Role of Behavioural Nudges in Accelerating the Shift to Sustainable Mobility



CENTRE FOR A People-centric Energy Transition

Report Title

Role of Behavioural Nudges in Accelerating the Shift to Sustainable Mobility

Authors

Ilika Mohan (Research Manager) Kasvi Sansanwal (Junior Research Associate)

Institution

Ashoka Centre for a People-Centric Energy Transition (ACPET) Location - Plot no.222, Second Floor, Okhla Industrial Estate, Phase III, New Delhi-110020

Email

contact@acpet.ashoka.edu.in

Website

https://www.acpet.ashoka.edu.in/

LinkedIn

https://www.linkedin.com/company/ashoka-centre-for-a-people-centric-energy-

transition-acpet/

Behavioral science explores decision-making and behavior, with nudging as a key concept. Nudging involves subtle changes in the environment to influence behavior predictably without restricting choices. Richard Thaler and Cass Sunstein popularized this idea, emphasizing choice architecture, which structures options to lead individuals to beneficial decisions without limiting their autonomy. Nudging leverages cognitive biases, such as status quo bias (preference for the current state of affairs) and loss aversion (fear of losing is stronger than the motivation for gain), to promote desired behaviors.

Behavioural Nudges and Incentive

In practice, although the concept of nudging is grounded in preserving individuals' freedom of choice, many nudges are shaped by incentives. This creates a blurred line between nudges and coercive incentives, as the financial rewards heavily influence consumer decisions.

For example, policymakers in India could nudge the adoption of hydrogen as a fuel by setting hydrogenpowered vehicles as a default procurement choice for government fleets. However, incentives like tax rebates or subsidies on hydrogen vehicles, which are essentially financial rewards, further encourage the shift. This overlaps with the concept of nudging because the incentives serve as strong signals to consumers that hydrogen is the preferred option, but they also distort the idea of true freedom of choice. Instead of making a choice based on personal preference, consumers might opt for hydrogen due to the financial benefits, thus creating a bias influenced by monetary factors rather than an intrinsic motivation for sustainability.

Nudging is also often shaped by policy interventions. For example, the government's policy of banning diesel cars older than 10 years in Delhi inadvertently nudged people away from purchasing diesel vehicles altogether. This again creates a grey area since while the intention may be to promote sustainable practices, such policies can push people to avoid certain choices entirely, leading to broader market or societal impacts.

Behavioural Nudges for Transport Sector

Behavioural nudges play a crucial role in promoting sustainable mobility by subtly influencing individuals' choices and behaviours toward more environmentally friendly transportation options. The study incorporates international case studies to identify successful nudging strategies that can be adapted to the Indian context, such as default settings, framing options, and social proof, with a focus on sustainable technologies - electric vehicles (EVs), Compressed Natural Gas (CNG), Biofuels, hydrogen, switch to public transport and non-motorized transport (NMT).

A) Nudges for Fuel Switch

1. Electric Vehicles

For India, the adoption of electric vehicles (EVs) is growing and is essential for the sector to shift to a Net Zero pathway. It faces challenges related to infrastructure, cost, and public awareness and nudges that are practical and scalable can help accelerate this transition. Here are examples of nudges from around the world that can be adapted to the Indian context:

Country	Nudge	Description	Impact
Norway	Free Parking and Toll Exemptions for EVs	Reduces ownership and operational costs for EVs, particularly beneficial in congested urban areas.	Increases financial attractiveness of EVs.
London, UK	Congestion Charge Exemptions for EVs	Exempts EVs from congestion fees, providing strong financial incentives to switch from traditional vehicles.	Strongly motivates the shift to EVs while improving air quality.
Germany	Public Charging Infrastructure Expansion	Expands public charging networks to reduce range anxiety and increase convenience.	Overcomes a significant barrier (range anxiety) to EV adoption.
Netherlands	Charging Infrastructure at Home and Workplaces	Provides access to charging for those without dedicated parking or public charger access.	Enhances the practicality of EVs for daily use, especially in densely populated areas.
France	Battery Leasing Programs	Lowers initial purchase price by separating the cost of the battery, addressing concerns about replacement costs.	Makes EVs more affordable for middle-class consumers.
Singapore	Scrappage Incentives	Encourages scrapping older polluting vehicles in exchange for cleaner EVs.	Promotes EV adoption while improving air quality.
Japan	EV Ride-Sharing Programs	Widens public exposure to EVs through ride-sharing platforms, reducing barriers related to technology comfort.	Increases public familiarity and comfort with EVs.
Portugal	EV Car Rentals and Subscription Models	Allows people to try EVs through rentals or subscriptions without full ownership commitment.	Builds consumer confidence and lowers the barrier for EV experimentation.
China	Battery Swapping (NIO Model)	Establishes battery swap stations that allow drivers to quickly replace depleted batteries.	Accelerates EV adoption by offering fast refuelling alternatives to charging.

