“STUDY ON THE EFFECTIVENESS OF THE SINGLE WINDOW PORTAL FOR INDUSTRIAL APPROVALS IN TAMIL NADU”

SUMMER INTERNSHIP REPORT

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RAJAGIRI BUSINESS SCHOOL

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POST GRADUATE DIPLOMA IN MANAGEMENT (PGDM)

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Submitted By

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DECLARATION

I, VYSHAK S P, hereby declare that this report entitled **" Study on the Effectiveness of the Single Window Portal for Industrial Approvals in Tamil Nadu"** is a project done by me as a part of the Summer Internship during the period April 15^{th} to June 6^{th} 2025 at **GUIDANCE TAMIL NADU.**

The report is submitted to **Rajagiri Business School** in the partial fulfilment of the requirement of **Post Graduate Diploma in Management**.

All the information in this document has been obtained to use only for my academic purpose and is presented in accordance with the academic rules and conduct under the guidance of **Dr. ANCY SARA PHILIP.**

I further declare that any part of this project has not previously been submitted to any other university or academic body for award of any degree.

VYSHAK S P

Date: 11-07-2025

Place: Kakkanad

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EXECUTIVE SUMMARY

This study, conducted as a summer internship project at Guidance Tamil Nadu, evaluates the effectiveness of the Single Window Portal (SWP) for industrial approvals in Tamil Nadu. The portal, designed to streamline and digitize the approval process, is a flagship initiative aimed at enhancing ease of doing business in the state. Primary data collected from 22 companies that used the portal between 2022 and 2024 reveals that while the portal is user-friendly, 90% rated it easy or very easy to navigate, it faces notable challenges. These include approval delays (experienced by 64% of respondents), inefficiencies in inter-departmental coordination, lack of documentation clarity, and inconsistent communication. Most approvals took 60–90 days, and help desk support was generally rated positively, though not uniformly. Respondents recommended improvements such as real-time tracking, departmental accountability, and AI-based document verification. The report concludes that while the portal has made significant strides in digital governance and investor facilitation, enhancing coordination, communication, and process efficiency is essential to optimize its impact and support Tamil Nadu's Vision 2030 industrial growth goals.

SECTION 1

PROFILE STUDY OF THE ORGANIZATION

CHAPTER 1

INDUSTRY PROFILE

1.1 INDUSTRY ANALYSIS

The investment promotion and facilitation industry are a crucial enabler of industrial and economic growth. In the context of globalization, evolving trade dynamics, and competitive federalism, national and sub-national governments are increasingly relying on Investment Promotion Agencies (IPAs) to attract and retain both domestic and foreign investments. These agencies function as single-window facilitators that support investors throughout their journey — from project planning to implementation and post-establishment assistance.

In India, investment promotion functions at two levels:

- National Level – through agencies like Invest India, under the Ministry of Commerce and Industry.
- State Level – through state-specific nodal agencies like Guidance Tamil Nadu, Invest Karnataka, Maharashtra Industrial Development Corporation (MIDC), etc.

Guidance Tamil Nadu is the nodal agency in Tamil Nadu responsible for this function and is considered one of the most proactive and digitally advanced IPAs in the country.

The industry is structurally unique. At the national level, Invest India has a monopoly as the central facilitation body, whereas each state has one official nodal IPA that functions as a regional monopoly. However, despite the monopolistic nature within jurisdictions, a competitive dynamic exists across states as they compete for limited high-value investment projects. This results in a quasi-competitive market structure where agencies adopt strategic behaviors akin to private firms, such as marketing themselves internationally, benchmarking incentives, and showcasing investor success stories. While the services offered are non-commercial, the performance of these agencies is closely tied to economic indicators such as the volume of FDI attracted, job creation, infrastructure development, and the overall business ecosystem.

The scope of this industry includes a wide array of services. Agencies perform investment promotion through events, expos, and marketing campaigns. They facilitate investments through tools like Single Window Portals, grievance redressal systems, and land banks. Many IPAs also function as policy advisors, helping governments design investor-friendly industrial, sectoral, and export policies. Furthermore, post-investment services such as aftercare, issue resolution, and incentive disbursement monitoring are critical functions that help retain and expand investor operations within the region.

The demand for these services has increased in recent years due to various global and domestic factors. Key demand drivers include India's push for self-reliance through the Make in India initiative, Production Linked Incentive (PLI) schemes, increased focus on electronics and semiconductor manufacturing, and the realignment of global supply chains as businesses diversify away from China. Investors are increasingly evaluating ease of doing business, digital infrastructure, land availability, policy clarity, and post-investment support—factors that fall squarely within the IPA's domain.

The supply side of the industry consists of government-funded and administered facilitation services. These are often enhanced through digital tools like GIS-based land mapping, real-time clearance tracking, and AI-powered investor dashboards.

From a national perspective, India has witnessed FDI inflows exceeding USD 70 billion annually in recent years. States like Tamil Nadu, Maharashtra, Gujarat, and Karnataka attract the bulk of this investment due to their infrastructure, policies, talent pool, and the performance of their IPAs. Tamil Nadu, in particular, has emerged as a preferred investment destination due to its industrial diversity, strong policy ecosystem, and professional facilitation offered by Guidance Tamil Nadu. The state is ranked among the top in terms of the number of factories, export performance, and employment generation, highlighting the strategic relevance of this industry.

The Investment Promotion and Facilitation Industry is no longer a passive administrative function. It is a dynamic and evolving space that requires a blend of policy expertise, sector knowledge, digital tools, and inter-departmental coordination. Agencies like Guidance Tamil Nadu are redefining the standards of service delivery in the public sector by adopting private-sector agility and investor-centric models. As India positions itself as a global manufacturing and innovation hub, the relevance and complexity of this industry will only grow, making it an essential pillar in the country's economic strategy.

1.2 CHALLENGES IN THE INDUSTRY

Regulatory and Bureaucratic Hurdles

Despite efforts to streamline processes, businesses still face challenges related to bureaucratic delays and regulatory hurdles. The approval process for land allocation, environmental clearances, and other permits can be time-consuming and complex, especially when it involves coordination across multiple departments.

Infrastructure Development

While Tamil Nadu has made strides in developing industrial parks, there are still challenges related to inadequate infrastructure in certain regions. The availability of quality industrial infrastructure, such as roads, utilities, and waste management systems, remains a concern, particularly in emerging industrial zones.

Land Acquisition Issues

Land acquisition for industrial development remains a significant issue in India, and Tamil Nadu is no exception. Issues related to land availability, pricing, and disputes can delay projects and deter potential investors, particularly in the case of large-scale projects.

Skilled Workforce Shortage

A shortage of skilled labor in specific sectors, such as IT/ITES, advanced manufacturing, and renewable energy, poses a challenge for industries looking to set up in Tamil Nadu. Although the state has strong educational institutions, there is still a need to align education and training programs with the demands of evolving industries.

Policy Inconsistencies and Changes

Frequent changes in government policies or delays in implementing promised reforms can create uncertainty for investors. Industries often face challenges in understanding and navigating the policy landscape, especially when there are frequent revisions to investment incentives or regulatory norms.

CHAPTER 2

COMPANY PROFILE

2.1 HISTORY OF GUIDANCE TAMIL NADU

Fig 2.1 Company Logo

Source: Website

Guidance Tamil Nadu was established in 1992 as the Tamil Nadu Industrial Guidance and Export Promotion Bureau, by the Government of Tamil Nadu. It was created in response to the economic liberalization policies initiated in India during the early 1990s, which gave states a greater role in driving industrial development and attracting investments. The agency was conceived as a nodal body to assist investors by providing policy clarity, reducing procedural bottlenecks, and supporting export-oriented growth. At its inception, its primary mandate revolved around investment promotion, export guidance, and facilitating industrial approvals.

Over the years, as Tamil Nadu emerged as one of India's top industrial states, the scope and responsibilities of the agency expanded significantly. Recognizing the need for a more dynamic and investor-centric institution, the Government of Tamil Nadu initiated a comprehensive transformation of the bureau. This led to its rebranding as "Guidance Tamil Nadu", reflecting a modernized vision focused on proactive investor facilitation, sectoral expertise, and technology-driven service delivery.

This transformation was aligned with Tamil Nadu's evolving industrial policies and its aspirations to strengthen its position as a global investment hub. The state's focus on key sectors such as electronics, automobiles, renewable energy, aerospace, and textiles created a demand for a single-point interface capable of providing high-quality facilitation across departments. In response, Guidance Tamil Nadu began offering end-to-end support to investors, including assistance in project conceptualization, site selection, land allocation, and regulatory clearances.

A major milestone in its institutional journey was the launch of the Single Window Portal, which digitized and streamlined the investment approval process by integrating over 20 departments under one platform. Another landmark initiative was the introduction of Biz Buddy, a dedicated grievance redressal mechanism that addressed operational challenges faced by existing industries. These innovations significantly enhanced the state's business environment and elevated the role of Guidance Tamil Nadu to a more strategic and facilitative one.

In recent years, Guidance Tamil Nadu has also expanded its international outreach. The agency now plays a central role in organizing investment promotion roadshows, participating in global expos, and facilitating Memorandums of Understanding (MoUs) with multinational corporations. It has been instrumental in bringing major global companies such as Foxconn, Pegatron, Tata Electronics, and Saint-Gobain to Tamil Nadu.

Today, Guidance Tamil Nadu operates as the official investment promotion and single-window facilitation agency of the Government of Tamil Nadu. Its evolution from a traditional export bureau into a comprehensive investment promotion body reflects both the state's industrial ambitions and the growing complexity of investment ecosystems. With a mandate rooted in policy execution, digital governance, and investor handholding, the agency stands as a critical pillar in Tamil Nadu's economic development architecture.

2.2 VISSION STATEMENT

To make Tamil Nadu the most preferred investment destination in India and globally by enhancing the ease and cost-effectiveness of doing business through proactive investor facilitation, policy support, and sustainable industrial development.

2.3 MISSION STATEMENT

To provide end-to-end investment support, promote sustainable and inclusive industrial development, coordinate with multiple stakeholders for ease of doing business, and contribute to policy formulation for a competitive business environment in Tamil Nadu.

2.4 OFFICE AND NUMBER OF UNITS

GUIDANCE TAMIL NADU

Registered Address: Prestige Polygon Towers, 11th Floor,
No. 471, Anna Salai, Rathna Nagar,
Teynampet, Chennai – 600 035, Tamil Nadu, India.

Guidance Tamil Nadu currently operates from one physical office, with sector- and country-specific desks located virtually or within the main office.

