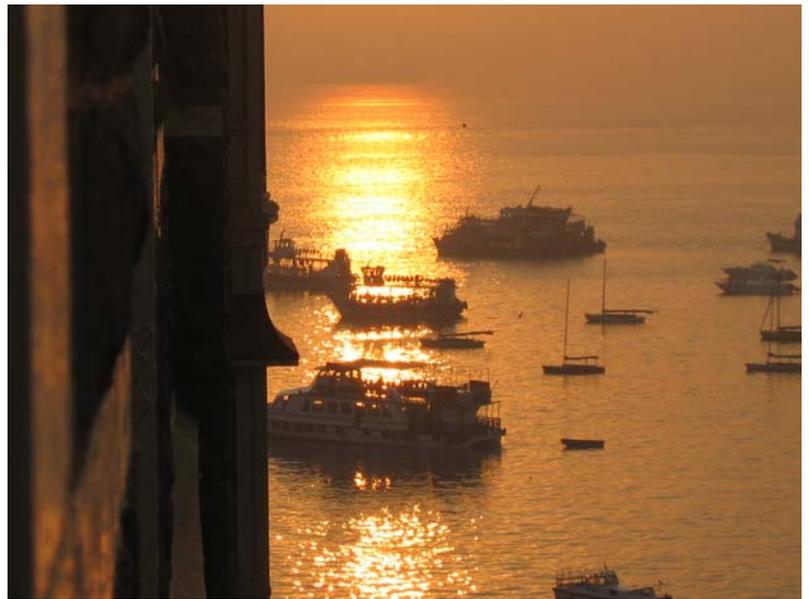




The International Forum in India

*Mumbai, Bangalore and Delhi
March 5-9, 2007*



The International Forum in India

is for business leaders and executives who lead a global business with interests in India and the Asian Region. The Forum is also for those who are making decisions related to the strategic direction of their firms worldwide and must consider the challenges and opportunities that India now presents. This Forum provides an opportunity for participants to learn from others' experiences about how the changes taking place here will affect their personal and professional choices in the future.

Participants in the program learn from each other and from leaders in business, government, education, the arts, technology, medicine and society. The program offers participants a first hand understanding of the culture and the changes taking place in India today. "Encounters" with people are face-to-face, informal and wherever possible, in their own environment, so that all may understand more clearly and see first-hand the complexity of the challenges and opportunities in India today.

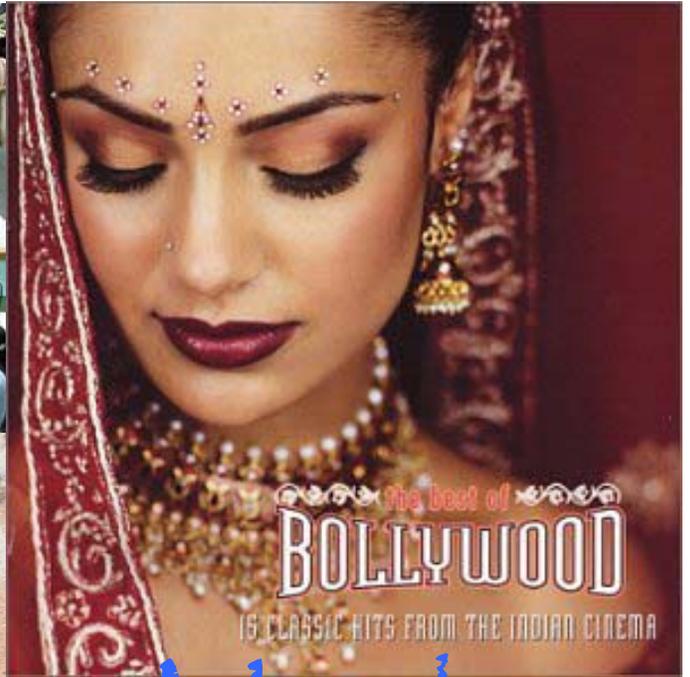
"You need to experience the Forum at least once in a lifetime in your professional career. It is so eye-opening and creative. You will take away so much new information and ideas for action that it will keep you busy for quite a while before you realize them all."

