

MATERIALS MANAGEMENT REVIEW



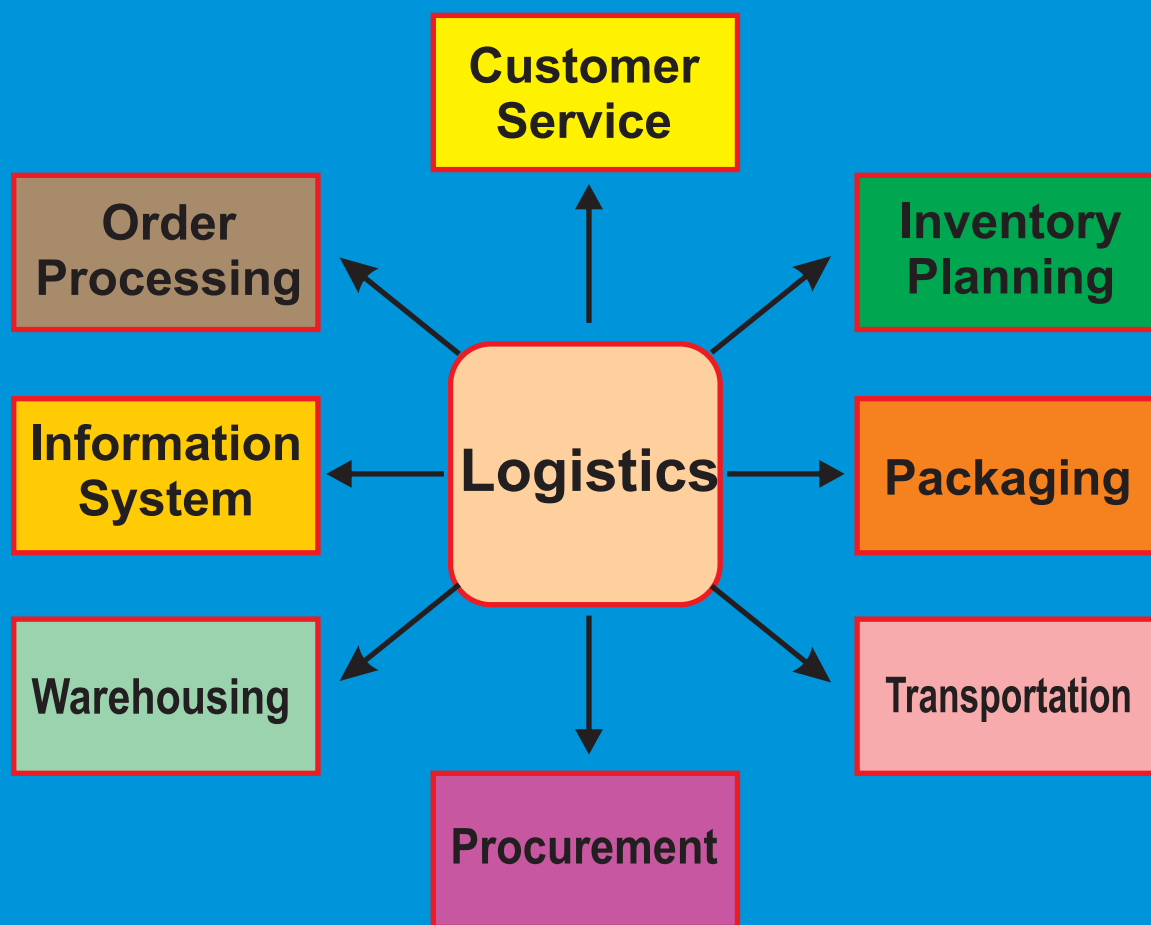
Volume 15 - Issue 4

Date of Publication : 1.2.2019

No. of Pages : 1-60

February 2019

LOGISTICS MANAGEMENT



Institute of Management, BHU and BHU Management Alumni Association has conferred Distinguished Alumni Award 2019 to Mr. G.K.Singh, National President IIMM during its National Meet 2019 on 27th January 2019, Varanasi.



From the Desk of The National President



Dear Professionals,

Season's Greetings from National President!!!