2.5 ORGANIZATIONAL STRUCTURE

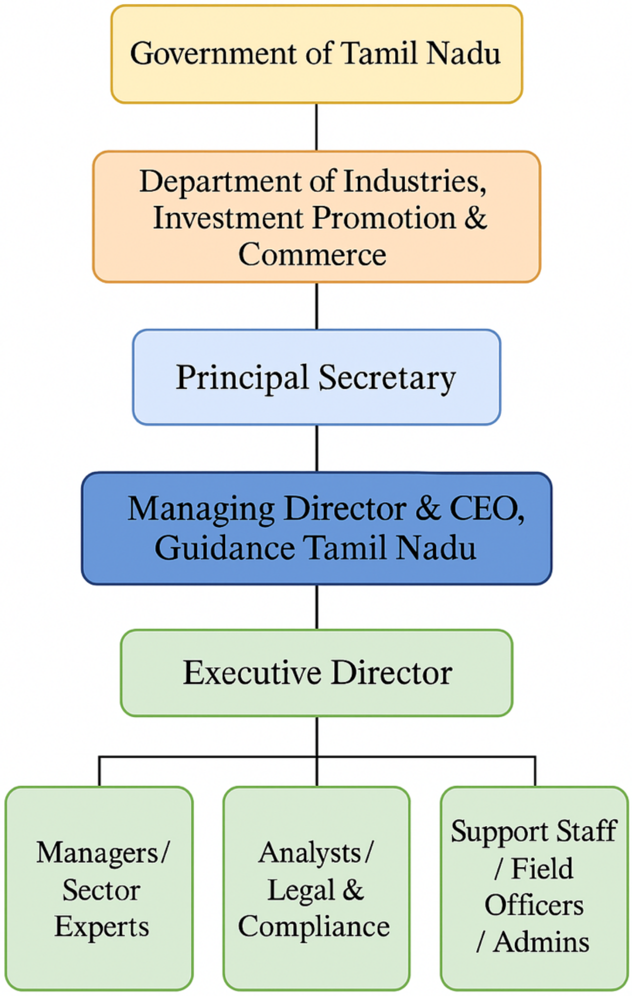

Fig 2.2 Organizational Structure

Guidance Tamil Nadu operates under the administrative jurisdiction of the Department of Industries, Investment Promotion and Commerce, Government of Tamil Nadu. The organization is structured to function efficiently as the state's primary investment promotion and facilitation agency.

At the top of the hierarchy is the Managing Director & CEO, an officer from the Indian Administrative Service (IAS), who provides strategic oversight and leads the agency's overall vision, policy alignment, and engagement with investors. The Managing Director reports directly to the Principal Secretary of the department.

Assisting the Managing Director is the Executive Director, who is also an IAS officer. The Executive Director is responsible for supervising the operational and functional verticals of the organization. These verticals include:

- Investment Promotion
- Policy and Research
- Ease of Doing Business (EoDB)
- Legal and Regulatory Affairs
- Domestic and International Investor Relations
- Media and Government Communication

Each of these divisions is staffed with professionals including sector specialists, project managers, policy analysts, legal experts, and field-level facilitation officers. The organizational model is deliberately lean, with an estimated workforce of 50 to 100 personnel, comprising both government-appointed officers and domain experts recruited through contractual and consultancy arrangements.

This structured yet agile hierarchy enables Guidance Tamil Nadu to respond swiftly to investor needs, support state-wide industrial development, and implement reforms in alignment with Tamil Nadu's long-term economic strategy.

2.6 SERVICES

Guidance Tamil Nadu functions as the nodal agency for investment promotion and single-window facilitation in the state. It offers a wide range of strategic, administrative, and operational services to both domestic and international investors with the objective of enhancing Tamil Nadu's status as a globally competitive investment destination.

The key services offered include:

Investment Facilitation

- Provides end-to-end support for investors throughout the investment lifecycle from initial inquiry and site selection to approvals, implementation, and post-establishment assistance.
- Acts as a single point of contact to coordinate across departments and agencies.

Single Window Portal

- Manages the Single Window System for Business Approvals, allowing investors to apply for multiple clearances through a unified online platform.
- Ensures time-bound approvals and transparent governance.

Policy Advisory and Advocacy

- Assists the government in drafting and revising industrial policies, sector-specific strategies, and investor incentive frameworks.
- Conducts policy benchmarking and provides feedback from industries to guide reforms.

Investor Outreach & Promotion

- Organizes roadshows, summits, and delegations both nationally and internationally to promote Tamil Nadu as an investment hub.
- Facilitates B2B and B2G (business-to-government) interactions.

Sector-Specific Guidance

- Offers expert advisory in key sectors such as electric mobility, electronics, textiles, aerospace, pharmaceuticals, renewable energy, and logistics.
- Supports cluster development and value chain integration.

Aftercare Services

- Provides ongoing support to existing investors through grievance redressal, facilitation for expansion, and policy updates.
- Monitors project progress and ensures continued investor satisfaction.

Sustainability and ESG Integration

- Supports industries in aligning with Environmental, Social, and Governance (ESG) goals.
- Encourages adoption of green infrastructure, carbon-neutral practices, and circular economy models.

Data & Research Services

- Conducts economic and sectoral research to inform government strategy and investor decision-making.
- Publishes periodic investment trend reports, policy briefs, and market insights.

These services are designed not only to attract new investments but also to ensure their long-term success, making Guidance Tamil Nadu a key enabler of industrial growth and economic development in the state.

2.7 CUSTOMERS/CLIENTS

As a government agency, Guidance Tamil Nadu does not have "customers" in the traditional commercial sense. Instead, its primary stakeholders are investors, businesses, and institutional partners engaging with the state of Tamil Nadu for investment and expansion opportunities. These entities are considered its clients or beneficiaries, as they directly utilize the services offered by Guidance.

2.7.1 Domestic and International Investors

These include both Indian enterprises and multinational corporations that seek to establish or expand their presence in Tamil Nadu.

Examples:

- Pegatron (Taiwan) – Supplier for Apple; invested in mobile phone manufacturing in Chengalpattu.
- Ola Electric (India) – Established a large EV two-wheeler manufacturing plant.
- TVS Motor Company – Expanded its manufacturing and R&D capabilities in the state.
- Daimler India Commercial Vehicles (Germany) – Operating a major commercial vehicle manufacturing unit near Chennai.

2.7.2 Multinational Corporations (MNCs)

Global companies that partner with Guidance to navigate regulations, policy incentives, and site selection.

Examples:

- Foxconn (Taiwan) – Investing in electronics manufacturing; major expansion projects.
- Saint-Gobain (France) – Operating one of its largest glass manufacturing facilities in Tamil Nadu.
- Samsung (South Korea) – Ongoing operations in electronics and components.
- Hyundai Motors (South Korea) – Long-standing presence; further expansion supported by Guidance.

2.7.3 Industrial Associations and Chambers

Guidance Tamil Nadu collaborates with these bodies for industry consultations, policy feedback, and joint events.

Partners:

- Confederation of Indian Industry (CII)
- Federation of Indian Chambers of Commerce & Industry (FICCI)
- Tamil Nadu Industrial Development Corporation (TIDCO)
- Southern India Chamber of Commerce and Industry (SICCI)

2.7.4 Government Departments

Various Tamil Nadu departments and public agencies utilize Guidance's research, policy recommendations, and investor coordination capabilities.

Examples:

- Department of MSME
- Tamil Nadu Startup and Innovation Mission (StartupTN)
- Tamil Nadu Industrial Guidance and Export Promotion Bureau

2.7.5 Startups and Innovation-led Enterprises

Early-stage companies rely on Guidance for support related to incentives, policy clarity, and site access.

Examples:

- Ather Energy – Received support during site selection and project execution for their EV facility.
- Zoho Corporation – Collaborates in tech-driven regional development initiatives.

2.7.6 Infrastructure and Logistics Partners

Guidance works with entities developing industrial infrastructure across the state.

Examples:

- SIPCOT (State Industries Promotion Corporation of Tamil Nadu) – For industrial park development.
- TIDEL Park Ltd. – For IT and innovation infrastructure.

Guidance Tamil Nadu's clients are diverse in scale and sector, but unified by their goal of investing in the state's robust industrial and economic environment. The agency's role is to ensure that these clients experience a seamless, transparent, and growth-oriented journey from entry to expansion.

2.8 FUNCTIONAL DEPARTMENTS

Guidance Tamil Nadu is structured into specialized functional departments designed to manage the core responsibilities of investment promotion, policy support, project facilitation, and stakeholder engagement. Each department plays a critical role in achieving the agency's mandate of making Tamil Nadu a globally competitive investment destination.

2.8.1 Investment Promotion

The Investment Promotion division is the primary engine driving investor engagement and capital inflow into Tamil Nadu. It is responsible for identifying and pursuing high-potential investment leads across a diverse set of industries and geographies. The team actively engages with both domestic and international investors, presents Tamil Nadu's value proposition, and facilitates entry by providing data, policy support, and direct coordination with government bodies.

A distinguishing feature of this department is its focus on priority sectors, which are aligned with Tamil Nadu's industrial strategy and future growth outlook. The sectors currently targeted by the Investment Promotion team include:

- Automobile, Auto Components & Electric Vehicles (EV)
- Electronics & Semiconductors
- Textile, Apparel & Technical Textiles
- Information Technology (IT) & IT-enabled Services (ITeS)
- Renewable Energy
- Global Capability Centres (GCC) and Research & Development (R&D)
- Aerospace & Defence
- Fast-Moving Consumer Goods (FMCG), Agro & Food Processing
- Leather & Footwear
- Engineering & Capital Goods
- Industrial Parks & Infrastructure Development
- Lifesciences & Biotechnology
- Banking & Financial Services

- Chemicals & Petrochemicals
- Tourism & Hospitality

To enhance outreach and specialization, the Investment Promotion division also manages country-specific desks, including Japan, South Korea, USA, and Germany, among others. These desks focus on building strategic relationships, addressing market-specific investor needs, and tailoring policy dialogues. The team participates in global investment summits, roadshows, and sector-specific expos to actively market Tamil Nadu as a top-tier investment destination.

Through this sectoral and geographic targeting approach, the Investment Promotion team plays a vital role in ensuring a steady pipeline of quality investments and supporting Tamil Nadu's transformation into a diversified and resilient economic powerhouse.

2.8.2 Projects Excellence Division

This division is responsible for handholding investors throughout the lifecycle of their projects—from planning to commissioning. It facilitates on-ground execution, resolves bottlenecks, and works closely with relevant government departments to ensure seamless implementation. By proactively enabling timely approvals and site-level coordination, the division ensures investor confidence and project success in Tamil Nadu.

2.8.3 Ease of Doing Business (EoDB)

Focused on regulatory reform and investor support, this department manages platforms such as the Single Window Portal and Biz Buddy, offering streamlined clearance mechanisms and grievance redressal. The team works with line departments to implement reforms that simplify procedures, reduce delays, and improve Tamil Nadu's national and global competitiveness.

2.8.4 Business Intelligence Unit

The Business Intelligence Unit provides critical analytical support by monitoring sectoral trends, economic indicators, and investment data. It helps identify emerging opportunities, supports evidence-based policymaking, and informs investor outreach strategies. Through data repositories and performance dashboards, the unit enhances transparency and strategic decision-making within the organization.

2.8.5 External Engagement

This department builds Tamil Nadu's global image as an investment destination through international engagement, roadshows, and partnerships. It coordinates with Indian missions abroad, foreign embassies in India, multilateral institutions, and trade promotion agencies to facilitate strategic alliances, cross-border investments, and high-level investor interactions.

2.8.6 Policy Department

The Policy team is responsible for the formulation, review, and implementation of industrial and sector-specific policies. It works collaboratively with various government departments to ensure policies remain aligned with global best practices, industrial needs, and emerging investment trends. The department also supports policy advocacy and reforms to promote a business-enabling environment.