What Can India Do?

Learning from successful practices from around the globe India can formulate nudges to effectively boost EV adoption, enhance urban air quality, and foster a sustainable transportation future.

Nudge	Implementation Cost	Statutory Change	Agency Responsible	Customer Acceptance	Potential Impact
Free or discounted parking, toll fee waivers	Low (can be subsidized or absorbed)	Yes (for parking and toll waivers)	Local Municipal Corporations	High	Increased EV adoption by lowering operating costs
EV charging points in new and existing developments	High (requires infrastructure investment)	Yes (regulation for mandatory EV charging points)	State/Central Governments, Housing Developers	Medium	Improved EV convenience, reducing range anxiety
Battery swapping for two-wheelers	Medium (infrastructure investment)	No	Private Sector, EV Manufacturers	High	Faster adoption of two-wheeler EVs through convenience
Battery leasing programs, EV rental, and subscription services	Low (can be market- driven)	No	EV Companies, Financial Institutions	Medium	Lower upfront cost for EV ownership, making EVs more accessible
Scrappage incentives for older vehicles	Medium (government subsidy needed)	Yes (new policies for scrappage)	Central Government, Auto Manufacturers	Medium	Accelerates transition to cleaner vehicles
Collaborate with ride-hailing services to establish EV fleets	High	No	Ride-Hailing Companies	High	Significant reduction in urban emissions through widespread EV use
Public education campaigns on EV benefits	Low (campaign cost)	No	Central & State Governments, NGOs	High	Increased public awareness, driving behavioural shifts towards EVs

2. Compressed Natural Gas (CNG) and Biofuel

Country	Nudge	Description	Impact
Brazil	Ethanol Program (Social Norms & Framing)	Ethanol (biofuel from sugarcane) is framed as a patriotic choice supporting the local economy and reducing oil dependency. Public campaigns emphasize its environmental and national benefits.	Boosts ethanol adoption by appealing to social norms and national pride.
Sweden	E85 Adoption (Default Choices)	Dealerships set E85-compatible vehicles as the default when purchasing a car, nudging consumers toward biofuel options without needing extra cognitive effort.	Increases biofuel vehicle adoption by making E85 the default option.
Mexico City, Mexico	CNG Taxis (Social Proof and Convenience)	Widespread use of CNG taxis normalizes CNG as a reliable and cost-effective fuel. Taxi drivers act as advocates, creating social proof for other drivers and passengers.	Promotes CNG adoption through visibility and social influence.
Argentina	CNG Adoption (Cost-Saving Awareness)	Campaigns focused on the financial benefits of converting to CNG, emphasizing the immediate cost savings for drivers rather than environmental benefits.	Increases CNG adoption by highlighting tangible personal financial gains.

What Can India Do?

Nudge	Financial Impact	Statutory Change	Agency Responsible	Customer Acceptance
Default options for CNG/biofuel vehicles	High	Yes (regulation for default options)	Ministry of Petroleum and Natural Gas, Ministry of Road Transport and Highways, Dealerships	Medium
Visibility and social proof for alternative fuel public transport	Low (minor operational changes)	No State Governments, Ministry of Road Transport and Highways		Medium
Community-based advocacy for alternative fuels	Low (localized programs)	No	NGOs, Local Governments	High
Gamification and rewards apps for sustainable transport choices	Medium (app development cost)	No	Private Sector, NGOs	Medium
Simplified information on alternative fuel financing options	Low (online platforms)	No	Fuel Companies, NGOs	Medium
Awareness and education campaigns on alternative fuels	Low (campaign cost)	No	Central & State Governments, NGOs	High

By following these action points, India can effectively promote the adoption of sustainable transportation options, leading to a cleaner and more environmentally friendly future.

