (yearly basis) – full term



Channels of Distribution

There are many factors of India's distribution system, which make it less attractive for U.S. agricultural products. Marketing and distribution inefficiencies result from high levels of government intervention, poor quality and limited availability of storage and transportation infrastructure, a lack of alternative sales outlets for farmers, several layers of middlemen, limited access to marketing information, inadequate grades and standards, and few tools for risk management. These inefficiencies increase the costs for firms already in the market. However, the U.S. Trade Commission's research suggests that for most products, these market and distribution inefficiencies do not disproportionately affect U.S. exports or U.S. agricultural firms operating in India.¹

¹ U.S. International Trade Commission (2009) Investigation No. 332-504, Publication 4107: India: Effects of Tariffs and Nontariff Measures on U.S. Agricultural Exports. November 2009, Washington, DC.

Geographic Diversity

India is a large country with huge regional differences. U.S. companies, particularly small and medium-sized enterprises, should consider approaching India's markets on a local level. Good localized information is a key to success in such a large and diverse country. The U.S. Commercial Service posts in New Delhi, Mumbai, Chennai, Ahmedabad, Bangalore, Hyderabad and Kolkata provide valuable local information and advice and are well plugged in with local business and economic leaders.¹

Market Entry Options

Options include using a subsidiary relationship, a joint venture with an Indian partner, or using a liaison, project, or branch office.

Intermediaries¹

To identify agents and distributors, U.S. companies can take advantage of the [International Partner Search \(IPS\)](#) and [Gold Key Service \(GKS\)](#) programs offered by the U.S. Commercial Service through its seven offices in India. To conduct a background check on local agents and distributors, U.S. companies can take advantage of the [Commercial Service's International Company Profile \(ICP\)](#) service.

A firm can take its products to the user through a variety of channels. It can use different types of marketing intermediaries. It can structure its channel into a single-tier or a three-tier system. The tree-tier system: Most Indian manufacturers use a three-tier selling and distribution structure that has evolved over the years: redistribution stockist, wholesalers and retailers. As an example, a Fast Moving Consumer Goods (FMCG) company operating on an all-India basis could have between 40 and 80 redistribution stockists (RS). The RS will sell the product to between 100 and 450 wholesalers. Finally, both the RS and wholesalers will service between 250,000-750,000 retailers throughout the country. The RS will sell to both large and small retailers in the cities as well as interior parts of India. Depending on how a company chooses to manage and supervise these relationships, its sales staff may vary from 75 to 500 employees.

Import/Export Agents

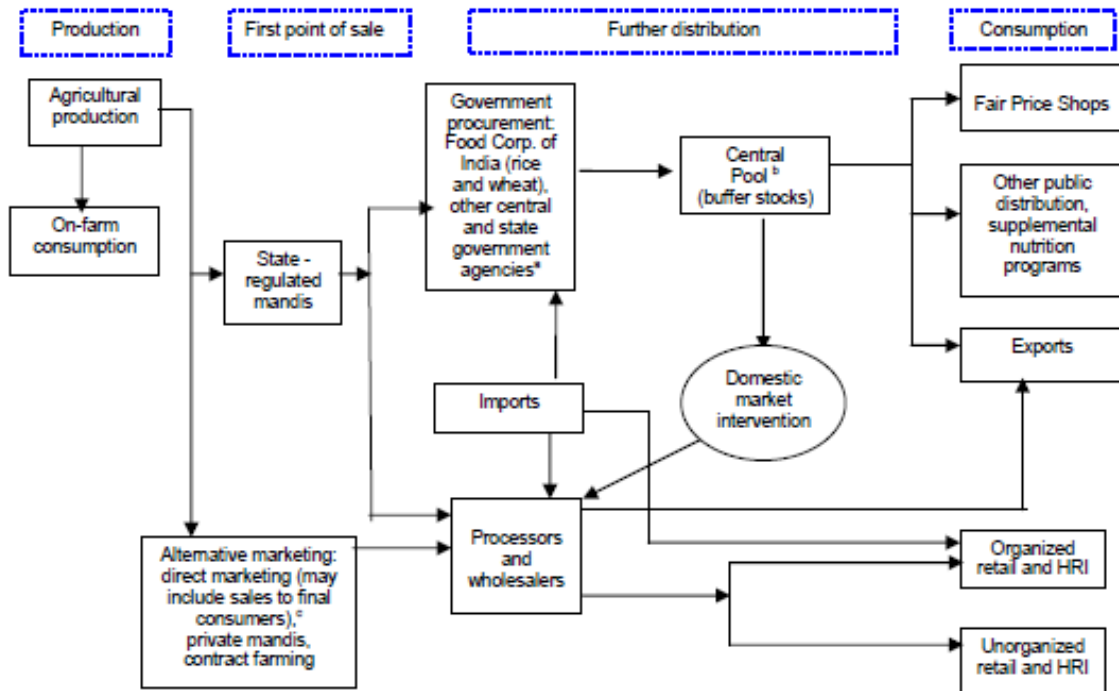
An agent will only procure business and will be paid through a commission. A representative normally works on a retention fee plus a commission on the sales generated. Also, a representative is similar to an indenting agent, where the foreign company deals directly with an Indian importer and then an agent consolidates all the imports, taking a commission from the foreign company.¹

Wholesale Intermediaries¹

A distributor acts as an importer and typically purchases the product on his own account and stocks the products before selling it to the end user. Due to the risk of stocking the products, the distributor's compensation is higher than that of an agent or a representative. Wholesaling is profitable by maintaining low costs with high turnover, with typical FMCG product margins anywhere from 4-5%. Many wholesalers operate out of wholesale markets.

¹ U.S. Foreign Commercial Service and U.S. Department of State (2010), 2012 Country Commercial Guide for U.S. Companies Doing Business in India.

INDIA'S AGRICULTURAL MARKETING AND DISTRIBUTION STRUCTURE



Source: Compiled by Commission staff.

^aUnder the decentralized procurement scheme, state governments purchase products on behalf of the Government of India.

^bCommodities are distributed monthly to state/union territory (UT) governments for public distribution. Stocks are held in order to ensure (1) minimum buffer stocks for food security, (2) monthly releases to state/UT governments, (3) ability to address emergency situations, and (4) ability to intervene in the market.

^cFarmer cooperatives may also be considered a type of direct marketing. Farmer cooperatives may act as processors, wholesalers, and retailers.

Source: U.S. International Trade Commission Investigation No. 332-504, Publication 4107: India: Effects of Tariffs and Nontariff Measures on U.S. Agricultural Exports. November 2009

Retailers

The total number of retail outlets in the country is estimated at over 12 million, mostly family-owned businesses. In urban areas, the more enterprising retailers provide credit and home-delivery. Now, with the advent of shopping malls impacting the retail sector, companies talk of direct delivery and discounts for large retail outlets.¹

Although the ‘organized’ retailing is growing with several large Indian corporations entering and expanding their operations, the recent economic slowdown had a temporary negative impact on this sector. The optimism in the food retail sector stems from a vibrant and growing economy, increasing purchasing power, and an increasing number of urban consumers demanding a more international shopping experience. This provides an opportunity for the supply of various U.S. food products to India. However, success in introducing a new product in this highly price sensitive market depends on an effective pricing strategy and familiarity with India’s myriad food laws.¹

¹ U.S. Foreign Commercial Service and U.S. Department of State (2010), 2012 Country Commercial Guide for U.S. Companies Doing Business in India.

Online Sales¹

In addition to traditional selling techniques, the Internet is also gaining importance as a selling method. According to the Internet and Mobile Association of India (IAMAI), the number of Internet users in India reached 81 million in 2009 from 50 million in 2008. As the number of Internet users continues to increase with the reduction in cost of Internet access, the Indian e-tailing market will also expand. The latest data from the IAMAI estimates the e-commerce turnover was \$2.3 billion in 2008. Over 440,000 B2C (business-to-consumer) transactions are made per month through the Internet. Besides buying goods, these deals include booking travel (airways and railways), hotels, net banking, bill payments, stock trading, job searches, and matrimonial searches, general classifieds, online advertisement and online search marketing.