- Luc Vandenbroucke, President,
BarcoView, Belgium

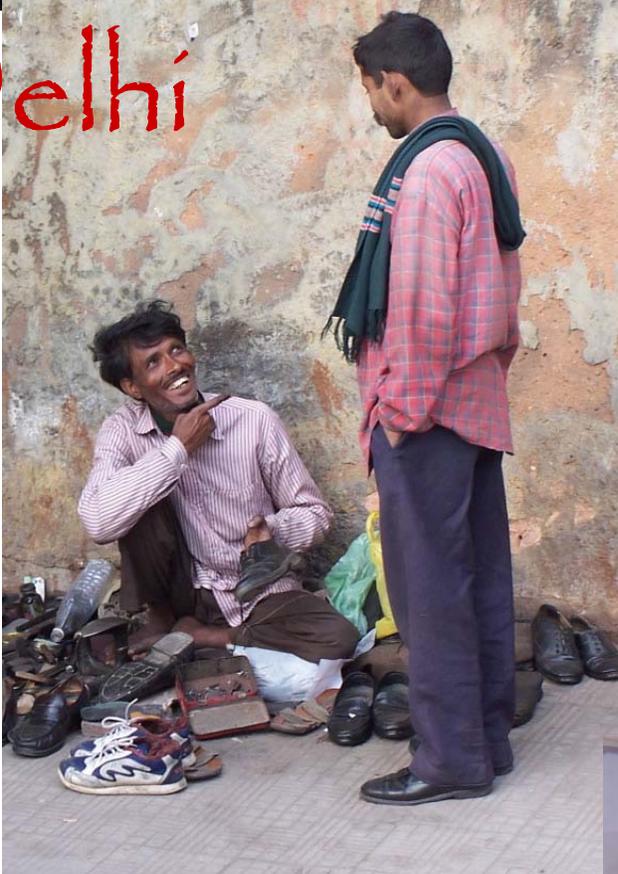
Experiences with people across India also provide a lens through which to assess our own organizations, cultures and countries and in so doing gain a greater understanding of ourselves.

What is happening in India and why is it so significant for leaders to understand now?

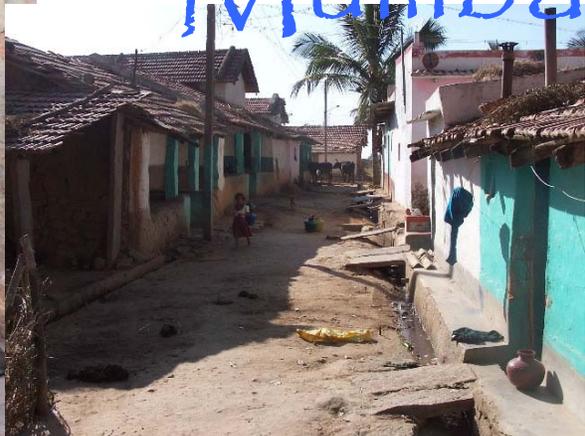
- India's **economy is growing at 7.5%**. Its middle class of around 250 million is increasing rapidly. It will soon pass Japan to become the world's third largest economy. Unlike China, India's growth has been fueled by steady domestic consumption as well as increased productivity and competitiveness of its domestic firms. *How sustainable is India's growth strategy relative to the resource mobilizing model pursued by China?*
- India has made its mark on the **global services industry**. The IT industry in India reached \$16 billion in turnover last year. Half of the Fortune 500 companies now outsource their software development to Indian companies. The Business Process Outsourcing (BPO) sector has grown at 60-70% per annum and provides services in architecture, management, accounting, legal services, drug development etc. - saving an average of .58 cents on each dollar spent. *What challenges do Indian companies face in this sector now and what new opportunities are they seeking in world markets? How will this affect global companies who now outsource to Indian companies?*
- Despite cumbersome government regulation, **India is a well functioning market economy**. It has flourishing capital markets where firms raise a large part of their capital. It has a well disciplined financial sector, good financial disclosure, corporate governance and well established rule of law. Its banking system is well developed, robust and competitive and its non-performing loans are considerably lower than China's 20%-40%. India's growth rate may appear to be lower than China's in macro-economic terms, but how does the quality of growth compare at the level of local firms, banks and asset growth in terms of productivity, rates of return and sustainability? *Which factors are most important when evaluating the opportunities of India and relationships with Indian companies?*