B) Nudges for Modal shifts

To promote the adoption of public transport such as metros, railways, including suburban railways and rapid rail transit system over other personal modes of transport, many countries have implemented nudges aimed at increasing convenience, affordability, and awareness while addressing the challenges of traffic congestion, air pollution, and urban sprawl. Here are examples of nudges from across the world that can be adapted for the Indian context-

Country	Nudge	Description	Impact on Public Transport Usage
Japan	Integrated Ticketing and Discounts for Rail Passes	JR Pass offers unlimited travel on Japan Railways trains, simplifying travel across modes of transport (high-speed rail, metro), making it more attractive for daily commuters and long-distance travellers.	Increases convenience, promoting rail usage for both short and long distances.
France	TGV and Integrated Public Transport Connections	TGV stations are integrated with local public transport (metros, trams), ensuring seamless transitions between modes, reducing reliance on personal vehicles for intercity travel.	Encourages use of public transport and high-speed trains for long-distance travel.
Singapore	Dynamic Pricing and Peak Hour Discounts	Metro and high-speed rail implement dynamic pricing, offering discounts during off-peak hours to reduce congestion and incentivize flexible travel schedules.	Reduces peak-hour congestion, promotes metro and train travel during off-peak times.
China	High-Speed Rail and Metro Integration at Airports	High-speed rail and metro services are integrated at airports, encouraging people to use these modes instead of cars or taxis, reducing airport congestion.	Promotes high-speed rail and metro usage for airport and long-distance connectivity.
Netherlands	Bike and Ride Facilities	Extensive Bike and Ride facilities at train stations encourage commuters to cycle part of their journey and use trains for longer distances, reducing car usage.	Reduces last-mile car usage, promotes cycling and train combination for commuting.
Sweden	Environmental Awareness Campaigns	Campaigns promoting rail travel over flights, focusing on the lower carbon footprint of trains, appealing to environmentally conscious travellers.	Increases rail travel by leveraging environmental concerns to shift from air travel.
Finland	Real-Time Public Transport Information	Helsinki's HSL app provides real-time updates on metro and bus services, helping commuters plan efficiently and reduce waiting times.	Reduces uncertainty, making public transport more appealing than personal vehicles.
United States	High-Occupancy Vehicle (HOV) Lanes	HOV lanes are designated lanes for vehicles with two or more passengers, designed to reduce travel time and congestion during peak hours.	Reduced solo commuting and increased carpooling, easing traffic congestion.

What Can India Do?

Nudge	Financial Impact	Statutory Change	Agency Responsible	Customer Acceptance	Potential Impact
Integrated ticketing systems (smart cards)	Medium (technology infrastructure)	Yes (national- level implementati on)	Transport Ministries, Local Authorities	High	Simplifies and streamlines fare collection, making public transit more attractive and user-friendly, potentially increasing ridership across different transport modes.
Co-branding of transit cards with retailers/ banks	Low (co-branding offers)	No	Private Banks, Retailers, Transport Authorities	Medium	Enhances customer value and increases transit card usage by providing additional perks like discounts, fostering higher public transport adoption.
Improved last- mile connectivity	High (infrastructure investment)	No	Local Governments, Urban Planning Bodies	Medium	Significantly boosts public transport usage by making it easier to access transit hubs, reducing reliance on private vehicles.
Parking facilities at transport hubs	High (land allocation, infrastructure)	Yes (land policy at state level)	State Governments, Transport Authorities	Medium	Encourages park-and- ride schemes, reducing city congestion and emissions by enabling commuters to switch to public transport for the majority of their journey.
Comfortable public transport experience (air- conditioned, clean)	Medium to High (operational costs)	No	Transport Authorities	High	Increases ridership by improving comfort, safety and reliability, making public transit a more attractive alternative to private vehicles.
Bike and ride facilities	Medium (investment in bike stations)	No	Local Governments, Ministry of Road Transport and Highways	Medium	Promotes cycling as a last-mile solution, reducing congestion and emissions, while also encouraging non motorized transport (NMT).
Dynamic pricing and off- peak discounts	Low (pricing system change)	No	Transport Authorities	Medium	Helps distribute ridership more evenly throughout the day, reducing peak- hour congestion and incentivizing off-peak public transport usage.
Direct metro connections to airports	High (infrastructure)	Yes (land policy for metro expansion)	Transport & Airport Authorities	High	Significantly improves airport accessibility, reducing the need for private vehicle use and decreasing overall traffic congestion in urban areas. 8