Penetration of Urban and Rural Markets

At first glance, the bulk of the purchasing power in India would appear to be concentrated in its urban markets. However, a majority of the Indian population lives in rural areas distributed over some 627,000 villages. The rest live in 3,700 towns of which approximately 300 have a population of more than 100,000 inhabitants.¹

It is said that the real India lives in the villages. All marketers, both Indian and foreign, have benefited by paying attention to the marketing potential of rural India.⁵ Emergence of Tier 1 and Tier 2 cities will present a key opportunity for future growth due to rising income, increased awareness and limited availability of products currently in these markets.

Consumer purchase data over the last several years has shown that rural markets in India are growing as disposable income and literacy levels increase, and television access stimulates demand.⁵ Due to the influence of the media, Indians in rural areas are far more brand conscious, and this is generating demand for some products that were previously unfamiliar.

Poor infrastructure, however, is a major problem that makes distribution difficult and reduces demand for some products in rural areas. In order for sales techniques to be successful, distribution coverage is of prime importance. Indian consumers are serviced by an efficient, but highly fragmented, trade system consisting of over 12 million retail and wholesale outlets, spread over many urban and rural population centers. India has the largest retail outlet density in the world, but the majority of these stores are very small in size and unorganized. Over the next few years, however, hundreds of malls will be built, many based on Western models.¹

Communication Systems

Supported by recent deregulation and liberalization of telecommunications laws and policies, India has emerged as one of the fastest growing telecom markets in the world.

Telephone – subscribership base exceeded 900 million in 2011, an overall teledensity of roughly 75%, and subscribership is currently growing more than 20 million per month; urban teledensity now exceeds 100% and rural teledensity is steadily growing.

¹ U.S. Foreign Commercial Service and U.S. Department of State (2010), 2012 Country Commercial Guide for U.S. Companies Doing Business in India.

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Mobile cellular service – introduced in 1994 and organized nationwide into four metropolitan areas and 19 telecom circles each with multiple private service providers and one or more state-owned service providers.

India's public TV network – Doordarshan, operates about 20 national, regional, and local services; a large and increasing number of privately-owned TV stations are distributed by cable and satellite service providers; by 2011, more than 100 million homes had access to cable and satellite TV offering more than 700 TV channels;

Radio – Government controls AM radio with All India Radio operating domestic and external networks; news broadcasts via radio are limited to the All India Radio Network; since 2000, privately owned FM stations have been permitted and their numbers have increased rapidly.

Media

Availability of Media¹

Over the years, the Indian economy has moved from being a controlled sellers' market to a buyers' market. With the opening of the economy came increased competition, and the need for increased advertising. Media availability has increased exponentially with unlimited competition. In the year 2011, the Indian advertising industry stood at \$5.1 billion, recording a growth of 8 percent. The growth projections for the ad industry-by-industry experts for 2012 are 8-9 percent, with a total advertising sector of \$5.6 billion.

Practically every aspect of media is available for advertising, from print to outdoor advertising to satellite channels to movie theaters. Advertising in print continues to hold the largest share. Television advertising dominates the market with a share of 44.8 percent, followed by print with a share of 42.2 percent. Radio saw no growth in 2011 at 3.1 percent share, and outdoor advertising has a 5.1 percent share of the advertising market.⁵ The Internet share claims the third largest share of the market at 3.8 percent. However the Internet's share is expected to grow rapidly.

Television - Advertising is available on satellite and cable television channels. Doordarshan, the government-owned television network, reaches almost 90 percent of the population. In addition, more than 100 satellite and cable television channels, including many U.S. and international channels such as STAR TV, CNN, NBC, Discovery, National Geographic and BBC, are available for advertising. New distribution platforms like Direct-to-Home (DTH) are increasing the subscriber base and raising subscription revenues.

Radio - Radio, by far the least expensive and most traditional form of mass entertainment in the country, is staging a comeback in the lifestyles of Indians. Presently this medium is dominated by the government-owned All India Radio (AIR) and reaches over 99 percent of the people in India. Today privately- owned FM radio stations are present in 90 cities operating on 280 operating frequencies and reach 60 million people. According to an industry body report, FM radio is expected to grow at a CAGR of 16 percent annually and reach a size of \$328 million by 2014.⁵ New formats such as satellite, internet and community radio have also begun to hit the market.

Print - India has a diverse and growing number of daily newspapers. Print media reaches 70 percent of urban adults. Further, the number of readers in rural India is now roughly equal to that in urban India. The print media, almost completely controlled by the private sector, is well

¹ U.S. Foreign Commercial Service and U.S. Department of State (2010), 2012 Country Commercial Guide for U.S. Companies Doing Business in India.

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developed and advertising and promotional opportunities are available in a large number of newspapers including daily, weekly or monthly business publications, news magazines and industry-specific magazines.

According to the Indian Readership Survey 2011 data The Times of India is the leading English newspaper daily in India, with a readership of 7.4 million, followed by Hindustan Times with 3.6 million. The Economic Times and Business World are the predominant business publications. The top Hindi daily is Dainik Jagran with readership 16 million. The leading magazines include India Today, Business India, Business Today, and Outlook.

Trade Shows - U.S. companies can select from a number of quality international trade fairs, both industry-specific and horizontal, to display and promote their products and services. The U.S. Department of Commerce (USDOC) certifies a number of Indian trade shows as good venues for U.S. companies; and the U.S. Commercial Service (CS) offices in India directly organize U.S. participation in a number of selected trade shows every year. A list of key trade shows for the food industry in India is in the Appendix.

Agency Assistance - Trade development offices of the U.S. Department of Commerce, U.S. industry associations, and individual U.S. states organize trade delegations and missions to visit India to explore prospects for doing business with local firms in the private and public sectors. Participation in such trade missions, whose programs in India are managed by the U.S. Commercial Service, will be useful for American companies interested in doing business in India. You can also visit <http://export.gov/india/tradeevents/index.asp> for a list of trade events supported or organized by CS in India.

III. Market Audit and Competitive Analysis

The Product

Throughout much of the world, Hazelnuts are considered a luxury item. The hazelnut is known for its unique taste that blends well with chocolates, creams, and deserts as well as flavored varieties popular in India such as masala, chapatti and pudina flavors¹. It is also a high protein health snack that appeals to India's 31-40% vegetarian population². The nuts that are sold by WHG are in raw, unprocessed form. They are sold to distributor and food processors. The end consumers eat them raw, roasted, or in cakes, chocolates, and ice creams, and other dishes. Other companies may spice, chili, sugar, salt, mint or cook the nuts in butter or roast them. Different regions in India will have different palates.

WHG can export shelled hazelnuts, or since India is one of the world's largest importers of in-shell almonds, the country has the capability to obtain and use shelling technology.

The Market

There are four regions that are currently being targeted by the Turkish Hazelnut Promotion Group and its distributors³.

New Delhi

New Delhi is the capital of India and is the seat of the executive, legislative and judiciary branches of the Government of India. It was founded by British architects, in 1911, and christened as the new Capital of Delhi in 1927. It is known as the microcosm of India and has a variety of demographic, psychological and cultural characteristics. People here are traditional as well as modern. Women wear traditional clothes such as saris but also love western clothes such as short skirts and lingerie. According to a time article on Indian markets, "There is no single set of values to be catered to"⁴.