2.8.7 Regional Outreach

Serving as a field-level interface, this team engages directly with investors, industry bodies, and local stakeholders across Tamil Nadu's districts. It provides localized support, addresses on-ground challenges, and leverages platforms like Biz Buddy to ensure that regional and rural investment issues are promptly resolved.

2.8.8 Media & Communication

This team manages the organization's branding, strategic communications, and promotional content. Through media campaigns, digital outreach, and high-quality marketing collateral, the department ensures Tamil Nadu is positioned as a top-tier investment hub. It also plays a key role in investor event coordination and stakeholder messaging.

The departmental organization of Guidance Tamil Nadu reflects its holistic, end-to-end approach to investment facilitation—from promotion and policy to project execution and aftercare. Each department functions with operational autonomy while collaborating closely to deliver seamless investor experiences and drive the state's economic vision forward.

2.9 INNOVATIVE MANAGEMENT PRACTICES

Guidance Tamil Nadu exemplifies a forward-thinking and reform-oriented approach to public sector management. Its operations are shaped by innovative practices that merge private-sector agility with public-sector accountability, helping to redefine how government agencies interact with businesses and investors. These practices position Guidance as a modern investment facilitation body, responsive to evolving industrial trends and investor needs.

2.9.1 Data-Driven Decision Making

The agency emphasizes the use of real-time data analytics and performance tracking to guide its strategies. Through its Business Intelligence Unit, Guidance monitors economic trends, sector performance, investor behavior, and project timelines. These insights enable targeted outreach, efficient resource allocation, and continuous process optimization.

2.9.2 Single Window and Biz Buddy Platforms

Guidance has played a critical role in the design and deployment of digital governance platforms, most notably the Single Window Portal for business approvals and the Biz Buddy platform for investor grievance redressal. These tools allow investors to engage with the government in a paperless, time-bound, and transparent manner — significantly improving the ease of doing business.

2.9.3 Country-Specific Desks and Sector Focus Cells

To ensure focused engagement, Guidance has established dedicated desks for key investor nations (such as Japan, South Korea, USA) and sector-specific teams for areas like EVs, semiconductors, textiles, and aerospace. These specialized units tailor communications, policies, and support services to meet the unique expectations of each market.

2.9.4 Cross-Sectoral Coordination and Embedded Facilitation

Guidance operates as a cross-cutting body that coordinates with over 20 state and central departments, ensuring synchronized delivery of investor services. It deploys a "handholding" model, wherein field-level officers and project managers work closely with investors from MoU signing to commercial launch.

2.9.5 Policy Innovation and Investor Feedback Loops

Policy development at Guidance is collaborative and iterative. Regular investor roundtables, consultations with industry associations, and policy hackathons ensure that industrial policies are grounded in real-world needs. Feedback mechanisms are institutionalized, allowing investors to suggest reforms and share operational challenges.

2.9.6 Public-Private Collaboration Models

The organization frequently engages consultants, subject-matter experts, and industry specialists to supplement internal capabilities. This hybrid staffing model introduces private-sector efficiency and domain expertise into public investment management, without compromising on public accountability.

2.9.7 ESG and Future-Ready Investment Practices

Recognizing the importance of sustainability, Guidance integrates Environmental, Social, and Governance (ESG) frameworks into its project evaluation and sector promotion strategies. It encourages industries to adopt green infrastructure, energy-efficient practices, and circular economy models, aligning with global best practices and Tamil Nadu's climate commitments.

2.9.8 Transparent Performance Monitoring

A robust project tracking dashboard enables internal teams and state leadership to monitor the status of investment projects in real time. This ensures accountability, accelerates issue resolution, and builds investor trust in government processes.

Guidance Tamil Nadu's innovative management practices have transformed it into a high-performing public agency that rivals private-sector investment promotion boards. Through a blend of digital tools, policy innovation, and stakeholder engagement, the agency continuously evolves to support Tamil Nadu’s vision of inclusive, sustainable, and technology-led industrial growth.

2.10 SWOT ANALYSIS

The SWOT analysis of Guidance Tamil Nadu provides an in-depth examination of the internal and external factors influencing its strategic operations. As a nodal agency for investment promotion and facilitation, the organization is well-positioned to leverage its institutional strengths, but must remain agile in addressing both systemic challenges and emerging global shifts.

2.10.1 STRENGTH

Institutional Backing and Policy Influence

- Being part of the Department of Industries, Investment Promotion & Commerce gives Guidance Tamil Nadu strong policy leverage and high-level access across departments.
- It contributes directly to industrial policy development, which allows it to shape the ecosystem it operates within.

Advanced Digital Facilitation Tools

- Guidance operates two nationally recognized platforms: The Single Window Portal for streamlined business approvals and Biz Buddy for real-time investor grievance redressal.
- These platforms provide end-to-end digital transparency and tracking, enhancing investor confidence and reducing bureaucratic delays.

Specialized Sectoral and Geographic Focus

- Guidance has established country-specific desks (e.g., Japan, USA, South Korea) and sector-focused teams in critical industries such as EVs, semiconductors, renewable energy, aerospace, and textiles.
- This structure enables nuanced engagement strategies and customized facilitation for diverse investor profiles.

Lean, High-Impact Organizational Structure

- With a team comprising IAS officers, economists, engineers, and industry experts, Guidance operates with administrative agility and technical depth.
- Its hybrid public-private staffing model brings together governance credibility and professional execution.

Successful Investment Track Record

- Has facilitated high-value investments from major global corporations like Foxconn, Hyundai, Pegatron, Saint-Gobain, and Ola Electric, which strengthens its international brand.

Collaborative Industrial Ecosystem

- Works closely with agencies such as SIPCOT, TIDCO, TANSIDCO, and StartupTN, allowing for integrated project execution, infrastructure development, and innovation support.

2.10.2 WEEKNESS

Uneven Regional Penetration

- While highly active in metropolitan and industrial clusters (e.g., Chennai, Coimbatore, Hosur), there is limited facilitation presence in Tier-2 and Tier-3 districts.
- Lack of regional offices can delay localized support and affect balanced development.

Dependency on Multi-Agency Approvals

- Many investor services require coordination with other departments (environment, urban development, revenue, electricity), over which Guidance has limited control.
- Delays or misalignment in inter-departmental processes may negatively affect investor timelines.

Limited Operational Autonomy

- Although strategic, Guidance is not a statutory body with independent decision-making powers, which sometimes hinders rapid policy responses.
- Resource Constraints Amid Growing Mandate
- As investor volumes and sectoral complexity increase, the current workforce may face bandwidth limitations, especially during large-scale investment summits or sudden regulatory shifts.

Reliance on External Consultants

- While the hybrid model provides flexibility, it can also lead to knowledge loss due to turnover and a lack of long-term institutional memory among contractual staff.

2.10.3 OPPORTUNITIES

Global Supply Chain Reconfiguration

- Multinational companies are looking to de-risk from over-dependence on specific countries. India and specifically Tamil Nadu can attract China+1 and Europe+India strategies.
- Tamil Nadu's port infrastructure and skilled workforce offer a strong comparative advantage.

Emerging and Sunrise Sectors

- Guidance can tap into high-potential sectors such as:
- Semiconductors & Electronics Design
- Green Hydrogen and Clean Tech
- Digital Health and Lifesciences
- Aerospace and Advanced Defence Manufacturing
- Global Capability Centers (GCCs) and AI/Analytics Hubs

Decentralized Growth Push

- The state's emphasis on district-level industrial hubs and corridor development (e.g., CKIC, Southern Economic Corridor) provides an opportunity to extend Guidance's services to regional centers.
- This opens the door to inclusive growth, balanced job creation, and MSME integration.

ESG Investment Trends and Green Finance

- Tamil Nadu's leadership in renewable energy aligns with global capital flow trends favoring ESG-compliant and net-zero industries.
- Guidance can attract green bonds, carbon-offset manufacturing, and circular economy investors by developing customized support frameworks.

Digital Government & AI Integration

- Leveraging AI, GIS, and real-time dashboards can improve project tracking, automate risk alerts, and personalize investor facilitation experiences.

- These enhancements can position Guidance as a model for future-ready investment facilitation globally.

2.10.4 THREAT

Intensified Inter-State and Global Competition

- States like Karnataka, Maharashtra, Gujarat, and Uttar Pradesh are actively competing for similar investments with aggressive incentive schemes.
- Globally, countries like Vietnam, Indonesia, and Mexico offer compelling alternatives for manufacturing investors.

Geopolitical and Economic Volatility

- Events such as the Russia-Ukraine war, China-US trade tensions, and global inflation have led to cautious capital allocation and deferred investment cycles.

Regulatory Complexity and Perception

- Despite reforms, India is still viewed as a regulatorily complex country by some foreign investors.
- Labour laws, land acquisition procedures, and compliance overheads may act as deterrents.

Infrastructure Gaps and Execution Delays

- In certain districts, the lack of last-mile infrastructure (power, water, logistics connectivity) may delay project implementation.
- Rising land costs in high-demand regions can also reduce investor interest.

Disruption by Emerging Technologies

- Rapid automation, shifts in global demand, and emerging business models (e.g., Industry 5.0, Web3) may render existing policy frameworks or sectoral priorities outdated without timely revision.

Guidance Tamil Nadu is uniquely positioned with institutional credibility, digital facilitation tools, and sectoral depth. However, as it expands its mandate and faces global and national competition, it must invest in institutional capacity, regional penetration, and adaptive policy frameworks to sustain its leadership. By leveraging its strengths and opportunities—and proactively addressing its structural constraints—it can shape Tamil Nadu's future as a globally competitive, sustainable, and innovation-led investment destination.

2.11 HOW TO MOVE FORWARD

Enhance Sector-Specific Engagement:

- Institutionalize quarterly sector meets with industry leaders (EV, electronics, textiles, aerospace).
- Develop investment roadmaps for each priority sector with goals, KPIs, and timelines.
- Publish investor handbooks tailored to each sector with procedures, policies, incentives, and infrastructure data.

Maximize Single Window Portal & Biz Buddy Usage:

- Integrate all 100+ approvals and services under one interface with seamless backend processing.
- Add real-time investor support chat, document auto-validation, and progress tracking.
- Use dashboards to publish public data on average approval times and resolution rates.

Replicate Country Desk Model for Other Economies:

- Expand to include dedicated desks for the UK, UAE, Singapore, and Germany.
- Localize investor support tools (translated brochures, multilingual support, sector briefs).
- Engage embassies and Indian diaspora in investor targeting campaigns.

Promote Success Stories Strategically:

- Showcase successful investments like Foxconn, Hyundai, Ola Electric in national and international media.
- Conduct site visits with potential investors to demonstrate facilitation efficiency.

Establish Regional Investment Outreach Offices:

- Open satellite offices in underserved districts (e.g., Tirunelveli, Karur, Thanjavur).
- Appoint District Investment Officers (DIOs) to coordinate locally with SIPCOT and industry bodies.
- Organize biannual investor grievance redressal camps in each region.

Build Internal Capacity and Continuity:

- Introduce performance-based hiring and retain full-time analysts for continuity.
- Develop an institutional knowledge bank with archived cases, approval precedents, and sector research.