Delhi



Mumbai



Bangalore

- **More than 100 Indian private companies have market capitalization of over a billion dollars.** India has nurtured its entrepreneurs, unlike China. Its largest private companies are ten times the size of China's. While Foreign Direct Investment (FDI) numbers for India are much lower than for China, foreigners have already invested in over 1,000 Indian companies through the Indian capital markets and, of the Fortune 500 companies, 125 have R&D centers in India. *What role are global companies now playing within India and from India to global markets? How are their actions in India changing patterns of business around the world?*
- **India graduates 3 times as many students from university as China does.** Over 300,000 engineers are graduated each year in India versus about 60,000 in the US. The number of scientists specializing in life science will increase by 35% in the next few years, while in the West they will drop by 11% or more. The average age of China's work force is 32 years and increasing, India's is 25. **It will have the youngest work force in the world by 2040.** *In what ways will global companies benefit from this demographic and what will be the longer term impact on the Indian economy, society and the world?*

"A profound and focused accelerated learning experience like no other. Not just knowledge, but development of insight and perspective, both professionally and personally. The composite of the individual discussions with different business leaders provided clarity to me about what must be done to succeed" – *Bill Cook, Managing Director, Caterpillar, Japan*
- **India's manufacturing is a lower share of its GDP than China's.** (26% versus 50% in China). However, India has built on its highly educated workforce - engineers, chemists and designers instead of low cost, low skilled labor. **India's "island of excellence" in manufacturing industries such as pharmaceuticals and auto parts are some of the most competitive in the world.** India's manufacturing sector grew at 8% last year, with the auto sector growing over 10% and pharmaceuticals sales growing at 23%. While a large part of India's manufacturing sector faces the obstacles of poor infrastructure, high taxes and tight labor laws, this is changing. *Where will growth in manufacturing occur as the problems of government regulation and infrastructure are addressed?*
- In a world in need of food sources, **India has a competitive advantage in agriculture.** 45% of its land is arable where China (with similar population size) is struggling to maintain its 13% arable land. *How are entrepreneurs now modernizing this sector of India's economy from peasant farming to a global agribusiness?*
- India has **one of the most well developed civil societies in the world.** There are possibly 2 million NGO's (non governmental organizations) solving some of India's most difficult social issues without the help of government. *What lessons do the examples of India's social entrepreneurs and NGO leaders offer the rest of the world?*

"The International Forum creates a set of experiences you would never get on your own or through your company. It challenges both your assumptions and your mindset." – *Jan Clasen, Senior Vice President, Norske Skog, Norway*
- India's **resilient and enduring democracy** is one of its greatest achievements. *What are the clues to how its government has held together peacefully the world's most diverse population for the past 57 years? What can this tell us about our own countries and the role of civil society in our own future?*

Program Design



The International Forum travels through three cities and three dramatically different areas of India. It is essential to experience India's diverse cultures to understand the challenges and opportunities that face it. The program involves energetic learning on many levels. Mornings and afternoons are filled with visits to companies, schools, hospitals, farms, homes, villages and other examples of local enterprise.

Participants are given a choice of where to visit and with whom they would like to meet. The Forum agenda is a combination of pre-arranged meetings in small groups and visits to places that support the learning objective of the program. Participants learn from the different perspectives and experiences of the other participants in the daily discussions about where they go and what they see together. They pursue subjects in depth with the Forum's expert resource people.

During the months prior to the Forum, participants receive a series of reading materials written by Forum experts and others with questions and points to consider in advance. A journal is also provided in which participants are encouraged to prepare their questions about India prior to their participation in the Forum.

The participants of the Forum are accompanied on their journey by a team of expert resource people who travel with them from city to city. Forum experts are selected because of their extensive experience in India and the region.