People in India snack on chaat (a crunchy snack made from various fried foods with a variety of spices. Samosas, potato pastries, are also very popular. New Delhi was the political and financial center of the Mughal Empire for 200 years from the mid 17th to mid 19th centuries. Because of this, its food has the tandoor flavors of its Mughal influence. Mughal food is very rich in spice, protein, fats and carbohydrates. One New Delhi company sells almonds, pistachios and cashews, raw or roasted and salted or flavored. Some of the flavors include, chili, garlic, black pepper, mint, ginger and ginger garlic.

Mumbai

Mumbai is on the west coast of India and has a deep natural harbor. The capital of the state of Maharashtra, Mumbai is India's most populous and richest city with a per capita Income in 2009 was \$8,900 USD. Vada Pav is the most popular street food in Mumbai. This food is a mashed potato

¹ <http://www.hindu.com/mp/2007/06/30/stories/2007063052180300.htm>

² <http://hindu.com/2006/08/14/stories/2006081403771200.htm>

³ <http://www.thehindubusinessline.in/2005/09/15/stories/2005091501701200.htm>

⁴ <http://www.time.com/time/world/article/0,8599,1699497,00.html>

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mix fried in oil with mustard seeds, onions, ginger garlic paste and curry leaves and placed between two slices of bread. It looks like a hamburger but it is entirely vegetarian.

Bangalore

Bangalore, the capital city of the state of Karnataka, is known as India's hub of information technology. Following this technology is the designation of Bangalore as the 9th best city in the world for entrepreneurs to start up companies¹. Although the cuisine of Bangalore is quite mixed, including, south Indian, North Indian, Chinese and Western food, Udipi, a local vegetarian cuisine, is the most famous. Udipi dishes are made from grains, beans, vegetables, and fruits. It follows Sattvic tradition and does not incorporate onions, garlic, meat, fish or shellfish. The Sattvic diet is an Ayurvedic diet that emphasized foods that create clarity of mind such as cereal grains, legumes, vegetables, fruit, milk, honey and nuts. This diet avoids overly sweet and salty foods. Nuts should not be overly roasted or salted and should be served in small portions. Some even believe that nothing should be killed including plants. They will only pick fruit from trees and eat greens from healthy thriving plants. They will not eat root vegetables like carrots, potatoes and beets because the plant would have to die. People in this region on the Ayurvedic diet go to extreme measures to ensure the highest quality of food.

Gujarat

A fourth and perhaps more important state to consider, Gujarat, is not currently being targeted by the Turkish Hazelnut Promotion Group. Gujarat is home to the largest companies in India. It is also the most economically free state in India and does not allow corruption to exist². Forbes said in 2010 that Gujarat's major city Ahmedabad was the 3rd fastest growing city in the world with GDP well above India's average. 100% of its 18,000 villages have access to 24hr electricity and Internet in the world's second largest IP-based Wide Area Network. Vegetarians are found in highest concentrations in the state of Gujarat (60%)³ followed by Rajasthan, Punjab, Haryana and Uttar Pradesh⁴. All of these qualities are punctuated by the fact that Gujarat has one of the highest percentage populations of vegetarians in the world. Its people love fruits, legumes, vegetables and nuts.

Transportation

Because India is 1900 miles from north to south and nearly as wide, inland transportation will be an important issue for importers to address. Since the 1990's transportation within India has become largely commercialized. There are many companies willing to transport products safely and efficiently to the customer's door. Listed below are some of the largest public, private and government entities that will deliver cargo by truck, rail or air.

Trucks

There are many companies in India that will move cargo by truck. DTDC Courier was founded in 1990 and has since grown to become the largest domestic delivery company in India.

http://dtcd.in/dtcd-corporate-web_liferay/index.html

<http://www.indiapost.gov.in/>

¹ http://articles.economictimes.indiatimes.com/2012-04-12/news/31574639_1_startups-venture-capital-early-stage

² <http://www.cato.org/economic-freedom-india/ExecutiveSummary.pdf>

³ http://articles.timesofindia.indiatimes.com/2013-03-06/ahmedabad/37498833_1_vegetarian-cuisine-vegetarian-food-durlabh-singh

⁴ http://www.kew.org/plant-cultures/themes/food_vegetarian.html

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http://www.dhl.co.in/en/about_us/dhl_in_india.html
http://www.logisticsindia.net/Transportation_India

Rail

Rail is often a cheaper method of shipping for medium and long distances. The Container Corporation of India (CONCOR)¹ provides multi modal, door-to-door domestic transport services in India.

Warehousing

The Indian government formed the Central Warehousing Corporation. Through its 476 warehouses and 36 container-freight stations, it provides shipping and warehousing services for the agricultural sector².

Pin Codes

To properly address packages the sender must use the 6 digit pin codes (postal codes), developed by India's postal service, in 1972. There are 9 pin zones in India. The first digit of the code represents the region. The second digit indicates the sub-region. The third indicates the sorting district within the region and the final three digits represent the individual post offices.

Examples of pin codes:

New Delhi – 110001

Mumbai Central – 400008

Bangalore – 560300

Consumer Buying Habits

Indian custom places special emphasis on giving gifts including boxes of dried fruits and chocolates are the most popular gift in India³ and Ferrero Rocher's hazelnut chocolates sits among the top most popular chocolates in India⁴. When you are invited to visit a friend at their home, custom denotes that you should bring a gift. Usually, on this occasion, people give flowers or chocolates.

Indians also have gift giving holidays. Hindu, Jain, Buddhist and Christian holidays happen year round. There are several very important gifting holidays. Diwali, the festival of lights, is a Hindu and Jain holiday and usually happens in November. It is the largest Hindu holiday and is celebrated all over India. During this joyful holiday people give many gifts, but chocolates and sweets are favorites. Indians, also very commonly give gift baskets containing nuts during Diwali. Most gift giving happens on the 4th and 5th (final) days of Diwali. Another major gifting holiday is Rakhi, which is a celebration of the relationship of a brother and his sister. The gifting begins with the sister tying a colorful piece of thread around her brother's wrist. The Brother then vows to look after the sister as she presents him with sweets or chocolates. Nuts are also consumed at weddings.

Many Indians prefer spicy foods. Nuts could be salted or covered in flavorings to match the Indian palate. These consumers will buy in small snack packets when looking for a quick bite to eat. Nutty Gritties found that its consumers were asking for smaller packages. The company then developed a 20 gram package for on the go snacking.

¹ <http://www.concorindia.com/index.asp>

² http://en.wikipedia.org/wiki/Central_Warehousing_Corporation

³ <http://www.holifestival.org/holi-gift-ideas.html>

⁴ <http://business.mapsofindia.com/top-brands-india/top-chocolate-brands-in-india.html>

Consumers often shop for intricately designed shiny gold gift boxes. Retailers must make the nut filled gift box option available during the October-November holiday season of Diwali but also year round for smaller national, local and family holidays.

Distribution of the Product

One potential importer and distributor in India for Gourmet Hazelnut Grower's hazelnuts is DRB Foods Pvt. Ltd. and their sister company California Agri Nuts Corporation (CANC), one of the top importers of dry fruits in India.¹ They have been involved in importing and trading of dry fruits and spices such as almonds, pistachios, cashews, walnuts, raisins, cardamom, aniseed and so on, from USA, Australia, Spain, Middle East, Iran, Turkey, and South-east Asia. After establishing foot in the trading business, CANC started the company DRB Foods Pvt. Ltd. to look over the forward integration of its operations into the packaging and retail sector. They have set up an ISO 9001:2008 and HACCP Certified facility for the manufacturing and packaging. They produce and market a premium range of healthy roasted nuts under the brand "Nutty-Gritties".