Streamline Interdepartmental Coordination:

- Form a "Clearance Cell" within Guidance to escalate and resolve cross-departmental issues.
- Host monthly clearance review meetings with nodal officers from key departments (Pollution Control Board, Revenue, Labour).

Strengthen Monitoring Systems:

- Use AI-powered tracking for MoU implementation and alert system for project delays.
- Publish real-time implementation status dashboards accessible to investors.

Accelerate Green Investment Initiatives:

- Establish ESG-compliant industrial zones with green certification and fiscal incentives.
- Launch Tamil Nadu Green Investment Mission in collaboration with IFC, ADB, and NDB.
- Provide interest subvention and tax incentives for companies achieving net-zero operations.

Target New Global Value Chains (GVCs):

- Focus on attracting relocation from China+1 regions, especially in electronics, pharmaceuticals, and chemicals.
- Launch India-EU and India-ASEAN investor packages to leverage FTAs and diplomatic momentum.

Develop Smart Investment Corridors:

- Prioritize development of CKIC (Chennai–Kanyakumari Industrial Corridor) with plug-and-play infrastructure.
- Use public-private models to attract investment in logistics, industrial townships, and tech clusters.

Institutionalize Policy Research & Feedback:

- Create a Policy Innovation Unit within Guidance to pilot new reforms, simulate investor journeys, and issue white papers.
- Host annual Tamil Nadu Investment Policy Forum to consult stakeholders and release sectoral policy updates.

Promote R&D and Innovation-Led Growth:

- Provide capital subsidies for companies establishing R&D labs in Tamil Nadu.
- Partner with IIT Madras, Anna University, and international research institutions to build innovation zones.

Combat Investment Competition Proactively:

- Benchmark Guidance Tamil Nadu's investor services, timelines, and incentives against top-performing states and countries quarterly.
- Develop a Tamil Nadu Competitive Index to measure and publicize strengths.

Strengthen Crisis Preparedness:

- Create a Business Resilience Desk to assist investors during geopolitical/economic disruptions.
- Maintain a contingency response strategy for disruptions in logistics, energy, and global finance.

Address Infrastructure Gaps:

- Work with SIPCOT to create a last-mile development program for underutilized industrial parks.
- Fast-track utilities, roads, and housing near emerging clusters (e.g., Hosur, Ramanathapuram, Trichy).

Expand Skilled Workforce Availability:

- Collaborate with Tamil Nadu Skill Development Corporation (TNSDC) and NSDC to roll out sectoral skill training.
- Offer industrial internships and apprenticeships linked to MoU projects, especially in EV, aerospace, and biotech.

Continuously Modernize Regulatory Frameworks:

- Conduct biannual investor audits to assess regulatory burden and areas for simplification.
- Push for legislative reforms allowing single-window clearances with deemed approval mechanisms and real-time status updates.

2.12 OBSERVATIONS

Through an in-depth study of Guidance Tamil Nadu's organizational structure, functional departments, operational strategies, and external positioning, the following key observations emerge. These reflect the agency's current strengths, performance patterns, and areas for enhancement.

Guidance Tamil Nadu Operates as a Modern Investment Promotion Agency

Guidance Tamil Nadu reflects the characteristics of a 21st-century investment promotion agency (IPA). Unlike traditional bureaucratic institutions, it is structured to be agile, investor-facing, and sector-responsive, combining public-sector authority with private-sector efficiency.

Strong Strategic Alignment with Tamil Nadu's Development Vision

The organization's goals are closely aligned with the state government's industrial policy and economic vision, particularly the ambition of becoming a $1 trillion economy by 2030. This alignment ensures that Guidance plays both a tactical and strategic role in shaping Tamil Nadu's investment future.

Organizational Structure Supports Specialization and Focus

The presence of clearly defined functional divisions (Investment Promotion, Ease of Doing Business, Business Intelligence, External Engagement, Policy, etc.) enables specialization. The country desks and sectoral focus teams enhance targeted outreach, which is uncommon among most subnational IPAs in India.

Strong Digital Maturity and Service Delivery Platforms

Guidance Tamil Nadu has successfully digitized several investor services through the Single Window Portal and Biz Buddy grievance redressal platform. These systems are efficient, transparent, and scalable, placing

Tamil Nadu ahead of many other Indian states in ease of doing business metrics.

High Investor Satisfaction and Repeat Engagement

The organization has a credible track record in attracting high-value investments from firms like Pegatron, Ola Electric, Hyundai, Saint-Gobain, and Foxconn. Repeat investments and expansions by existing investors indicate a high level of satisfaction with the agency's facilitation model.

Effective Use of Data and Business Intelligence

The Business Intelligence Unit plays a crucial role in using data to support decision-making. By tracking sectoral trends, investment flows, and project implementation, the unit supports evidence-based policymaking and targeted investor engagement.

Increasing Focus on Sustainability and ESG Standards

Guidance Tamil Nadu is one of the few state IPAs integrating Environmental, Social, and Governance (ESG) goals into its industrial development strategy. This reflects the agency's responsiveness to global investment shifts toward green and responsible capital.

Regional Imbalances in Outreach

While Guidance has been effective in metro and industrial zones (e.g., Chennai, Coimbatore, Hosur), it still has limited on-ground presence in emerging districts. This restricts the agency's ability to facilitate regional economic inclusion and balanced industrial growth.

Dependency on External Departments for Project Execution

Despite having internal efficiency, the agency's performance is sometimes constrained by its dependency on external departments for approvals, utilities, and land clearance. Coordination challenges with these bodies can delay project execution.

Need for Greater Institutional Autonomy and Scaling

Given the increasing volume and complexity of investments, there is a need for greater institutional autonomy, financial flexibility, and expanded workforce capacity. The current lean team may face constraints in managing investor expectations, especially during large-scale outreach or policy transitions.

Adaptive and Forward-Thinking Strategic Planning

Guidance Tamil Nadu demonstrates a proactive approach to future planning, focusing on high-growth sectors (semiconductors, EVs, renewables, GCCs), sustainability, regional integration, and international outreach. Its future strategy is clearly aligned with global trends and Tamil Nadu's economic goals.

Policy Feedback and Institutional Learning are Embedded

The agency maintains open feedback loops through investor consultations, roundtables, and data-driven monitoring. This supports continuous improvement in policy and service delivery, distinguishing it from more static or hierarchical public institutions.

SECTION II

PROBLEM CENTERED STUDY OF THE ORGANIZATION

CHAPTER 1
PROBLEM FORMULATION

1.1 TITLE OF THE STUDY

"Evaluating the Effectiveness of the Single Window Portal for Industrial Approvals in Tamil Nadu."

1.2 BACKGROUND OF THE STUDY

Tamil Nadu has emerged as one of India's most industrially advanced states, consistently attracting significant domestic and foreign direct investment across sectors like manufacturing, electronics, electric mobility, renewable energy, and textiles. To further enhance its economic competitiveness and improve the Ease of Doing Business (EoDB), the Government of Tamil Nadu has implemented several institutional and policy-level reforms. A key digital initiative in this journey is the Single Window Portal (SWP), developed and managed by Guidance Tamil Nadu, the state's nodal agency for investment promotion. The portal is designed to provide a streamlined, transparent, and integrated online system for obtaining multiple industrial approvals across various departments.

While the portal represents a progressive step toward digital governance and investor facilitation, its real-world effectiveness warrants critical examination. Despite process digitization, many investors report challenges such as delays in approvals, poor inter-departmental coordination, limited visibility into application status, and inconsistent help desk support. These friction points can diminish investor confidence and delay project implementation especially in a climate where states are actively competing to attract high-value investments. Understanding the portal's usability and performance from the end-user perspective is therefore essential for identifying operational inefficiencies and guiding future improvements.

This study aims to assess the effectiveness of the Single Window Portal by collecting primary data from companies that used the portal in 2024, 2023, 2022, and earlier. By evaluating investor experiences across parameters such as portal usability, approval timelines, departmental interactions, and support services, the research intends to uncover key problem areas and recommend actionable reforms. The findings will not only help enhance the portal's performance but also support Tamil Nadu's broader Vision 2030 goals where digital governance, economic inclusivity, and investor-centric systems play a central role in driving sustainable growth.

1.3 STATEMENT OF THE PROBLEM

The Single Window Portal (SWP) was launched by the Government of Tamil Nadu to streamline industrial approvals and improve investor experience. However, challenges such as procedural delays, lack of real-time updates, poor departmental coordination, and limited help desk support continue to hinder its effectiveness. This study examines the portal's performance based on feedback from companies that used it in 2024, 2023, 2022, and earlier, with the aim of identifying operational gaps and proposing actionable reforms to enhance its efficiency and investor satisfaction.

1.4 RELEVANCE OF THE STUDY

This study is relevant as it evaluates the actual performance of Tamil Nadu's Single Window Portal from the perspective of its users. By identifying delays, coordination issues, and user experience gaps, the findings can help improve the portal's effectiveness. The study supports the state's broader goal of enhancing ease of doing business and building a more investor-friendly, digitally driven approval system in line with Tamil Nadu's Vision 2030.

CHAPTER 2

RESEARCH PROCESS

2.1 OBJECTIVES OF THE STUDY

1. To evaluate the usability and navigation experience of the Single Window Portal as perceived by its users.
2. To assess the time taken for approvals and identify delays or inefficiencies in the clearance process.
3. To rate the effectiveness of help desk support based on user experience and satisfaction.

2.2 SCOPE OF THE STUDY

This study focuses on assessing the performance of Tamil Nadu's Single Window Portal for industrial approvals, with particular emphasis on three key aspects: the usability and navigation experience of the portal, the time taken for obtaining approvals, and the effectiveness of help desk support. The analysis is based on feedback from companies that used the portal during the years 2022 to 2024. The study is limited to capturing user perspectives and does not include technical evaluations or internal departmental processes.

2.3 RESEARCH DESIGN

This study adopts a descriptive research design to assess user experiences with Tamil Nadu's Single Window Portal from 2022 to 2024. Primary data was collected using a structured questionnaire distributed via Google Forms to companies of various sizes and sectors. The focus is on evaluating portal usability, approval timelines, and help desk support. Data is analyzed using simple statistical methods to identify key trends and user concerns.

2.4 METHODS OF DATA COLLECTION

This study relies on primary data collection as the main method. Data was gathered directly from respondents through a structured questionnaire administered via Google Forms. The target participants were companies that used the Single Window Portal between 2022 and 2024. The questionnaire included both closed-ended and open-ended questions to capture insights on portal usability, approval timelines, and help desk support.

2.5 SAMPLING AND SAMPLE SIZE

The study adopts a purposive sampling method, targeting companies that have used the Single Window Portal for industrial approvals in Tamil Nadu during the years 2022 to 2024. This includes MSMEs, large, mega, and ultramega enterprises across various sectors. A total of 22 valid responses were collected through the structured questionnaire. The sample was chosen based on relevance to the study's objectives, ensuring that only actual users of the portal were included.