Nudge	Financial Impact	Statutory Change	Agency Responsible	Customer Acceptance	Potential Impact
Direct metro connections to airports	High (infrastructure)	Yes (land policy for metro expansion)	Transport & Airport Authorities	High	Significantly improves airport accessibility, reducing the need for private vehicle use and decreasing overall traffic congestion in urban areas.
Environmental awareness campaigns for public transport	Low (campaign cost)	No	Ministry of Environment, NGOs	High	Raises public consciousness about the environmental benefits of public transport, encouraging wider adoption and contributing to reduced carbon emissions.
Real-time public transport information	Medium (technology infrastructure)	No	Transport Authorities	High	Enhances the user experience by providing accurate, real-time information, leading to increased efficiency and public transit satisfaction.

C) Non-Motorized Transport (NMT)

Non-motorized transport (NMT), including walking, cycling, and cycle rickshaws, has been a crucial mode of travel in India. In the early 1990s, researchers like Replogle (1991) and Rahul & Verma (2013) estimated that NMT accounted for 10-30% of all trips and 30-50% of traffic on urban roads. This high usage was primarily driven by slower economic growth and the affordability of non-motorized transportation options. As India's economy grew rapidly, major cities became economic hubs. With increased purchasing power, the gap between the rich and the poor widened, influencing transportation choices. Bicycles and cycle rickshaws were gradually replaced by motorized vehicles (Rahul & Verma, 2013), reflecting this economic shift.

The decline of NMT accelerated as government policies favored motorized vehicles. The Ministry of Road Transport & Highways (2009) reported a significant rise in motor vehicle ownership, particularly in urban areas. This surge led to increased congestion, pollution, and traffic accidents. Infrastructure development became vehicle-centric, prioritizing motor vehicles over pedestrians and cyclists. This shift marginalized NMT and contributed to various problems, including a 61% increase in carbon emissions between 1990 and 2001 & worsening urban pollution (Ng, 2007; Jain & Tiwari, 2013).

Global Inspirations for NMT

Global examples demonstrate successful NMT initiatives that Indian cities can adapt:

Country	Nudge	Description	Impact on EV Adoption
Copenhagen, Denmark	Cycle Superhighways	Dedicated cycle highways with smooth pavements, priority at intersections, and regular maintenance. Promotes cycling safety, convenience, and health.	Increased bicycle commuting, reduced motor vehicle use, improved health outcomes.
Bogotá, Colombia	Ciclovía	Over 100 km of streets closed to motor vehicles every Sunday and holidays, creating safe, car-free spaces for cyclists and pedestrians.	Promotes healthier lifestyles, community engagement, and cycling culture.
Amsterdam, Netherlands	Parking Pricing and Cycling Infrastructure	High parking fees combined with extensive cycling infrastructure. Encourages cycling and reduces motor vehicle reliance.	Reduces car use, promotes cycling as a primary mode of transportation.
London, UK	Congestion Charge and Cycle Hire Scheme	Congestion charges for motor vehicles and Santander Cycles bike- sharing program for short trips.	Reduces congestion and encourages cycling for short-distance travel.

Case Studies

By adopting measures such as the ones enumerated above, Indian cities can create a more sustainable, health-conscious, and efficient urban transport system that encourages cycling and other forms of nonmotorized transport. We have described few case studies followed by recommendations on what India can do to take forward NMT.

Coimbatore

Coimbatore is the second-largest city in Tamil Nadu, with a population of about 2 million in 2019 across 257 sq km. However, with the increase in the number of private vehicles and poor NMT network, the users' safety on the streets is at risk. 57% of the trips in Coimbatore are made by walking and public transport. Walking and cycling are used for first mile and last-mile connectivity for 70% of the bus trips. Coimbatore City Municipal Corporation (CCMC) has prepared a NMT Network Plan for Coimbatore with the support of GIZ. The plan focuses on 26 pedestrian hotspots and a 290 km network of safe and convenient roads for cycling and walking, comprising over 2500 road links spread across five zones. The primary objective of the NMT network plan is to form a comprehensive set of measures to provide the citizens with safe and convenient walking and cycling facilities and help Coimbatore adopt a sustainable, low-carbon mobility system by the year 2035. The plan envisions to benefit around 10 lakh people directly.