Current Marketing Efforts

The Turkish Hazelnut Promotion Group Findik Tanitim Grubu has been promoting hazelnuts in India since 2005. The Indian company Nutty Gritties has recently been promoting nuts as a healthy snack rather than just a food to be consumed during holidays and weddings. The US government through the USDA has established the Hazelnut Marketing Board (which shares a website with the Oregon Hazelnut Commission and the Oregon Nut Growers Society) to promote Oregon Hazelnuts throughout the world. This is partially funded by fees taken from hazelnut growers. The strategy in the US is to establish Oregon as a brand and to promote that brand as having the highest quality hazelnuts in the world.

Comparison of Competitor's Product

Oregon is known for having the largest most flavorful hazelnuts in the world. Gourmet Hazelnut Growers sells their kernels in 25lb and 50lb boxes or in 1-ton sacs. For quality assurance, their 25lb and 50lb foil packages are vacuum packaged and back filled with nitrogen then heat-sealed. The company does not allow staples or wire ties. Gourmet Hazelnuts Growers primarily sell in-shell hazelnuts and shelled hazelnuts. The kernels are graded according to Oregon grade standards: Oregon Fancy, Oregon NO.1 Oregon NO. 1 Whole and Broken. In shell nuts are also graded for size, quality moisture. Each shipment comes with a certificate of analysis for salmonella and e.coli.

Although the Indian hazelnut market is still wide-open as far as market share, Turkish companies such as Leonardo hazelnuts, FTG and Samrioglu are positioned to exploit it. Turkish companies package their products similarly but the quality of packaging appears inferior. We weren't able to find hazelnut manufacturers in Turkey that backfill their vacuum packaging with nitrogen. In the book encyclopedia of nuts and fruits, the author states that Turkish hazelnut producers in general have historically had less than adequate drying and storage conditions, which has lead to inconsistencies of product. However, large Turkish hazelnut manufacturers such as Samrioglu guarantee quality, sell organic nuts and have competitive prices. Turkish companies offer in shell and shelled hazelnuts as well as blanched, roasted, fried, chopped, grinded, paste, salted and flavored hazelnuts.

¹ <http://www.drbfoods.com>

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The Turkish Hazelnut Promotion Group promotes Turkish hazelnuts at trade shows around the world. They give away hazelnut chocolates, hazelnut ice creams, cheeses and 20-gram snack bags of shelled, roasted and spiced hazelnuts. The company regularly arranges national business conferences and gathers importers from within the nation to join. The promotion group even hires models to pose with new hazelnut products¹. In 2007 Leonardo hazelnuts, a successful Indian importer and seller of olive oil, planned to spend \$1,000,000 in 2 years, to market its spiced hazelnuts. It hoped to raise Indian imports from 60 MT to 1,000 MT in a few years². Since the 2007 announcement, the company has not mentioned its success with hazelnuts and has continued to focus on olive oil.

Market Size

The best indicator of the potential market size for hazelnuts is the success of almonds and other similar nuts. India imports over \$100 million dollars worth of almonds every year. Most of this comes from California. Part of this is due to the fact that the US produces nearly 80% of the world's sweet almonds.

Because of their size, China and India are expected to be dominant drivers in the growth of dry fruit and nuts over the next several years. In fact, as Chinese and Indian food consumption continues to expand along with its disposable income, by 2015 these two countries are expected to represent 50% of the total global consumption of fresh foods. The current market size in India for hazelnuts is 7,500 tons/yr. This figure grew by over 50% from 4-5,000 tons in 2007. India's consumption is expected to grow another 45%, from 2010 to 2015, only outpaced by Pakistan, while developed markets such as Europe and the U.S. will only see 3-7% growth³. In fact, Europe's austerity and the high level of unemployment in the U.S. only make emerging international markets in India, China and South America more attractive. Food producers that are entering in these emerging markets are advised to continue to add value to their products to stave off competition from local packaged goods producers.

¹ <http://www.hindustantimes.com/photos-news/Photos-India/June222007India/Article4-231952.aspx>

² <http://www.india-forums.com/news/health/37001-after-olive-oil-dalmia-continental-promotes-hazelnuts.htm>

³ <http://www.agfoodsafety.org/wp-content/uploads/2012/03/Matt-Tripodi-Outlook-for-dried-fruit-and-tree-nuts-consumption-and-export-trends.pdf>

IV. Marketing Plan

Marketing Objectives

The target markets for WHG are the large nut importers and processors. These companies' nut sales are driven in India by vegetarians. India is home to more vegetarians than any other country. India's religious population drives its vegetarianism. Nearly half of India's Buddhists, 20-30 percent of its Hindus and all of its Jains are vegetarian. These groups, and other vegetarians in the country, make up 31% of India's population. If we include the portion of the population that eats dairy, including eggs, the percentage of India's vegetarian population rises to 40%. This makes up nearly 400 million of India's 1.2 billion people.

Vegetarians commonly have difficulty getting enough protein into their diets and are always searching for healthy foods to fulfill their nutrition needs.

Although there is a large market potential for hazelnuts, there is also already a small market for hazelnut oil in India. This oil is very flavorful and is an important addition to certain fine recipes. It can be used drizzled over vegetables or included in soups to add complexity of flavor. However, the oil can also be used in cosmetics like skin creams and lotions.

Product Adaptation

To identify the ways that Gourmet Hazelnut Growers can adapt their products to the nut market in India, identifying the different aspects of their exported product into the individual pieces can help. In this case, focusing on WHG's core competency of wholesale-shelled hazelnuts, the next steps would be to consider the packaging and the support services component. Because WHG is exporting hazelnuts in a wholesale fashion, packaging plays a minimal role in how the product can be marketed or perceived in India. Additionally, because the distribution process for WHG ends once it reaches Indian ports, there is less room on their side to adapt or change the product. Where there is room to adjust the distributed product is on the support services component. In this instance, WHG owns what supplemental information is shipped with the product. For an Indian distributor, proof of sanitation and origin are likely to be highly valued. These types of documentation would be fairly simple to insert into the export vessels and can help shape the perception of WHG products and American Hazelnuts in the eyes of Indian distributors.

Promotions – Personal Selling

When using an export model, there are limited promotional activities that need to be considered. One key activity that is still critical is the concept of personal selling. For WHG, the importance of personally selling their hazelnuts to distributors is key. As mentioned previously, business conducted in India is heavily reliant on personal relationships, respect and maturity. If WHG can initiate business relationships with key distributors in the Indian nut market, and focus on maintaining that personal connection, their channels of distribution will remain open, and may potentially lead to additional channels through word of mouth. In the export model, personal selling and word of mouth communications are key.

Distribution – Freight Forwarding

Because WHG is a smaller company in terms of departments and number of employees, considering the use of freight forwarders for exporting purposes would be logical. With previous experience exporting to Asia, WHG may already have freight forwarder contacts in place. Using freight forwarders will take the task of coordinating logistics and connecting the exported product to the carrier off WHG’s hands. If previous contacts are not available, there are a number of freight forwarders who specialize with exports from the Port of Portland. Consider looking at the following link or the contacts listed below:

Port of Portland Local Freight Forwarders and Custom Brokers

A.C. Wilson Co. LLC (503) 223.7762
 CEVA (503) 528.3500
 FedEx Trade Networks (503) 255.1391

Distribution Methods

Mode Selection: Advantages/Disadvantages

- As hazelnuts are not considered a perishable product, the most economic mode of export is via ocean carrier.
- Within India, the rail system is extensive and most likely would be the most effective way for your distributors to transport hazelnuts throughout the country.
-