China and India

Since 1994 The International Forum has held its active learning programs in China for business leaders from around the world. The Forum in India is a unique opportunity to look at India in depth, but also in contrast to China. The differences and similarities between India and China offer an important perspective on what is happening to the world economy and this forms an important part of the Forum discussions.



Participants may choose to attend the India Forum on its own or as part of a series that includes the... **International Forum in China - (November 12-16, 2007)**

Proposed Program and Itinerary

March 5-6: Mumbai (Bombay)

Mumbai is the capital of Maharashtra state which is known for its manufacturing base and industrious population. It is one of the largest cities in the world with over 17 million people and the largest slum in East Asia. In Mumbai participants meet with business leaders in Indian companies including the next generation of entrepreneurs. Participants also meet with those leading foreign companies in India. One of the most impressive features of India is its civil society – and the ways its companies and citizens are combating poverty, illiteracy and disease. The Forum will meet with companies and grass roots organizations that are finding creative solutions to some of India's most difficult problems. A small organization working in the Dharavi slums educates young girls and disabled children from all castes. Participants learn about India's well developed civil society by encountering examples of initiative and leadership to gain insight on the challenges of the cities, the slums and the caste system in India today. As with other International Forum experiences participants use the perspectives from history, art, music and culture to better understand India. The important role of spiritual capital, Hinduism and the teachings of the Bhagavad Gita provide a lens on India today. In Mumbai participants encounter the many fascinating people of India including one of India's most talented fashion designers and some of Bollywood's movie stars.