CHAPTER 3

DATA ANALYSIS AND INTERPRETATIONS

3.1 TYPE OF COMPANY

Table 3.1 Type of Company

Source: Primary Data

Type of company	Frequency	Percentage
Foreign (International)	14	63.6%
Indian (Domestic)	8	36.4%
Joint Venture	0	0.0%

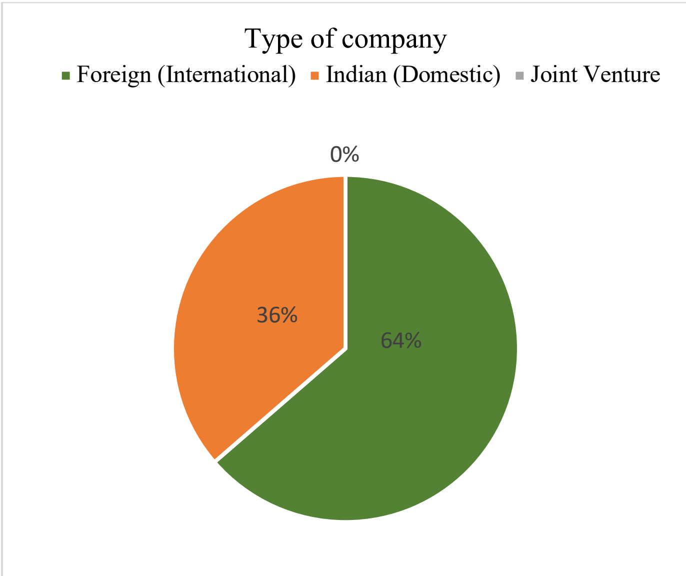

Fig 3.1 Type of Company

Source: Primary Data

Based on the data provided, the Single Window Portal seems to be primarily utilized by foreign (international) companies, accounting for 63.6% of the responses, while Indian (domestic) companies make up 36.4%. This indicates that the portal is particularly attractive to global investors, potentially reflecting its effectiveness in facilitating international business expansion in Tamil Nadu. Interestingly, no joint ventures were reported among the respondents, suggesting that either joint ventures are not engaging with the portal or they are categorized under other company types. This distribution highlights an opportunity for the state to improve its outreach to domestic companies, potentially increasing local participation and engagement with the portal. Further investigation may be required to understand why joint ventures are not represented and whether targeted measures could address this gap.

3.2 COMPANY CATEGORY (AS PER INVESTMENT SIZE/EMPLOYMENT)

Table 3.2 Company Category

Source: Primary Data

Company Category (as per investment size/employment)	Frequency	Percentage
MSME	4	18.2%
Large	18	81.8%
Mega	0	0.0%
Ultra-Mega	0	0.0%

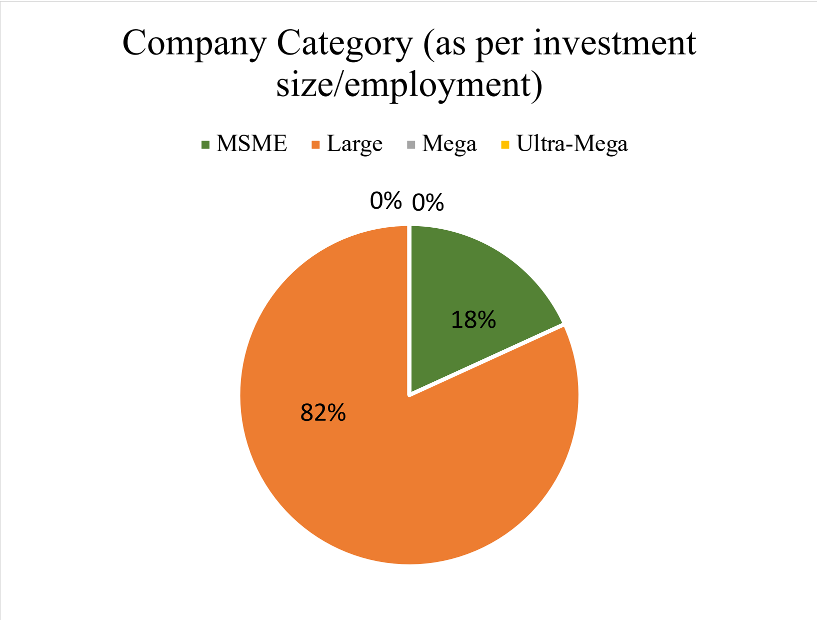

Fig 3.2 Company Category

Source: Primary Data

Based on the responses from the 22 companies, it is clear that the Single Window Portal is predominantly used by Large enterprises, which make up 81.8% of the respondents. This suggests that the portal is more effective in serving larger businesses, potentially catering well to their need for streamlined approval processes. In contrast, MSMEs represent a smaller proportion, with 18.2% of the respondents, indicating that smaller businesses are utilizing the portal to a lesser extent. Notably, there were no responses from Mega or Ultra Mega companies, which could suggest that these larger enterprises are either not using the portal or are relying on different channels for approvals. Overall, while the portal seems to be serving large enterprises well, there is an opportunity to improve its engagement with MSMEs and Mega or Ultra Mega companies to ensure it caters to a broader spectrum of businesses.

3.3 SECTOR OF OPERATION

Table 3.3 Sector of Operation

Source: Primary Data

Sector of Operation	**Frequency**	**Percentage**
Manufacturing	19	86%
IT/ITES	1	5%
Renewable Energy	0	0%
EV/Automobile	2	9%
Aerospace/Defence	0	0%

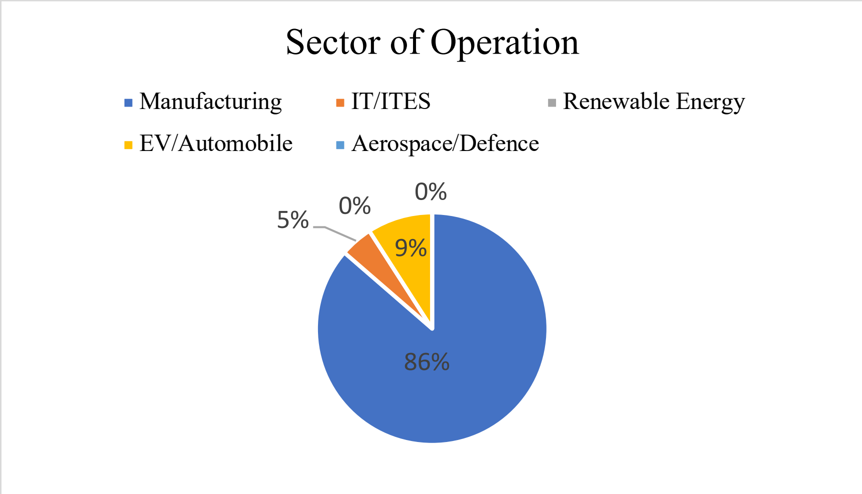

Fig 3.3 Sector of Operation

Source: Primary Data

The Single Window Portal is predominantly used by businesses in the Manufacturing sector, which accounts for 86% of the respondents. This indicates that the portal is particularly effective for manufacturing companies, a key sector for industrial growth in Tamil Nadu. IT/ITES companies represent a smaller portion, with just 5%, suggesting that the portal is less utilized by tech-driven businesses. Additionally, there were no responses from companies in the Renewable Energy and Aerospace/Defence sectors, indicating a potential gap in engagement from these industries. The EV/Automobile sector makes up 9%, showing some representation but still relatively low. Overall, while the portal serves the Manufacturing sector well, there is an opportunity to increase engagement with emerging industries like Renewable Energy and Aerospace/Defence, ensuring the portal meets the needs of a broader range of sectors.

3.4 YEAR OF APPLICATION VIA SINGLE WINDOW PORTAL

Table 3.4 Year of Application

Source: Primary Data

Year of Application	Frequency	Percentage
2024	1	5%
2023	12	55%
2022	8	36%
Before 2022	1	5%

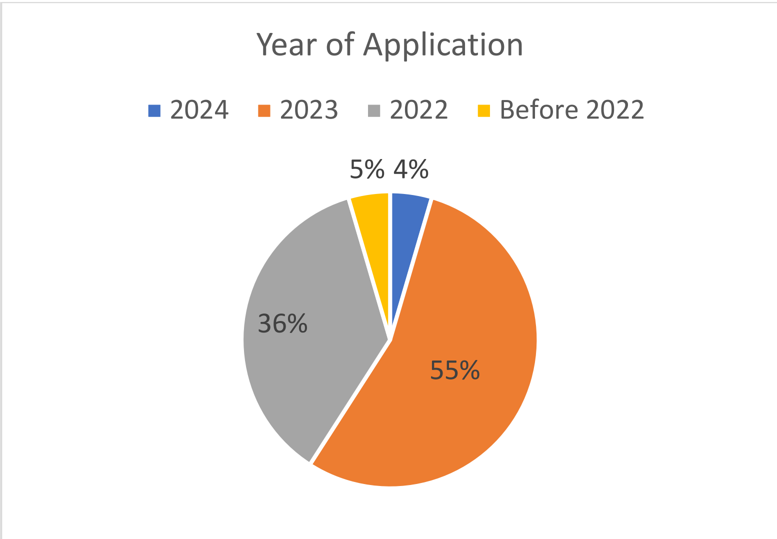

Fig 3.4 Year of Application

Source: Primary Data

The data on the Year of Application reveals that 2023 was the most active year for the Single Window Portal, with 55% of the respondents applying in that year. This suggests a strong adoption of the portal in 2023, indicating that businesses increasingly relied on it during this period. 2022 also saw significant usage, with 36% of respondents applying that year, although the level of engagement was lower compared to 2023. The usage in 2024 is notably low, with only 5% of respondents applying in the current year, which could indicate either that companies are still in the process of applying or that the portal's usage has declined. Similarly, 1 out of 22 companies (5%) applied before 2022, pointing to minimal early adoption of the portal. Overall, while the portal experienced strong engagement in 2023, efforts may be needed to maintain or boost usage in subsequent years, especially as companies may not be applying as frequently in 2024.

3.5 HOW EASY WAS IT TO NAVIGATE THE SINGLE WINDOW PORTAL?

Table 3.5 Ease of use

Source: Primary Data

Ease of use	Frequency	Percentage
Very easy	10	45%
Easy	10	45%
Neutral	2	9%
Difficult	0	0%
Very Difficult	0	0%

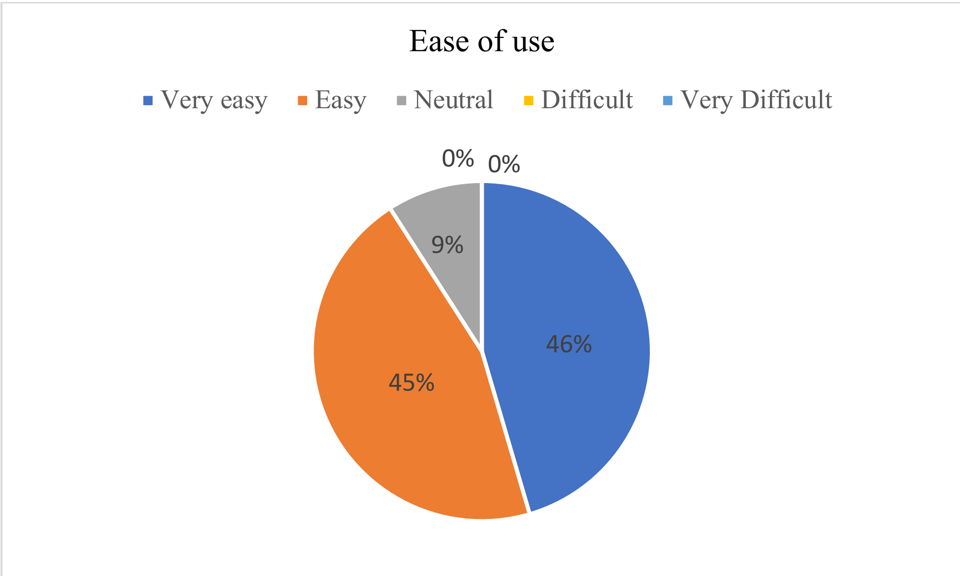

Fig 3.5 Ease of use

Source: Primary Data

The data on the ease of use of the Single Window Portal indicates that the majority of respondents found the portal either "Very easy" (45%) or

"Easy" (45%) to navigate, which collectively accounts for 90% of the responses. This suggests that the portal is generally user-friendly and accessible, with most users having a positive experience in terms of ease of use. Only 2 respondents (9%) felt neutral about the portal's usability, while no respondents reported finding the portal "Difficult" or "Very Difficult" to use. This indicates that the system is well-received in terms of user interface and navigation. Overall, the data highlights that the Single Window Portal is seen as intuitive and efficient by the majority of its users, contributing to a positive user experience.