Container Traffic at Major Ports

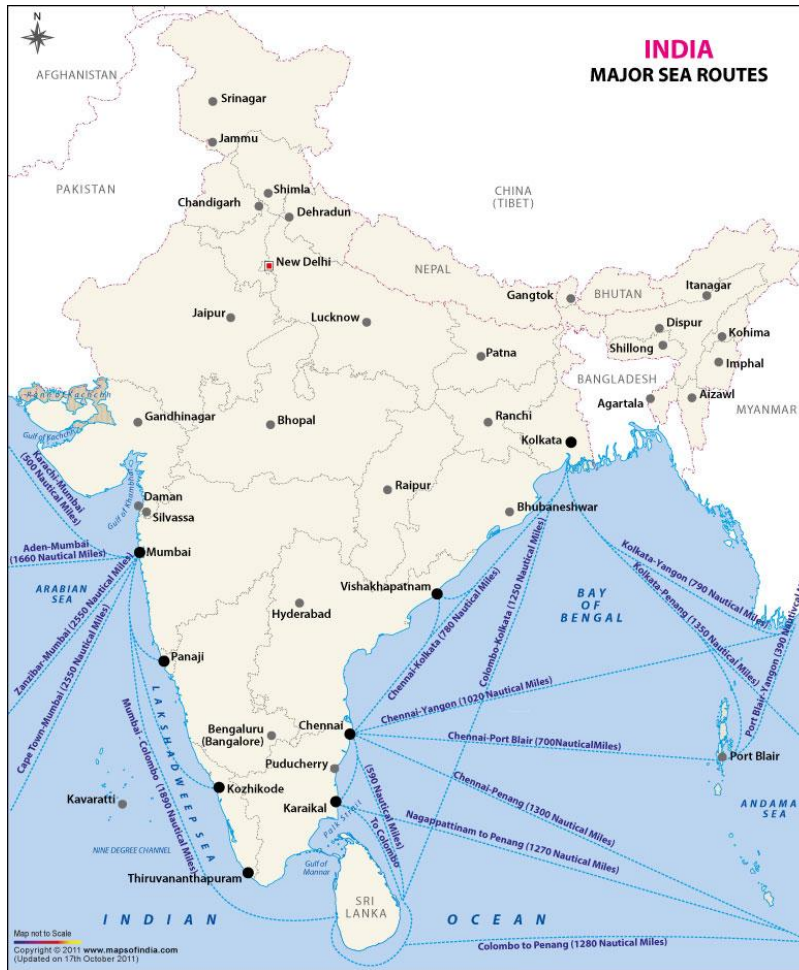
('000 TEUs)

	1991-92	1996-97	1997-98	1998-99	1999-2000	2000-01	2001-02	CAGR
Calcutta	58	133	141	132	147	138	98	5.39 %
Haldia	9	9	29	28	28	51	93	26.3 %
Paradip	0	0	0	0	0	0	0	–
Visakhapatnam	8	13	13	14	20	20	22	10.65 %
Chennai	106	256	293	284	322	352	344	12.49 %
Tuticorin	28	89	102	100	137	157	214	22.56 %
Cochin	52	112	122	129	130	143	152	11.32 %
New Mangalore	2	0	0	0	0	2	4	7.18 %
Mormugao	0	3	3	3	4	4	4	–
Mumbai	280	583	601	509	429	321	254	–1 %
J.N.P.T.	112	423	504	669	889	1190	1573	30.24 %
Kandla	28	77	84	64	79	92	126	16.23 %
Total	683	1698	1892	1932	2185	2470	2885	15.49 %

Source : Indian Ports Association

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Major Sea Routes



Containerization

A single layer of 10 palletized super sacks of hazelnuts would fit into a 20' container, or 21 palletized super sacks per 40' container.

20 Ft. Container



9 - 10 Standard Pallets 1000 x 1200



11 Europallets 800 x 1200

* Millimeters

40 Ft. Container



20 to 21 Standard Pallets 1000 x 1200



23 to 24 Europallets 800 x 1200

* Millimeters

IB Plan – Exporting to India

Shipping

According to the World Bank's annual "Doing Business in India" report, importing a standard 20-foot container of goods into India requires 11 documents, takes 20 days and costs \$1200.¹

- a. Cost measures the fees levied on a 20-foot container in U.S. dollars. This includes costs for all documentation, inland transport and handling, customs clearance and inspections, port and terminal handling. The cost measure does not include tariffs or packaging costs of the product, and includes official costs only, no bribes.
- b. The reported number of days covers the time it typically takes for obtaining, filling out and submitting all the documents; inland transport and handling; customs clearance and inspections; and port and terminal handling. It does not include sea transport time.
- c. Documentation required for imports into India include:
 - a. Bill of Entry (customs import declaration)
 - b. Bill of lading
 - c. Cargo release order
 - d. Certificate of origin
 - e. Certified engineer's report (technical standard certificate)
 - f. Commercial invoice
 - g. Foreign exchange control form
 - h. Inspection report
 - i. Packing list
 - j. Product manual
 - k. Terminal handling receipts
 - l. Phytosanitary certificate
- d. Classification: The Indian customs classification on tariff items follows the Harmonized Commodity Description and Coding System (Harmonized System or HS). Customs uses six-digit HS codes, the Directorate-General of Commercial Intelligence and Statistics (DGCI&S) uses eight-digit codes for statistical purposes, and the Directorate General of Foreign Trade (DGFT) has broadly extended the eight-digit DGCI&S codes up to 10 digits.⁵ Hazelnuts in shell, fresh or dried is HS 0802.21.00. Shelled Hazelnuts, Fresh or Dried is 0802.22.00.

Note: When making arrangements with a shipper, it will be important to ensure that the hazelnuts are not placed directly next to the engine, which will roast them slowly.

Wholesale Intermediaries

Below is a list of hazelnut wholesalers in India

- California Agri Nuts Company (CANC)
- VKC nuts – 0091-1923-222738 sales@vkcnuts.com info@vkcnuts.com
- DRB Foods Pvt. Ltd.
- Kwaliti Foods - Call (022) 61426517 -
- Nirmal Dryfruits - Call (022) 61630685
- Hiralal Maganial & Company - Call (022) 23424796
- TNG Food Specialties – Phone +(91)-(40)-27173283

¹ World Bank (2012), Doing Business 2013: India - smarter regulations for small and medium-size enterprises : comparing business regulations for domestic firms in 185 economies.

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- C4 Chocolates +(91)-(20)-40151370
- Royal Foods – www.royalfoods.co.in/dry-fruit.html
- Kanayalal Arjandas www.indiamart.com/kanayalal-arjandas/dry-fruits.html
- Glory Overseas www.indiamart.com/gloryoverseas/dry-nut.html
- Kandhar Traders www.indiamart.com/kandhar-traders/products.html
- Commodity Trading Corporation – <http://www.makepolo.com/products/Hazelnut-Kernels-p28705288.html>
- SCS Agribusiness Consultant Pvt. Ltd. +919911036519 hrivi@scs-group.com
- Dipak Spices Exports Pvt Ltd +919820804900
- Aromex Industry +919820069024
- Cooperativefarm ltd 237000017589472289
- <http://www.makepolo.com/products/Hazelnut-Kernels-p28705288.html>

Shipping Intermediaries

WHG is the intermediary for its growers; however, it will be necessary for WHG to use its own intermediaries to ensure shipments arrive safely to their destination.

Customs Brokers

Customs brokers may be needed to ensure that documents have been completed correctly and according to laws and to generally walk the WHG's products through customs. An Indian customs broker:

Pan Liner Shipping LLP
OFFICE NO. 2
Sahar Sutar Pakhadi Road, Andheri East
Mumbai Maharashtra, 400099
Telephone: +91 22 26817752

Freight Forwarders

Freight Forwarders are like agents for the shippers. They help select the best mode of transportation and the carrier, process documentation and handle payments. They help to consolidate or combine many small shipments, which can help lower costs. A freight forwarder may even purchase a container and sell less than container load space within that container. They can also help get packages from door to door.