March 7-8: Bangalore

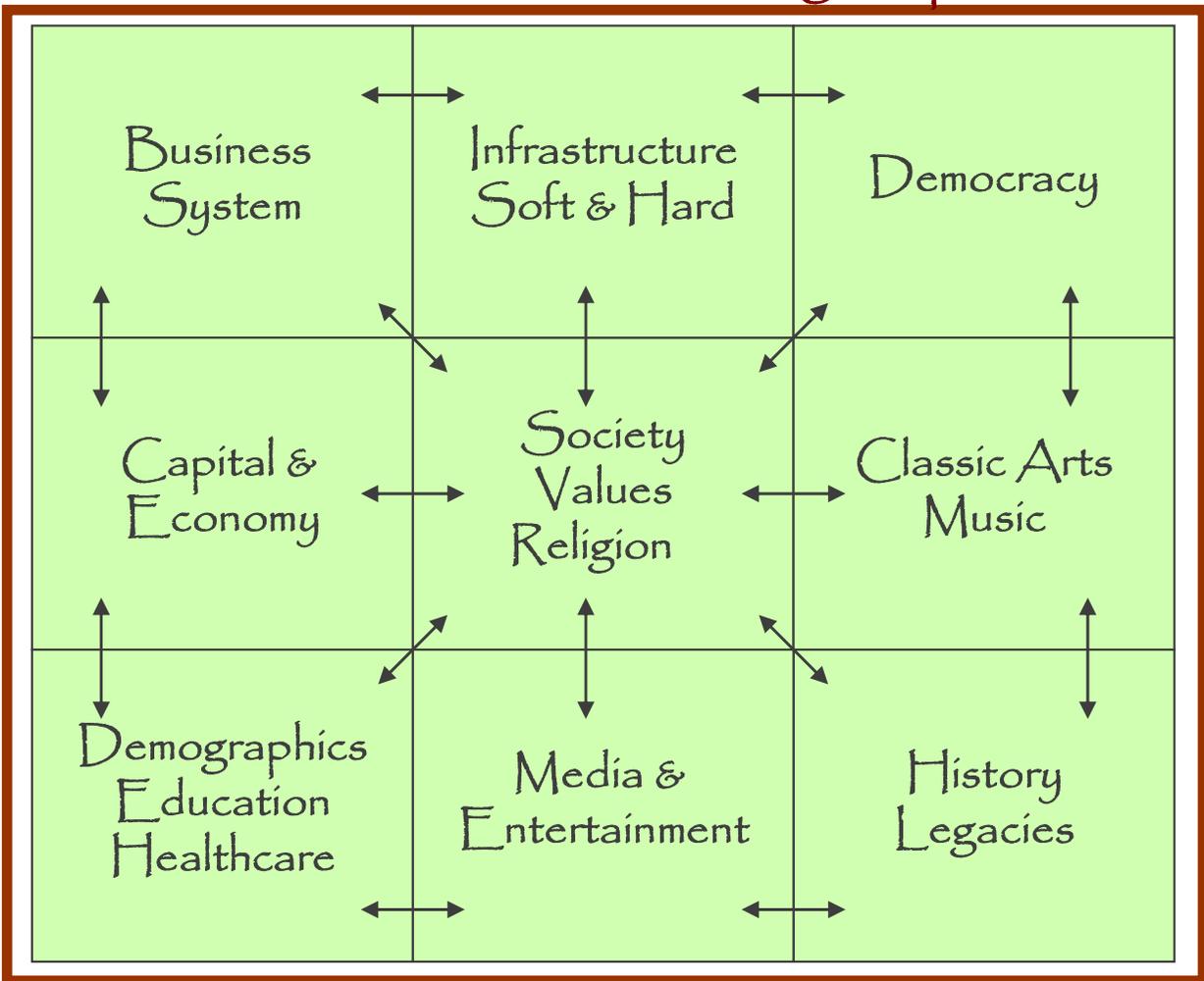
From Mumbai the Forum flies to Bangalore, the capital of Karnataka and the heart of India's IT industry and outsourcing boom. What was once a nice warm retirement community recently exploded in the way of California's Silicon Valley. Participants meet with those who lead some of India's most successful IT firms and spend time in informal discussions with young employees from India and other parts of the world who have come here to work. The Forum travels to rural areas to meet families whose younger members have migrated to the city to work for the big outsourcing companies. Over 70% of India is still rural and increasing urbanization is tremendously challenging to what little infrastructure is in place. In Bangalore the Forum meets a man and woman who left their successful business careers to build a citizens group to improve participation in the democratic process at the local level. A primary objective is to deal with India's urban infrastructure challenge. Their model for governance is now being adopted in a number of states in India. Through their work participants can assess the importance of "democracy" to India while reflecting on the condition of governance and democracy in their own countries. An important challenge for India is the shortage of young, educated, English speaking employees to fuel the increasing demand for its services world wide. The Forum will meet with leaders in education and with university students in face to face discussions.



March 9: Delhi

Delhi is the political and cultural capital of India. Its wide boulevards, modern buildings and its intellectual elite make it an impressive city. Its history and its leadership provide context in which to consider what participants have learned from the many encounters and experiences of the Forum program. Meetings with India's media leaders help to understand the role that media plays in informing this society. As the center of national government, Delhi is the place to consider the complex political forces of this land including economic and foreign policies and the conflicting choices for so diverse a nation on investment in health care, education and infrastructure. Delhi is also the center for large investments in medical research and healthcare services. In meetings with those building "state of the art" facilities, participants of the Forum will consider the potential of India's initiatives in fields such as medicine, energy, and communications and how the services that India may provide in future could affect the future of these fields around the world.

Elements of the Active Learning Experience



The International Forum in India is an experience in discovery about a country in the midst of tremendous change - and what this means for its institutions, people, government as well as for the rest of the world.

The International Forum creates programs that challenge leaders to learn more about themselves and the world outside their organizations. Its programs combine an in-depth and on-the-ground learning experience of markets and societies in the world that are of strategic importance to participants, while also providing a time for introspection and learning about oneself as a leader.



Programs like The International Forum in India emphasize learning from other leaders in many disciplines either through encounters with them or in hands-on experiential learning. The International Forum has been creating Active Learning experiences for leaders all over the world since 1988.



"The Forum is a very relevant way to combine the deep necessity for personal development as senior executives and the opportunity to gather/raise ideas and orientations for further company strategic improvements."

*- Jean-Pierre Duprieu, Vice President,
Air Liquide S.A., France*

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