3.6 HOW MANY DEPARTMENTS DID YOU INTERACT WITH DURING THE APPROVAL PROCESS?

Table 3.6 Department Interaction

Source: Primary Data

Department Interaction	**Frequency**	**Percentage**
1–3	2	9%
4–6	15	68%
More than 6	5	23%
Not sure	0	0%

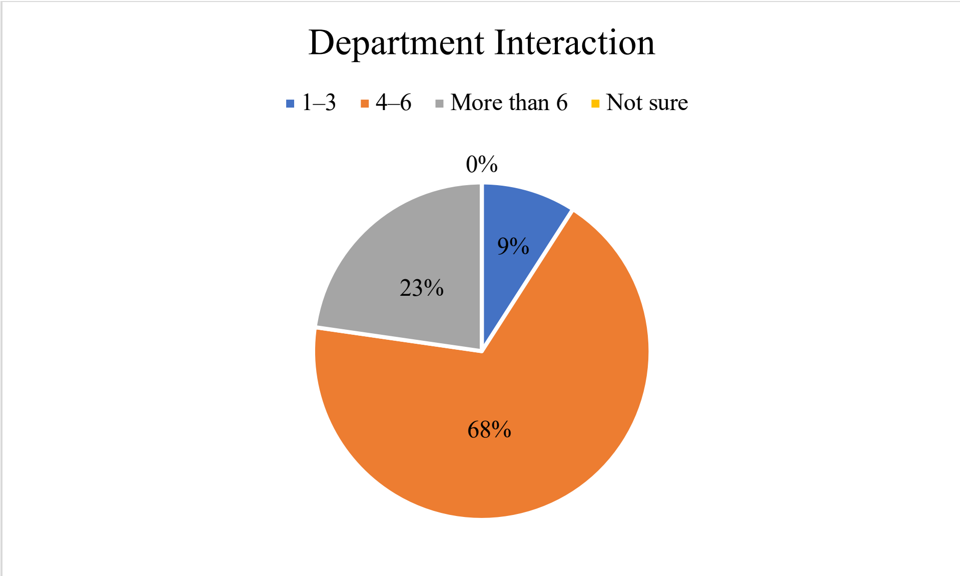

Fig 3.6 Department Interaction

Source: Primary Data

The data on Department Interaction reveals that the majority of respondents, 68%, interacted with 4 to 6 departments during the approval process, indicating that the Single Window Portal typically involves multiple government bodies, reflecting the complexity of the approval procedures for many businesses. Additionally, 23% of respondents had to engage with more than 6 departments, suggesting that some companies experience a more complicated approval process, potentially leading to delays or inefficiencies. On the other hand, only 9% of respondents interacted with 1 to 3 departments, implying that for some, the process is relatively straightforward with fewer touchpoints. The fact that no respondents reported being unsure about the number of departments they interacted with highlights a clear understanding of the approval process among users. Overall, while the portal seems to simplify interactions, the data points to a need for further streamlining, especially for those businesses dealing with multiple departments.

3.7 DID YOU FACE ANY DELAYS IN RECEIVING APPROVALS?

Table 3.7 Delay in Approvals

Source: Primary Data

Delay in Approvals	Frequency	Percentage
Yes	14	64%
No	8	36%

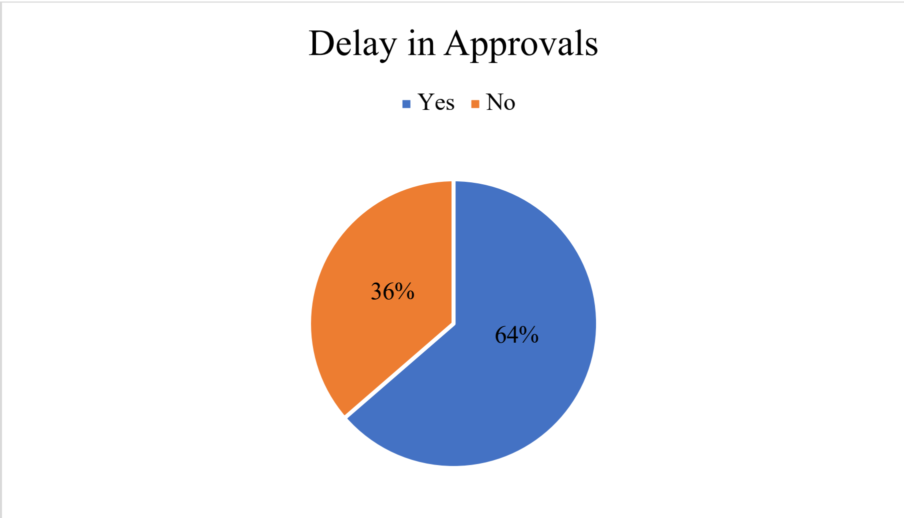

Fig 3.7 Delay in Approvals

Source: Primary Data

The data on Delay in Approvals reveals that a majority of respondents, 64%, experienced delays in receiving approvals through the Single Window Portal, indicating that delays remain a significant challenge for many users. This suggests that, despite the portal's efforts to streamline the approval process, inefficiencies or coordination issues between departments may still cause significant wait times. On the other hand, 36% of respondents did not face any delays, highlighting that for some users, the process was relatively swift. These mixed experiences suggest that while the portal works efficiently for some, there is a need for improvement in reducing delays and ensuring more consistent processing times across all users. Addressing these delays could lead to greater overall satisfaction and a more seamless approval experience for businesses.

3.8 IF YES, WHAT WAS THE PRIMARY CAUSE OF THE DELAY?

Table 3.8 Primary cause of the delay

Source: Primary Data

Primary cause of the delay	Frequency	Percentage
Inter-departmental coordination	1	9%
Lack of clarity in documentation	6	55%
Poor communication from authorities	2	18%
System/portal errors	2	18%

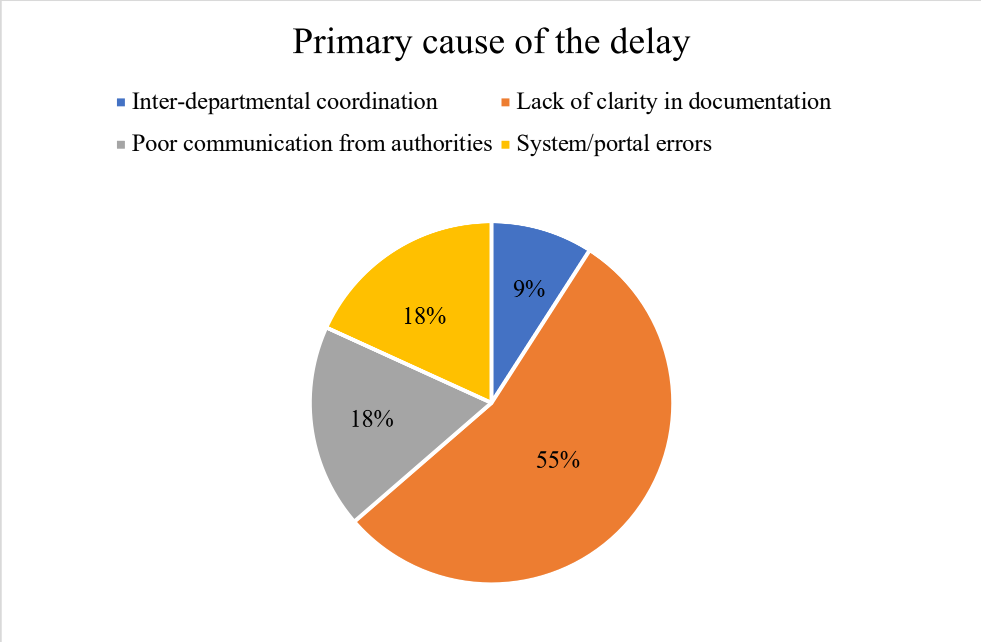

Fig 3.8 Primary Cause of the Delay

Source: Primary Data

The data on the primary cause of the delay reveals that the most common issue faced by respondents is the lack of clarity in documentation, which accounts for 55% of the responses. This suggests that many businesses encounter delays due to unclear or insufficient information required for the approval process, indicating that better guidance and clarity in documentation requirements could help reduce processing times. 9% of respondents identified inter-departmental coordination as the primary cause of delays, highlighting that communication and collaboration between different departments may need improvement to avoid bottlenecks. Additionally, 18% of respondents reported delays due to poor communication from authorities and another 18% pointed to system/portal errors. These issues further emphasize the need for enhancing both the technical functionality of the portal and the communication channels between users and authorities. Overall, the data suggests that improving documentation clarity, inter-departmental coordination, and system reliability could significantly reduce delays and improve the overall user experience.