Forwarder in India

Express Kargo Forwarders Pvt. Ltd.
128/129, Adarsh Industrial Estate,
Sahar Road Chakala,
Andheri (East)
Mumbai, Maharashtra
Telephone 91 22 28213642

Freight Forwarder in Portland

Columbia River Brokers Inc
1767 N Jantzen Ave
Portland, OR

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NVOCC

Non-vessel operating common carriers specialize in consolidating loads but are different than freight forwarders in that they own or lease the containers and freight forwarders do not. The NVOCC is a virtual carrier in that they often assume all liability for the cargo.

NVOCC India

SARR Freights LTD
311 Ashirwas, Ahmedabad Street,
Mumbai-400009, India
Telephone +91-022 6633 2721/26
sarr@sarrfreights.com

NVOCC Portland

Ocean Freight Shipping
Portland, OR
Telephone (888) 550-7140

Export Packers

Export packing firms specialize in packaging shipments to save money. They are usually really knowledgeable about agricultural restrictions and quarantines that pertain to packaging material.

Export Packer Portland

3509 NW St. Helens Rd
Portland, OR 97210
Telephone (503) 224-7535

Export Packer India

Walnut Packaging Pvt Ltd
IDA Gandhi Naagar, Kukatpally, Hyderabad – 500072
(040) 23080111

Export Trading Companies

These companies locate buyers in foreign markets and manage most of the export arrangements for the product. They may do documentation, inland transportation, and compliance with government standards as well as oversees transportation.

Export trading company India

Lotus Export Trading Company
Mr. Manian Vikraman
103, Tulip, Keerthi Rivera annexe,
6th Crosss, Kakkadasapura, sir. C.V.Raman
Nagar, Bangalore-93 Karnataka-560093, India
Telephone 91-80-41676332

Warehousing

Hazelnuts will be warehoused by the importer either at the dock or after transportation to the manufacture/distribution center. However, the Indian government can be a great resource for warehousing agricultural products and it easy to find on the Internet at cewacor.nic.in.

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Price Determination (Cost of Shipment of Goods)

Turkish sellers that we talked with on Alibaba.com have stated that they would sell a container load of hazelnuts to India for \$2.50/lb. The Turkish trader Samrioglu sells its hazelnuts for between \$1.06-2.14/lb in shell (before shipping) and \$2.18 - 2.36 raw. In a 2005 article by the Turkish Hazelnut Promotion Group the company stated that they would sell hazelnuts wholesale for between \$2.59/lb. and 4.15/lb.¹ In a March 2013 article by the Times of India, typical retail price for hazelnuts was between \$13.52-16.89/lb. in 2005².

There are a number of costs associated with exporting goods that need be considered with entering a new market. In this case, looking at the cost of shipment of goods, transportation costs and handling expenses will all be owned by WHG. As mentioned earlier, the cost to export a standard 20-foot container of goods to India is \$1200. With that, standard freight charges of close to \$3000 for ocean shipping can be expected for full truckload (cargo load) port to port delivery based on an initial quote from a global shipping website.³ Other costs related to exporting that WHG should consider are as follows:

- Export Clearance and Handling (Forwarding)
- Messenger Service (routine)
- Insurance Policy Certificate
- COD Collection Fee
- Certificate of Origin
- Letter of Credit Processing & Draft Presentation
- Sight Draft Preparation & Presentation
- Messenger Fees (Banking or Consular Documents)
- Restricted Articles Shipment Handling (Ocean)
- Export Clearance (State Department License)
- Customs Registration, Transit In-Bond or CARNET Clearance
- Consular Documentation (Consular Fees and Forms not included)
- Free Domicile Handling (excluding destination costs/fees)
- Courier Service

All of the above mentioned fees are price dependent on the freight forwarding company and are usually negotiable. ⁴ The prices per item above range from \$25 - \$95 and above. Similarly, charges for handling the exported hazelnuts would include pier charges, wharfage fees and loading and unloading charges. Pending agreements with distributors, the handling fees at the arrival location may be negotiated and owned by the distributor.

Terms of Sale

NOTE: It is said to be extremely difficult to resolve commercial disputes through the courts in India. In fact, India ranks 184 out of 185 economies on the ease of enforcing contracts according to data collected by *Doing Business*.⁸ They report that in India, enforcing a contract takes 1420 days, costs 39.6% of the value of the claim and requires 46 procedures.

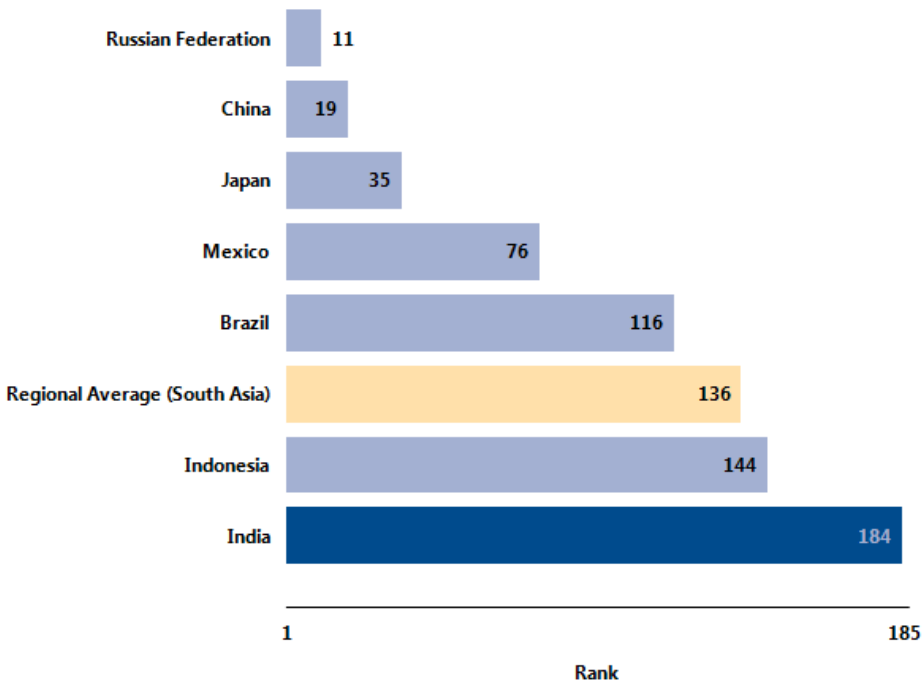
¹ <http://www.hindu.com/2005/09/17/stories/2005091702071800.htm>

² <http://timesofindia.indiatimes.com/business/india-business/Dried-nut-prices-set-to-soften-after-customs-cut/articleshow/18757748.cms>

³ <http://globalforwarding.com/ltl/quickquote>

⁴ <http://www.clearfreight.com/UploadedFiles/0expfees.pdf>

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Method of Payment – Letters of Credit

The most secure method of payment recommended in an import or export transactions are Letters of Credit (LCs). An LC is a commitment by a bank on behalf of the buyer to pay the exporter. The LC is dependent on the terms and conditions agreed upon by both parties and are issued after all documentation has been verified. This method is ideal for WHG considering reliability of a creditor or account in India may be difficult to validate. Lastly, because an LC is fulfilled through a bank, risk is considered evenly dispersed between both the buyer and seller.¹

Resource Requirements

WHG has the resources and expertise to load containers and fill out customs papers. Therefore the total resource requirements to send a container to Mumbai India will cost roughly \$700 more than a container sent to Hong Kong.

Conclusion

If WHG wants the early mover advantage, we see great potential for Hazelnuts in India: good prices, huge booming middle class, reduced tariffs, and groundwork laid by the almond industry and FTG. In order to reach this market, U.S. companies can select from a number of quality international trade fairs and trade missions, in addition to a number of far reaching print, radio and television media. We recommend partnering with reliable importers in India that can manage the challenges of India's developing market. A list of potential traders/distributors and trade shows can be found in the Appendix.