Chennai

There has been a steady decline in the modal share of cyclists and pedestrians from 40% in 1984 to 28% in 2018. The coverage of sidewalk and cycle lanes stand at 17.03% and 0.26%, respectively. This adds to the lack of safety for the NMT users and acts as a prime reason for the reluctance of the citizens to opt for NMT as their everyday commute option. The Municipal Corporation of Chennai, now called the Greater Chennai Corporation (GCC), adopted a Non-motorised Transport Policy in 2014, supported by the Institute for Transportation & Development Policy (ITDP) - India Programme. The policy talks about building safe and continuous footpaths on at least 80% of all streets, increasing the share of walking and cycling trips to over 40%, and, most significantly, eliminating pedestrian and cyclist deaths. Chennai has designed and implemented 75km of Complete Streets in different parts of the city. The city aims to transform 110 Kms of streets under the flagship 'Mega Streets' Programme. The RFP for the project is underway and is expected to be realized over the next four years.

What Can India Do?

Measures that can be used to promote cycling as a safe, healthy, and environmentally friendly mode of transport across Indian cities are as follows >>

Measure	Financial Impact	Statutory Change	Agency Responsible	Customer Acceptance	Potential Impact
Cycle Highways					
Dedicated, well- maintained cycle lanes	High	Yes	Local Municipal Corporations, Local Traffic Police	High	Increases cycling as a daily commute option, reducing car use, emissions, and urban congestion.
Integration of electric bikes for longer commutes	Medium	No	Private Sector, Bike Manufacturers	Medium	Expands the range of cycling, encouraging more people to adopt it for longer commutes.
Car-Free Days					
Expand regular car- free zones	Low	Yes	Local Government	High	Reduces pollution and car dependency, fostering community involvement in sustainable transportation events.
Engage communities in events like Raahgiri Day	Low	No	NGOs, Civil Society, Local Government	Medium	Encourages public engagement in sustainable transport while raising awareness about the benefits of car- free streets.
Parking Policies					
Raise parking fees in city centres	Low	Yes	Municipal Corporations	Medium	Discourages driving into congested areas, reducing traffic and promoting alternative transport options like cycling.
Reduce car parking spaces, increase bicycle parking	Low	Yes	Municipal Corporations	Low	Prioritizes cycling infrastructure, indirectly nudging people toward using bicycles and other green transport modes like electric scooters and public transport.
Use parking revenue to fund cycling infrastructure	Low	Yes	Local Government	High	Allocates funds for improving cycling facilities, making cycling safer and more convenient.

Measure	Financial Impact	Statutory Change	Agency Responsible	Customer Acceptance	Potential Impact
Bike-Sharing					
Expand affordable bike- sharing systems	Medium	No	Private Operators, Local Government, Startups	Medium	Promotes cycling for short commutes, reducing traffic congestion and emissions.
Provide subsidies for rentals	Medium	Yes	State Government, Urban Transport Authorities	High	Makes cycling more accessible, increasing adoption of bike-sharing services across socio-economic groups.
Integrate bike-sharing apps with public transport	Medium	No	Private Operators, Urban Transport Authorities	High	Facilitates seamless multi- modal transport, encouraging more people to use public transport and bike-sharing services.
Awareness & Incentives					
Run campaigns promoting health and environmental benefits	Low	No	Central & State Governments, NGOs	High	Increases public awareness about the health and environmental benefits of cycling, boosting cycling adoption.
Offer corporate and school incentives like cycle-to-work programs	High	No	Corporates, Schools, Local Government	Low	Encourages cycling within organizations and schools, promoting healthier lifestyles and environmental awareness.

Measure	Financial Impact	Statutory Change	Agency Responsible	Customer Acceptance	Potential Impact
Encourage cycling from an early age through school programs	Low	No	Education Ministry, Schools, NGOs	High	Instils cycling habits in children, creating long- term behaviour changes towards sustainable transport choices.
Safety Measures					
Implement traffic calming measures	Medium	Yes	Local Government, Local Traffic Police	High	Enhances safety for cyclists and pedestrians, encouraging more people to use bicycles and walk for commutes.
Campaigns to increase pedestrian visibility and right-of-way	Low	No	Local Government, Traffic Police	Medium	Raises awareness about pedestrian rights, improving road safety and encouraging cycling and walking.