3.9 WHAT WAS THE AVERAGE TIME TAKEN TO RECEIVE ALL REQUIRED APPROVALS?

Table 3.9 Average time taken for approval

Source: Primary Data

Average time taken for approval	Frequency	Percentage
Less than 30 days	0	0%
30–60 days	4	18%
60–90 days	14	64%
More than 90 days	4	18%

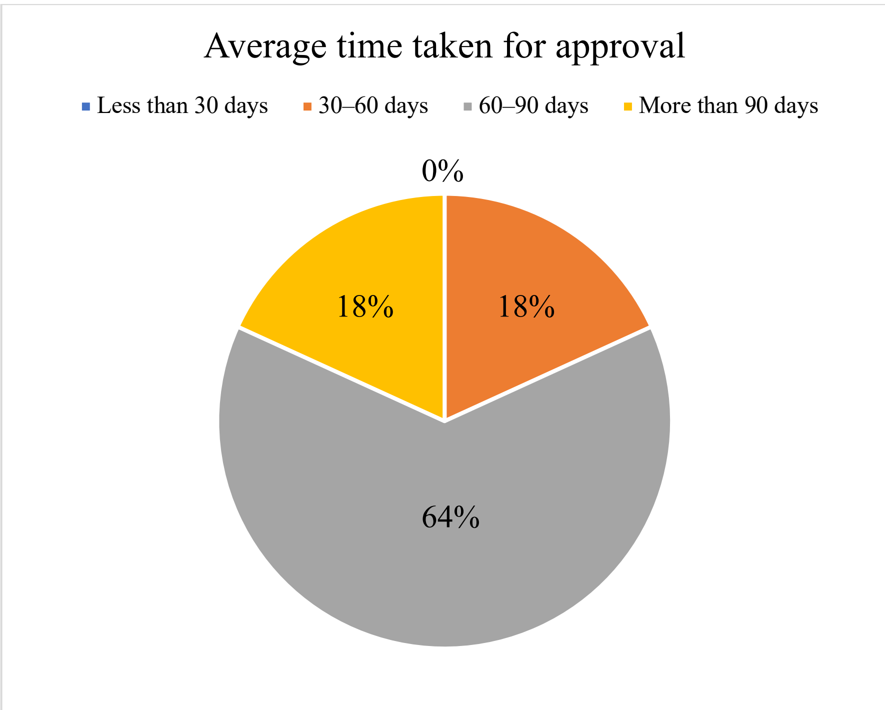

Fig 3.9 Average time taken for approval

Source: Primary Data

The data on the average time taken for approval reveals that the majority of respondents, 64%, reported that it took between 60–90 days to receive approvals through the Single Window Portal, indicating that the approval process tends to be relatively lengthy for most users. A smaller proportion, 18%, experienced approvals within 30–60 days, suggesting that some users experienced a moderately quicker process. However, 18% of respondents reported that it took more than 90 days for approval, highlighting a significant delay for a portion of the businesses. Interestingly, no respondents reported receiving approvals in less than 30 days, which suggests that the portal may be struggling to deliver quicker turnaround times for approvals. Overall, the data indicates that while some companies experience moderately timely approvals, the majority of users face delays, with a substantial number of businesses waiting over two months for clearance. This points to a need for improvement in the speed and efficiency of the approval process.

3.10 HOW WOULD YOU RATE YOUR OVERALL EXPERIENCE WITH THE PORTAL?

Table 3.10 Experience Rating

Source: Primary Data

Experience Rating	Frequency	Percentage
Very Satisfied	5	23%
Satisfied	7	32%
Neutral	7	32%
Dissatisfied	3	14%
Very Dissatisfied	0	0%

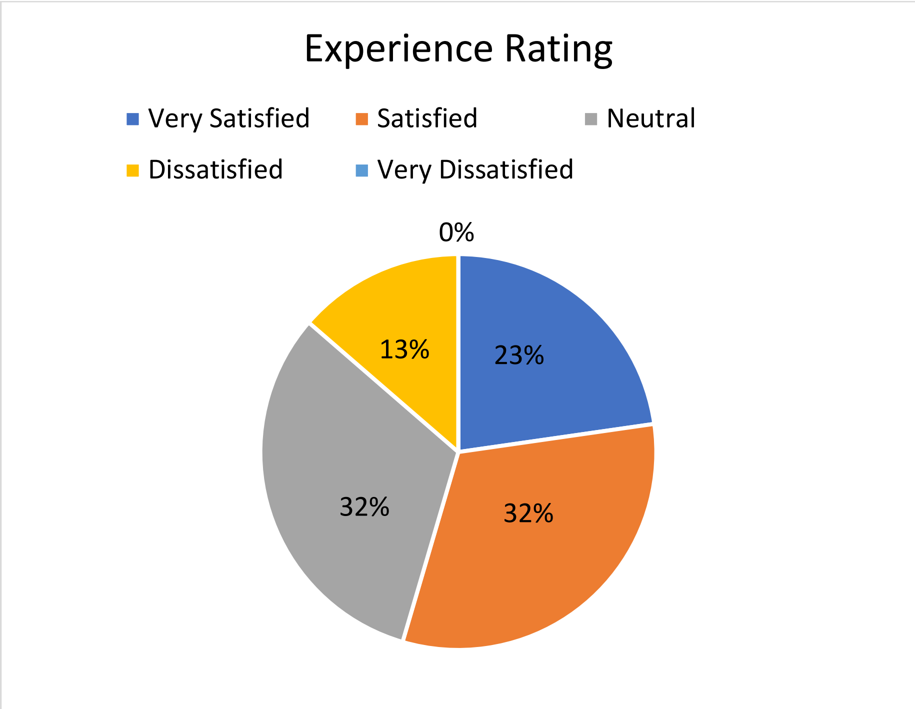

Fig 3.10 Experience Rating

Source: Primary Data

The data on Experience Rating indicates a mixed level of satisfaction with the Single Window Portal among respondents. 32% of the respondents reported being satisfied, while another 32% were neutral, reflecting a balanced distribution of opinions. 23% of respondents were very satisfied, suggesting that a portion of users had a positive experience with the portal. On the other hand, 14% of respondents were dissatisfied, indicating that there is a segment of users who faced issues or challenges with the portal. Notably, no respondents were very dissatisfied, which implies that while there are areas of dissatisfaction, the issues were not severe enough to result in complete frustration for users. Overall, the data suggests that while the portal has received a reasonable level of satisfaction, there is room for improvement, particularly in addressing the concerns of those who are neutral or dissatisfied with their experience.

3.11 DID YOU RECEIVE TIMELY UPDATES ON THE APPLICATION STATUS?

Table 3.11 Timely Updates

Source: Primary Data

Timely Updates	Frequency	Percentage
Always	9	41%
Sometimes	8	36%
Rarely	5	23%
Never	0	0%

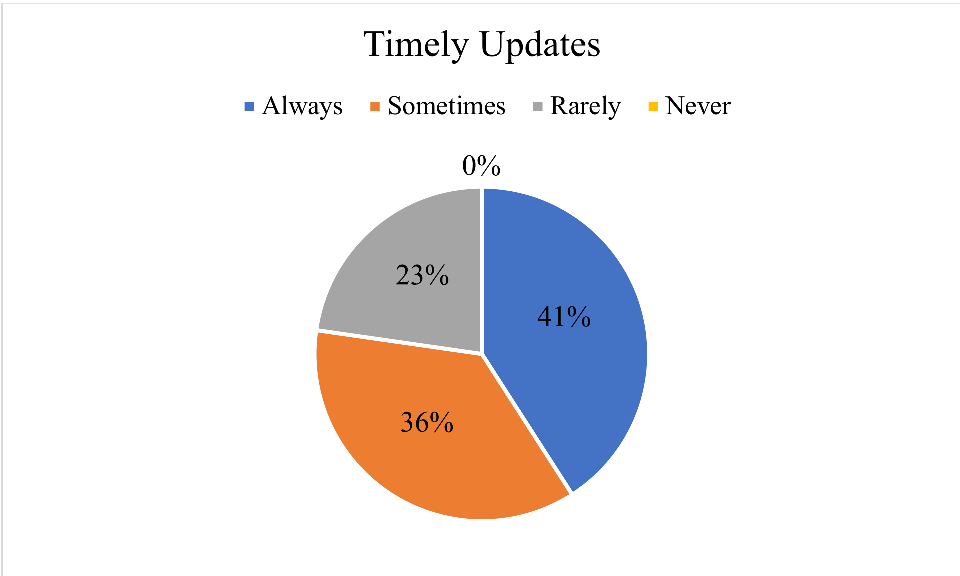

Fig 3.11 Timely Updates

Source: Primary Data

The data on Timely Updates indicates that 41% of respondents reported receiving updates always, suggesting that a significant portion of users are satisfied with the frequency and timeliness of communication regarding their application status. 36% of respondents mentioned that updates were provided sometimes, implying that there may be inconsistency in the delivery of information, leading to potential uncertainty for some users.

23% of respondents experienced updates rarely, which points to a noticeable gap in communication for this group. Importantly, no respondents reported receiving updates never, suggesting that at least some level of communication is provided, though the quality and frequency may vary. Overall, while a majority of users receive timely updates, there is still room for improvement in ensuring more consistent and frequent communication for all users.

3.12 HOW WOULD YOU RATE THE HELP DESK SUPPORT YOU RECEIVED? 1 = Very poor 5 = Excellent

Table 3.12 Help Desk Support Rating

Source: Primary Data

Help Desk Support Rating	Frequency	Percentage
1	0	0%
2	1	5%
3	4	18%
4	7	32%
5	9	41%

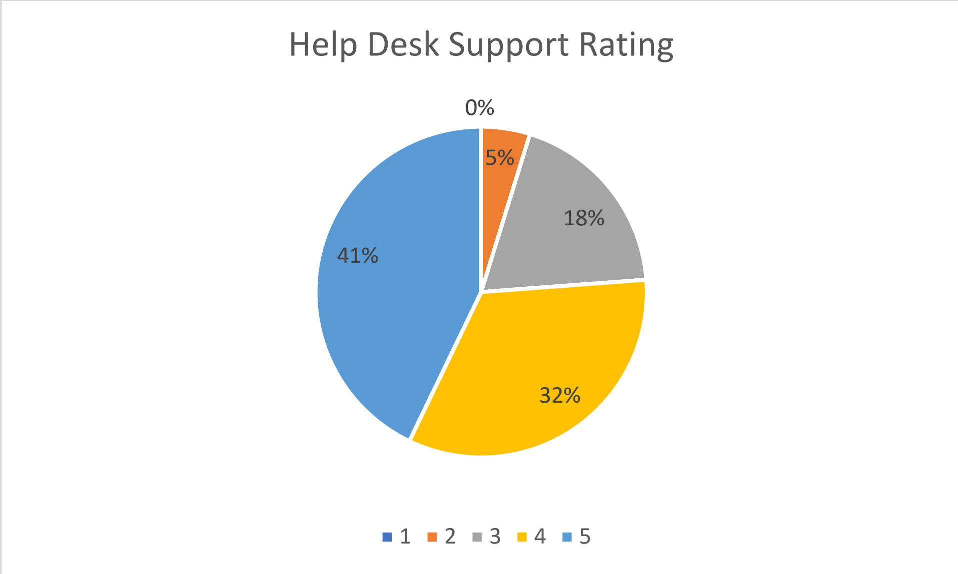

Fig 3.12 Help Desk Support Rating

Source: Primary Data

The data on Help Desk Support Rating indicates that the majority of respondents had a positive experience with the help desk provided by the Single Window Portal. A significant portion, 41%, rated the support as 5 (Excellent), while 32% rated it as 4 (Good), suggesting that most users were satisfied with the assistance they received. However, 18% of respondents gave a rating of 3 (Average), implying that there is room for improvement in the quality of support for some users. A small percentage, 5%, rated the help desk as 2 (Poor), while 0% gave it the lowest rating of 1 (Very Poor), indicating that no respondents were extremely dissatisfied. Overall, while the help desk support is generally well-received, there remains an opportunity to enhance it further, particularly for the 18% who found the service average, ensuring consistent and high-quality assistance for all users.