¹ http://trade.gov/media/publications/pdf/trade_finance_guide2007ch3.pdf

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V. Appendixes

Appendix A: Indian Importers of Dried Fruit and Nuts

The following list is not comprehensive and is only provided as a starting point.

Name	Company	Address	Telephone/Fax	Email
Mr. Muffadal Yousuf / Aliasger Yousoof	Tajir Private Limited	Adie Mansion 334 Maulana Shaukatali Rd. Mumbai 400 007	Tel: 91-22-2301-0446 /2307-8776 /98200-25152 Fax: 91-22-2307-8761	muffadal@tajir.com aliasger@tajir.com www.tajir.com
Mr. Subhash Bhatia	Uttam Chand Diwan Chand	#573, Katra Ishwar Bhawan Khari Baoli, Delhi 110 006	Tel: 91-11-2294-0632 /2397-6160, 91-98-1002-5745 Fax: 91-11-2391-9557	subhash@bhatia.net
Mr. Raju Bhatia/ Rakesh Bhatia	Rakesh Kumar & Co	#573 Katra Ishwar Bhawan Khari Baoli, Delhi 110 006	Tel: 91-11-2395-4973 /2396-2294, 91-98-1001-9298 Fax: 91-11-2618-1746 /2291-7295	rkcon@giasdl01.vsnl.net.in
Mr. G. S. Kataria	Pratap Singh & Sons	Shri Pratap Udyog, 274, Captain Gaur Marg Srinivaspuri, New Delhi 110 065	Tel: 91-11-2684-8865 /2683-3386, 91-98-1002-7702 Fax: 91-11-2692-1206	sunproduce@hotmail.com
Mr. Kanwarjit Bajaj	Fairways Trading Company	#581/7, Katra Ishwar Bhawan Khari Baoli, Delhi 110 006	Tel: 91-11-2391-3193 /2391-3199, 91-98-1005-6619 Fax: 91-11-2294-1987	vbajaj@hotmail.com
Mr. Vikas Bansal	Nirmal Agro Foods	#589, Katra Ishwar Bhawan Khari Baoli, Delhi 110 006	Tel: 91-11-6565-5618, 91-98-1102-5048 Fax: 91-11-2686-6948 /2393-0132	nafoods@vsnl.com
Mr. Charanjit Singh, Proprietor	Bhai Pardhan Singh & Sons	#553, Katra Ishwar Bhawan Khari Baoli, Delhi 110 006	Tel: 91-11-2392-5412 /2398-4777, 91-98-1011-6604/05 Fax: 91-11-2398-9373	bps777@vsnl.net, raja777@vsnl.net
Mr. Dinesh R. Dang	Kandhar Traders	Shop No. F - 51, A. P. M. C. Market - 1, Phase -2, Turbhe, Mumbai 400 705	Tel: 91-22-2766-5035 /5059, 91-98-2111-3907 Fax: 91-22-2765-5910	dineshdang@hotmail.com
Mr. Vijay Nagpal, Director	Speedway Food & Beverage Pvt. Ltd.	B-205, Derawala Nagar Delhi 110 009	Tel: 91-11-2712-8787 /88/2711-8788, 91-98-1011-5858 Fax: 91-11-2711-8787	speedwayho@hotmail.com, speedway@vsnl.com
Mr. Suniel Chabria	Dolathram Thikamdas	Shop No. F – 45/46, A. P. M. C. Market – 1, Phase -2, Sector-19, Turbhe, Mumbai 400 705	Tel: 91-22-2766-6189 /3098-3020, 91-98-2007-2608 Fax: 91-22-2756-7118	nationexim@hotmail.com, deetees@bom5.vsnl.net.in
Mr. Mukesh Dattani, Director	The African Trading Co. Pvt. Ltd.	3/C Avsar, 77/81 Kazi Sayed Street Mumbai 400 003	Tel: 91-22-2766-2272, 91-98-2080-4900 Fax: 91-22-2413-4459	atc@giasbm01.vsnl.net.in
Mr. Devang Mehta, Director	D. R. Corporation	76-80/3, Dr. Kuverji Raishi Road, Mumbai 400 009	Tel: 91-22-2371-6453 /2372-3600/3095-0023 Fax: 91-22-2373-8430	megha@bom2.vsnl.net.in
Ms. Babso Kanwar	Permedia Foods Pvt. Ltd.	39 The Arcade, World Trade Center Mumbai 400 005	Tel: 91-22-2218-8885/6 Fax: 91-22-2218-2189	babsokanwar@permediafoods.com
Mr. Baljit S. Chadha, P.C., President	Balcorp Limited	512 Ansal Chambers II 6 Bhikaji Cama Place, New Delhi 110066	Tel: 91-11-2619-4792 /2610-1305	
Mr. Narayanan Rajagopalan, CEO	Dalmia Continental Pvt. Ltd.	10, Daryaganj, New Delhi 110 002	Tel: 91-11-2324-6198 /2327-7823 Fax: 91-11-2327-7875	narayanan@leonardoolives.com
Mr. Gunjan V Jain	V.K.C. Nuts Private Ltd.	52 B Birpur Industrial Estates Bari Brahmana, Jammu, J&K 181 113	Tel: 91-19-2322-0292 /2738, 91-94-1918-6602	gunjan@vkcnuts.com

Appendix B: Nut Distributors in India

Company Name	Address	City/District	State	Contact No.
Kel India Exports	C/202, First Floor, B.G. Tower, Opposite Delhi Gate Shahibaug Road, Ahmedabad - 380 004, India	Ahmedabad	Gujrat	079-25624076
Shri Ashok Pauwa Factory	Railway Siding Road, Lati Bazar Bhojpara, Gondal - 360311, India	Rajkot	Gujrat	02825-220071
Enfield Agrobases	261, Thiruviruthan Pulli Cheranmahadevi, Tirunelveli - 627414, India	Tirunelveli	TamilNadu	04634-291216
Shreeji Protein	New Kumbharwada Opposite Muni Hospital, Mahuva - 364290, India	Bhavnagar	Gujrat	02844-223933
Deer Food Products	21, Industrial Estate, Ganderbal Srinagar Kashmi, Srinagar - 190 006, India	Srinagar	Jammu & Kashmir	0194-2478318
Sai Group Of Industries	Hotel Sai Raj, Old Fish Market Road, Jeypore - 764 001, India			06854-246727
Kotaihs Foods Private Limited	Lakshmi Sadan 16, 23, 2, Pallaamraju Nagar, Pwara, Kakinada - 533001, India	East Godavari	AndhraPradesh	0884-2376620
Natraj Industries	Ganeshpura Road, Siddhapur - 384151, India	Mahesana	Gujarat	02767-223399
Golden Nuts	206/685, Ist Floor Fort Main Road, Shevapet, Salem - 636 002, India	Salem	TamilNadu	0427-6534284
K. Subraya Ananatha Kamath & Sons	S, A. K. Road Adkathbail, Kasaragod - 671121, India	Kasaragod	Kerala	04994-230008
Bijay Ratna	C/o Vijay Patro, Udayagiri, District Kandhamal, G. Udayagiri - 762100, India	Kandhamal	Orissa	06847-260094
Punjab Agri Ventures Limited	Bara Farm, Km 201-202, GT Road, N. H. - 1,, Sirhind - 104406, India	Sirhind	Hariyana	01763-509506
K. Subraya Ananatha Kamath & Sons	S, A. K. Road Adkathbail, Kasaragod - 671 121, India	Kasaragod	Kerala	04994-230008
Sona Raaz Export	64, N.N Road, Kolkata - 700 011, India	Kolkata	West Bengal	033-22827990
Ananda Foods	No. 5/3, Ayyasamy Street, Kamatchiamman Pet Velore, Gudiyattam - 632602, India	Vellore	TamilNadu	04171-329370