By the time, this journal reaches you, Union Interim Budget would have been presented being an election year whereas full-fledged Union Budget for the next fiscal will be presented by the new government. I hope this budget will be fruitful to both Economy and General public at large.

I am pleased to share with you that I have been conferred upon the Distinguished Alumni Award 2019 by Banaras Hindu University (BHU). Simultaneously, we have given a proposal to BHU for Academic Collaboration with IIMM.

As of now, we are over with the entrance test examination for PGDMM and PGDSCM&L programs and I am sure that branches have had put in the best efforts to enrol maximum no. of students.

Since we are about to enter new Financial Year i.e. 2019-20, all branches are requested to get their accounts audited and send it to IIMM NHQ for further submission.

I also seek your continued support to take this institute to further greater heights.

Yours

G. K. SINGH

National President - IIMM

e.mail : s_gksingh@yahoo.co.in

From the Desk of Chief Editor



Dear Members,

Logistics over the time has evolved from a mere service activity – delivering the right goods to the right place at the right time – to become a key Ingredient in achieving the efficiency and profitability. The cost of trading whether by sea, land or air forms a critical component of the final price of a commodity. An efficient logistics system reduces this cost, providing a competitive edge and propelling economic activity.

Changing business equations and ever growing competition have brought in new challenges and opportunities for logistics & supply chain professionals. Globalization, shortened product lifecycles, stringent regulations and volatile markets have made efficient & effective Logistics Management a prerequisite for business success and growth.

The logistics cost in India is around 14% of GDP and it tends to increase due to the lack of sound inland transport infrastructure, the poor state of national and state highways, as well as the insufficient integration of developing IT technologies in transport networks, warehousing and distribution processes. Even established delivery companies are unable to address pain points such as efficient last-mile delivery for e-commerce.

India has slipped to 44th rank in 2018 as compared to 35th in 2016 in World Bank's Logistics Performance Index indicating the need for strategic and infrastructural planning at National Level to make India a simple and easy place to do business meanwhile generating enough employment opportunities to reap demographic dividend coming India's way.

The Economic Advisory Council to the Prime Minister (EAC-PM) constituted a Logistics Development Committee under the Chairmanship of Dr. Bibek Debroy and was asked to assess key challenges in logistics development and associated commerce and suggest policy reforms for ease of doing trade in India

The Logistics Development Committee has suggested creation of an independent logistics department within commerce ministry entrusted with the responsibility to develop a national logistics plan with a long term perspective (five to 10 year) and yearly operational plans with constant review and monitoring. The report has been submitted to Prime Minister Narendra Modi on a roadmap to make India one of the most efficient and effective places for doing trade in a time bound manner. It is perceived that implementation of the recommendations will push India's share in global trade and make India one of the simplest places for doing business in the near term.

The Logistics sector require large-scale investments aiming to bring down the cost of logistics from a whopping 14% of GDP to about a 10% level over next 3-4 years which will make the sector more competitive and productive.

If India needs to reap the benefits of the logistics revolution, it has to undertake strategic investment, intervention and initiatives meanwhile giving more thrust on skilled Logistics Personnel. Collaborative efforts from all stakeholders and interested parties would enable the development of a sustainable and thriving logistics sector which will not only serves the nation's needs, but also make India a global hub for logistics services.

A handwritten signature in black ink, appearing to be 'M.K. Bhardwaj', written in a cursive style.

(DR. M.K. BHARDWAJ)



*IIMM is a charter member of
International Federation of
Purchasing & Supply Management*

Chief Editor & Publisher:

Dr. M. K. Bhardwaj

Past President, IIMM &
Former Director Ministry of Defence

Core Committee :

Mr. Ashok Sharma, President 5M India
Mr. V. K. Jain, Former ED, Air India
Mr. Tej K Magazine, Management Advisor

National President :

Mr. G.K.Singh
Former C&M (MM), Coal India Ltd.