D) Transit-Oriented Development (TOD) in India

Moving forward, cities must prioritize NMT through tailored infrastructure, citizen engagement, and policy reforms. The integration of behavioural science principles, like nudging, combined with well-planned urban transport strategies, can make sustainable modes of transport a feasible and attractive option for millions.

Transit-Oriented Development (TOD) is an urban development strategy designed to maximize access to public transit by promoting high-density, mixed-use development around transit hubs such as metro, bus, or rail stations. TOD aims to create pedestrian-friendly communities, reduce dependency on private vehicles, and improve the overall efficiency and sustainability of urban transport systems.

Principles of Transit-Oriented Development -

- High-Density, Mixed-Use Development: TOD emphasizes high-density, mixed-use development in the vicinity of transit hubs. By concentrating residential, commercial, and office spaces in these areas, TOD minimizes the need for long-distance travel, thus reducing reliance on private vehicles and encouraging the use of public transit. This model also enhances land-use efficiency and mitigates urban sprawl.
- **Pedestrian and NMT Infrastructure:** A core feature of TOD is the development of pedestrian and NMTfriendly infrastructure, including wide sidewalks, dedicated cycling lanes, and safe pedestrian crossings. These elements encourage walking and cycling as primary modes of transportation for short trips within TOD zones, improving transit system efficiency and reducing congestion.
- Land Use Optimization: Land use optimization within TOD involves integrating residential, commercial, and recreational spaces to balance traffic flows throughout the day, preventing the one-directional rush-hour peaks typically associated with city commutes. Mixed-use zones within TOD areas promote more vibrant, self-sustained communities that foster economic growth and reduce travel demands.

Case Studies

Ahmedabad's BRTS and NMT Integration: Ahmedabad's Bus Rapid Transit System (BRTS), known as Janmarg, is a successful example of integrating TOD principles with NMT. The city's BRT corridors are designed with wide footpaths and dedicated bicycle lanes, enhancing the safety and convenience of NMT users. Safe pedestrian crossings and pedestrian zones further promote walking and cycling, helping reduce reliance on private vehicles. The Ahmedabad Development Plan 2021 also encourages high-density, mixed-use developments near BRTS corridors, fostering self-sufficient urban communities with easy access to transit services.

Delhi's Metro-Centric TOD Policies: Delhi's TOD policies centre around the expansion of the metro network, with pedestrian-friendly infrastructure such as walkways and cycling lanes built around metro stations. These initiatives aim to encourage walking and cycling as primary modes of transport for accessing metro services. TOD policies in Delhi are focused on creating walkable neighbourhoods, promoting equity, and improving access to underserved areas.

Nudges to Promote TOD in India

- **Green Corridors and Walkability Enhancements:** Initiatives like Raahgiri Day in Gurgaon, where certain streets are closed to vehicular traffic, promote walking and cycling. These car-free days encourage citizens to explore non-motorized transport options and foster a greater appreciation for walkable urban spaces.
- First and Last-Mile Connectivity Solutions: Cities like Noida have introduced electric rickshaws to bridge the first and last-mile connectivity gap, making it easier for commuters to access metro stations. These eco-friendly rickshaws provide a convenient and sustainable alternative to using private vehicles for short-distance travel.
- **Parking Infrastructure**: Develop integrated transport hubs that combine rail services, bus services, and bicycle-sharing systems. These hubs must include parking facilities for cars, e-scooters, and bicycles, making it easier for commuters to switch from one mode of transport to another.
- **Public Bicycle Sharing Programs:** Bicycle-sharing programs in cities like Bhopal and Mysuru make bicycles easily available at transit hubs. These initiatives promote cycling as a viable and attractive option for short-distance travel, complementing public transit and reducing car usage.
- Work-from-Home (WFH) Options: Employers can encourage work-from-home arrangements as a nudge to reduce commuting. By offering flexible work policies, employers can help lower the number of private vehicles on the road, reduce traffic congestion, and contribute to sustainability goals by decreasing the need for daily travel.



Campus Location

Plot No. 2, Rajiv Gandhi Education City, National Capital Region P.O. Rai, Sonepat Haryana-131029 (India) Delhi Office Ashoka University Plot no.222, Second floor, Okhla Industrial Estate, Phase III, New Delhi-110020

16