3.13 WHAT FEATURES OR IMPROVEMENTS WOULD ENHANCE THE PORTAL'S EFFECTIVENESS? (select all that apply)

Table 3.13 Improvement

Source: Primary Data

Portal Improvement	Frequency	Percentage
Real-time application tracking	12	26%
Department-wise accountability matrix	15	32%
AI-based document verification	10	21%
Escalation and grievance dashboard	9	19%
Dedicated investor helpline	1	2%

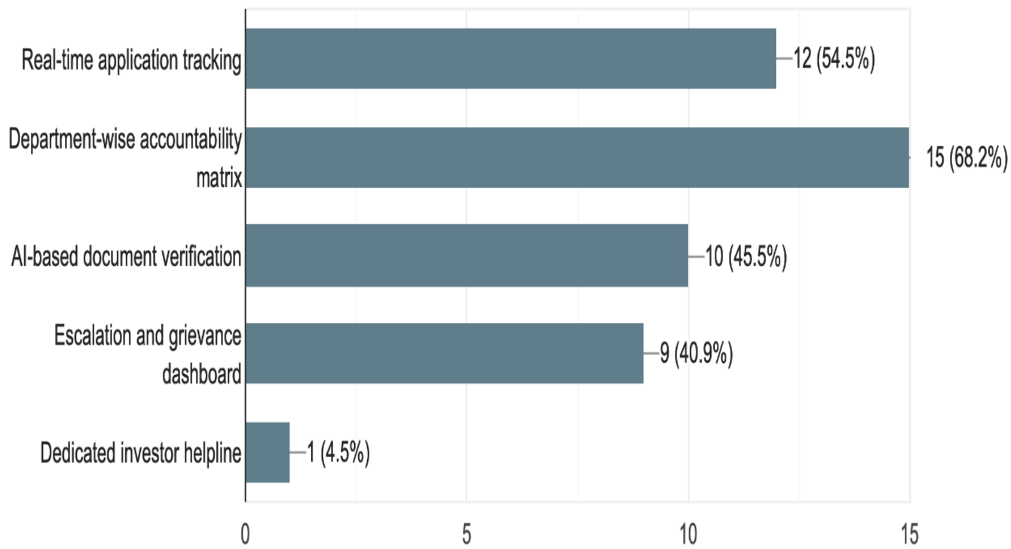

Fig 3.13 Improvements

Source: Primary Data

The data on features or improvements that could enhance the effectiveness of the Single Window Portal shows that the most frequently suggested improvement is the Department-wise accountability matrix, with 32% of respondents selecting it. This highlights a strong desire for clearer accountability across departments to streamline the approval process and reduce delays. The second most popular suggestion is Real-time application tracking, chosen by 26% of respondents, reflecting the demand for greater transparency and up-to-date information on the status of applications. AI-based document verification follows with 21%, suggesting that automation could enhance the accuracy and efficiency of handling documents. Additionally, 19% of respondents indicated a need for an Escalation and grievance dashboard to address issues and escalate concerns more effectively. Lastly, the Dedicated investor helpline received the least support, with only 2% of respondents selecting it, indicating that users prioritize digital improvements over direct customer support. Overall, the data shows that improving departmental accountability and enabling real-time tracking are seen as the most important steps to enhance the portal's effectiveness.

CHAPTER 4

FINDINGS AND SUGGESTIONS

4.1 FINDINGS

⇒ **Usability and Navigation Experience**

- 90% of respondents found the Single Window Portal to be either easy (45%) or very easy (45%) to navigate.
- The portal's user interface is generally well-received by the majority of users.
- 9% of respondents felt neutral about the ease of use, indicating that a small group found the portal neither particularly easy nor difficult.
- No respondents reported finding the portal difficult (0%) or very difficult (0%) to use, suggesting the interface is largely intuitive.
- The ease of navigation implies that the portal's design and user flow are aligned with user expectations.
- While most users find it easy to use, continuous monitoring and minor adjustments could further enhance user experience.

⇒ **Time Taken for Approvals and Delays**

- 64% of respondents reported facing delays in receiving approvals, indicating a significant challenge with the approval timelines.
- The majority of respondents (64%) experienced approval delays in the 60–90 days range, showing that a prolonged process is common.
- 18% of respondents reported taking more than 90 days for approval, signalling that delays can sometimes exceed expectations significantly.
- 18% experienced approval timelines of 30–60 days, suggesting that a portion of users had a moderately quick experience.
- 36% of respondents reported receiving approvals without any delays, indicating that a portion of users benefited from more efficient processing.
- The inconsistency in approval times underscores the need for streamlining processes to ensure more predictable and timely responses.

⇒ **Effectiveness of Help Desk Support**

- 73% of respondents rated the Help Desk Support as either good (4) or excellent (5), indicating that the majority found the support system to be effective.
- 41% of respondents rated the help desk as excellent (5), reflecting a high level of satisfaction with the support provided.
- 32% of respondents rated the support as good (4), suggesting that many users were generally satisfied but may have encountered minor issues.
- 18% of respondents rated the help desk as average (3), signaling that some users felt the support was neither outstanding nor poor.
- Only 5% of respondents rated the support as poor (2), implying that while some users were dissatisfied, the help desk performance did not lead to major frustration.
- No respondents rated the help desk as very poor (1), indicating that the help desk does not have severe issues, but there remains room for improvement to reach higher standards for all users.

4.2 SUGGESTIONS

⇒ **Usability and Navigation Experience**

- Given the high satisfaction with usability, further refine the portal's interface by incorporating user feedback to address any minor pain points for the 9% of neutral users.
- Periodically conduct usability tests and gather feedback from a variety of users to ensure that the interface remains intuitive and easy to navigate as the system evolves.
- Develop onboarding guides or tutorial videos for new users to ensure they can quickly adapt to the portal and make the most of its features.

⇒ **Time Taken for Approvals and Delays**

- Streamline the Approval Process: Focus on reducing the time taken for approvals, especially for users who face delays of 60–90 days or more than 90 days, by optimizing the approval workflow across departments.

- Enhance Inter-Departmental Coordination: Foster better communication and coordination between departments to ensure smoother transitions and faster decision-making.
- Implement Automation: Use automation tools to expedite routine processes, such as document verification and application categorization, which could significantly reduce delays.
- Introduce Priority Tracking: Implement a priority-based tracking system to ensure urgent applications are processed faster, particularly for businesses facing delays.

⇒ **Effectiveness of Help Desk Support**

- Improve Help Desk Response Time: Ensure that users who rate the help desk as average or poor receive faster, more effective responses by improving response time and resource allocation.
- Provide Multi-Channel Support: In addition to phone support, introduce live chat or chatbot assistance to ensure that users can get help in a more timely and accessible manner.
- Regularly Train Support Staff: Continuously train help desk staff on new portal features, troubleshooting techniques, and effective communication skills to improve user support.
- Offer Follow-Up Services: After resolving user issues, consider following up to ensure that the problem was fully addressed, and ask for feedback on their support experience.
- Create an Escalation Path for Complex Issues: Implement a structured escalation process for issues that cannot be resolved at the initial support level, ensuring timely resolution of complex problems.

CHAPTER 5

CONCLUSION

CONCLUSION

The Single Window Portal for industrial approvals in Tamil Nadu plays a crucial role in streamlining the approval process for businesses. Based on the findings from the data collected through this study, several key observations and areas for improvement have emerged, offering a roadmap for enhancing the portal's effectiveness.

Firstly, the usability and navigation of the portal were highly rated by most users, with 90% of respondents finding it easy or very easy to navigate. This indicates that the portal's user interface is generally intuitive and accessible, which is a positive aspect of its design. However, there remains a small percentage of users who felt neutral, suggesting that there is room to refine the experience further for specific user groups. Continuous monitoring and updates to the interface, along with user feedback-driven improvements, will help maintain a high standard of usability.

In terms of approval timelines, the portal faces significant challenges. A notable 64% of respondents reported experiencing delays, with many facing approval processes that took 60–90 days or even longer. While some users experienced timely approvals, the data suggests inconsistency in processing times, which indicates inefficiencies within the system. To address these issues, it is crucial to focus on improving inter-departmental coordination and reducing bottlenecks through automation and streamlined workflows. Moreover, setting clear expectations for approval timelines and introducing priority tracking could help users manage their expectations and prioritize urgent requests.

Regarding help desk support, the portal received generally positive feedback, with 73% of respondents rating the help desk as good or excellent. However, a small portion of users rated the support as average or poor, pointing to areas where the help desk service could be improved. Enhancing response times, providing multi-channel support (like live chat), and offering a more comprehensive knowledge base would improve the overall support experience. Additionally, continuous training of help desk staff and a structured escalation process for unresolved issues would further increase user satisfaction.

While the portal has proven to be a valuable tool for many, several areas need attention to enhance its overall performance and user experience. By addressing the issues related to timely approvals, departmental coordination, and customer support, the portal can become a more efficient and effective platform for all users, including MSMEs, large enterprises, and emerging sectors such as EV/Automobile and Renewable Energy. Furthermore, incorporating additional features like real-time application tracking, AI-based document verification, and an escalation dashboard would greatly improve transparency and efficiency.

In conclusion, while the Single Window Portal is on the right track, continuous improvements in usability, timeliness of approvals, and support services are essential to keep pace with the growing demands of both domestic and international investors. By implementing the suggestions provided in this study, Tamil Nadu can enhance its investment climate, streamline its approval processes, and further position itself as a leading business-friendly state in India.

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APPENDIX

- **Questionnaire**

1. Type of Company:
   - Indian (Domestic)
   - Foreign (International)
   - Joint Venture
2. Company Category (as per investment size/employment):
   - MSME
   - Large
   - Mega
   - Ultra-Mega
3. Sector of Operation:
   - Manufacturing
   - IT/ITES
   - Renewable Energy
   - EV/Automobile
   - Aerospace/Defence
   - Other:
4. Year of Application via Single Window Portal:
   - 2024
   - 2023
   - 2022
   - Before 2022
5. How easy was it to navigate the Single Window Portal?
   - Very easy
   - Easy
   - Neutral
   - Difficult
   - Very Difficult

6. How many departments did you interact with during the approval process?
   - 1–3
   - 4–6
   - More than 6
   - Not sure
7. Did you face any delays in receiving approvals?
   - Yes
   - No
8. If yes, what was the primary cause of the delay? (choose one)
   - Inter-departmental coordination
   - Lack of clarity in documentation
   - Poor communication from authorities
   - System/portal errors
   - Other:
9. Which department(s) do you think should be made fully online or digitized for faster clearances?
10. What was the average time taken to receive all required approvals?
   - Less than 30 days
   - 30–60 days
   - 60–90 days
   - More than 90 days
11. How would you rate your overall experience with the portal?
   - Very Satisfied
   - Satisfied
   - Neutral
   - Dissatisfied
   - Very Dissatisfied
12. Did you receive timely updates on the application status?
   - Always
   - Sometimes
   - Rarely
   - Never

13. How would you rate the Help Desk Support you received (if applicable)?

1= Very poor 5 = Excellent

- 1
- 2
- 3
- 4
- 5

14. What features or improvements would enhance the portal's effectiveness? (select all that apply)
    - Real-time application tracking
    - Department-wise accountability matrix
    - AI-based document verification
    - Escalation and grievance dashboard
    - Dedicated investor helpline
    - Other:
15. Do you have any specific recommendations to improve the Single Window Portal experience?
16. In one sentence, how would you envision a more efficient Single Window Portal by 2030?

PLAGIARISM REPORT

Internship report

ORIGINALITY REPORT

3%	3%	1%	1%
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