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Fahil Exports and Imports	Fahil Exports and Imports	NA	NA	0431-2462333/4000587
Golden Nuts	206/685, Ist Floor Fort Main Road, Shevapet, Salem - 636002, India	Salem	TamilNadu	0427-6534284
M. K. Industry	34 - Mahia Industrial Estate, Uranganpatti, Madurai, Madurai - 625020, India	Madurai	TamilNadu	0452-2429366
Maaran & Kumaran Export Agency	17, East Street Nadukupam, Cuddalore - 607103, India	Vellore	TamilNadu	9965520003
Mansukhlal Premchand	Swaminarayan Street, Old Danapith, Rajkot - 360 001, India	Rajkot	Gujrat	0281-2235793
Mansukhlal Premchand	Swaminarayan Street, Old Danapith, Rajkot - 360 001, India	Rajkot	Gujrat	0281-2235793
Prerna Enterprise	204, Star Plaza Phulchhab Chawk, Rajkot - 360 001, India	Rajkot	Gujrat	0281-3043060
Swadeshi Chemical Industries	26/55, Birhana Road Kanpur, Kanpur - 208 001, India	Kanpur	UttarPradesh	0512-2312348
Aura International, Ahmedabad	C/202, Suryodaya -2, Opposite Pavapuri Bus Stand, Ahmedabad - 380 061, India	Ahmedabad	Gujrat	079-65414337
Sam Enterprises Private Limited	275 (133), Linghi Chetty Street, Chennai - 600 001, India	Chennai	TamilNadu	044-23820444
Mother Consumables Foods (India) Private Limited	26/268, Kissan Compaund, Sultanganj, Agra - 282 004, India	Agra	UttarPradesh	0562-6451230
Pas Kosmosis Agro Private Limited	45- A/8, SEVA., Somnathnagar Wadgaonsheri, Pune. - 411 014, India	Pune	Maharashtra	020-27034730
Shree Bhagirathi Industries	C 100, Shivalik, Malviya Nagar, New Delhi - 110 017, India	Delhi	Delhi	011-26683641
Parekh Commercials	Office No. 6, Basement, Gayatri Tower Opposite Post Office, Lakadganj,, Nagpur - 440 008, India	Nagpur	Maharashtra	9823088010
Global Friendly	18,T. L. Ragupathy Street, Subash Nagar Chromepet, Chennai - 600 044, India	Chennai	TamilNadu	044-22650174
Vikyada Consultants	312/ Sakar Comp, Dera Street , Soni Bazar, Rajkot - 360 001, India	Rajkot	Gujrat	0281-2238792
Faridabad Agro Oils Private Limited	46, Sector-7 A, Faridabad - 121006, India	Faridabad	Hariyana	0129-2241531
Nuts & Kernel Exporters	482/2, Katra Ishwar Bhawan, Khari Baoli, New Delhi - 110 006, India	Delhi	Delhi	011-23954531/23910274

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Ankur Agro Products	D-3, Chowrangi Complex, Z. P. Road, Nagala Park, Kolhapur - 416 003, India	Kolhapur	Maharashtra	9850060917
Shankar Lal Ram Bharosey Lal Commodities	B-58, Gandhi Nagar, Moradabad - 244001, India	Moradabad	UttarPradesh	0591-2490004
Rachana Seeds Industries	Rajkot Road, Dolatpara, Junagadh - 362 001, India	Junagadh	Gujrat	0285-2660484
Khajuraho Producer Company Private Limited	Loknathpuram, Sagar Road, Chhatarpur - 471001, India	Chhatarpur	MadhyaPradesh	07682-249459

Appendix C: Key Trade Shows in India

• India International Fine Food & Wine Show

January in New Delhi

The event showcases varieties food and beverages from around the world. Visitors include hoteliers, restaurateurs, bar and pub owners, importers and exporters of foods and drinks, producers, supermarkets, wholesalers, bonded warehouses, distributors, retailers, food consultant technologies. Exhibitors include: bakery & confectionary products, biological food products, condiments, mineral water, coffee & tea, accessories & articles for the cellar & bars & restaurants, machinery & equipment for fresh & preserved products, olive & other edible oils, packaged foods, ready to eat & cook food products, machinery & equipment for wine growing, cellar & wine collection.

• Food and Beverages India

January in Mumbai

This exhibition provides information on various aspects of food technology development including production, storage, processing, refrigeration, packaging and marketing of food and beverages.

• Panacea

January in Mumbai

The show highlights exports and imports of natural products to and from India. This show helps create awareness for your brands, single point interface with end consumers, establish new business ties/reinforce existing ones, a meeting point of demand and suppliers in the natural products and allied industries. Buyers and exhibitors discover new products and new businesses and can attend informative and educational seminars.

www.biztradeshows.com/panacea-exhibition-expo-mumbai/

• Foodex India

January in Ahmadabad, Gujarat

A platform for the food industry, food processing technology, food packaging technology, cold supply chain and the retail chain segment.

www.biztradeshows.com/trade-events/foodex-india.html

• Agrifare

January (runs concurrently with Foodex India) in Ahmadabad, Gujarat

Agrifare covers a variety of consumer and industrial products, services, machinery and technology.

www.biztradeshows.com/trade-events/agrifare.html

• Food Retailing Expo

February in New Delhi

The expo is designed for Indian food companies, inputs suppliers and farmers to meet suppliers in the food retail industry and potential buyers who have the capacity and interest in purchasing healthy foods.

www.biztradeshows.com/trade-events/food-retailing-expo.html

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• **AAHAR**

March in New Delhi

According to USDA FAS, AAHAR 2008 is one of India's most important food shows. In 2007 there were more than 325 exhibitors and about 25,000 business visitors. AAHAR is a platform for facilitating growth and modernization in the processed food and hospitality sector. The fair attracts domestic and foreign manufacturers, distributors, and suppliers.

www.biztradeshows.com/trade-events/aahar.html

• **Food & Healthcare Expo**

April in Bangalore

Exhibitors include agriculture products, air and water pollution control equipment, bakery, confectionary and dairy products, beverages, bottling and canning technology, cold storage, air conditioning, refrigeration, freezing machinery equipments, dairy, bakery and confectionery equipment and machinery, health and fitness equipment, ice cream & desserts making machines, processed foods, sea foods, spices, frozen foods, packing, labeling, waste water treatment.

www.foodexpo2007.com

• **International FoodTec India / Sweet & Snack Factory India**

October in New Delhi

Exhibitors represent the processing and packaging, food ingredients, beverage technologies, cooling and refrigeration industry. The event is paralleled with the Dairy Universe and Sweet & Snack Factory trade shows which focus on the dairy industry and the sweet industry.

www.foodtecindia.com

www.sweetsnackfactory.com

• **Krishi 2007**

November in Nashik

Exhibitors include agriculture, floriculture, aquaculture, animal husbandry, poultry/hatchery, dairy products/machinery, agro forestry, farm equipment, farm machinery, nets, fertilizers, organic manure, pesticides, seeds, cattle food, food processing, irrigation systems, greenhouse, cold storage, solar equipments, cottage industries, packaging/processing, windmills, telecommunication instruments, and rural housing.

www.biztradeshows.com/krishi/

• **Foodpro**

November in Chennai

This show focuses on the current trends in food processing; innovation through modern technology, which will be reflected in the products exhibited, and the concurrent events.

www.foodpro.in/food2007/home2007.php

• **Annapoorna – World of Food India**

November in Mumbai

Participants exchange innovation, ideas and business contacts for the food and beverage industry. The objectives of the show are: 1) promote your food products to the global range of visitors, 2) joint venture partnership, project collaborations, investments, and 3) create brand awareness, sales promotion, and launch new products.

www.worldoffoodindia.com/

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• **IFE India**

December in New Delhi

The event focuses on food, drink and hospitality industry trade professionals across India.

www.ife-india.com/