Editors :

Mr. Malay Chandan Mazumdar, Sr. VP
Mr. H.K.Sharma, VP (North)
Mr. K.M.Bhardwaj, VP (East)
Mr. Jitesh Gupta, VP (West)
Mr. P. Mahender Kumar, VP (South)
Mr. J.S. Prakash Rao VP (Central)
Mr. L.R.Meena, NS&T
Mr. O.P.Longia, IPP
Prof.(Dr.) V. K. Gupta - IMT, Ghaziabad

Correspondence :

MATERIALS MANAGEMENT REVIEW

**Indian Institute of Materials
Management**

4598/12 B, 1st Floor, Ansari Road,
Darya Ganj, New Delhi - 110 002.
Phones : 011-43615373
Fax: 91-11-43575373
E-mail: iimmdelhimmr@gmail.com &
iimm2delhi@gmail.com
Website : www.iimm.org

Printed at :

Power Printers,
4249/82, 2 Ansari Road, Daryaganj,
New Delhi - 110002



MATERIALS MANAGEMENT REVIEW

Volume 15 - Issue 4

(February 2019)

CONTENTS

PAGE NO.

■ STRATEGIC SUPPLY CHAIN MANAGEMENT : A STRATEGIC APPROACH FOR ENHANCING BUSINESS PERFORMANCE	6
■ MEASURES TO BOOST MSME SECTOR	9
■ CERTAIN IMPORTANT ISSUES DISCUSSED IN 31ST GST COUNCIL MEETING HELD ON 22nd DEC. 2018	13
■ INDIAN LOGISTICS SECTOR: ON THE PATH OF TRANSFORMATION	17
■ GOVERNMENT MANDATES PREFERENCE TO INDIA-MADE VEHICLES IN PUBLIC PROCUREMENT	18
■ HOW WE WANT FUTURE OF PROCUREMENT... TO LOOK LIKE!	19
■ PROCUREMENT IN 2019: SUSTAINABLE PROCUREMENT WILL BECOME A STRATEGIC IMPERATIVE	22
■ CUSTOM EXCHANGE RATES	22
■ DOES YOUR BUSINESS HAVE A PLAN	23
■ INFRASTRUCTURE FOR LOGISTICS IN INDIA BOOMING DUE TO GST: REPORT	24
■ FIVE WAYS TECHNOLOGY IS DRIVING PROCUREMENT	25
■ COMMODITY INDEX	26
■ CENTRALIZED PROCUREMENT WILL DRIVE THE FUTURE OF B2B PROCUREMENT INDUSTRY	27
■ SET UP SEPARATE DEPT FOR LOGISTICS TO IMPROVE TRANSPORT SECTOR PM'S ADVISORY PANEL	28
■ PLUG AND PLAY: PLATFORM SUPPLY CHAIN - A SMART PATH TO GROWTH	29
■ SUPPLY CHAIN IN INDIA: ON THE BRINK OF A REVOLUTION	32
■ WTO UPDATE: DG AZEVEDO: ECONOMIC RESEARCH VITAL TO STRENGTHEN TRADE COOPERATION	34
■ INDIA'S BUSINESS INTELLIGENCE, DATA WAREHOUSE MARKET TO GROW FASTEST GLOBALLY, SAYS AMIT RAY OF PROTIVITI INDIA	36
■ TRANSPORTERS URGED TO ADOPT COST-BASED FREIGHT FORMULA	37
■ EMERGING BLOCK CHAIN TECHNOLOGY - REVOLUTIONIZES SUPPLY CHAIN	38
■ GREEN TAX RELIEF TO ONLY THOSE VEHICLES THAT HAVE RFID TAG	41
■ BRANCH NEWS	42
■ EXECUTIVE HEALTH	57
■ LIST OF IIMM BRANCHES	58
NO. OF PAGES 1-60	

Edited, Printed & Published by :

INDIAN INSTITUTE OF MATERIALS MANAGEMENT

4598/12 B, 1st Floor, Ansari Road, Darya Ganj, New Delhi - 110 002.
Phones : 011-43615373 Fax: 91-11-43575373
E-mail: iimmdelhimmr@gmail.com & iimm2delhi@gmail.com
Website : www.iimm.org

(Published material has been compiled from several sources, IIMM disowns any responsibility for the use of any information from the Magazine if published anywhere by anyone.)





STRATEGIC SUPPLY CHAIN MANAGEMENT: A STRATEGIC APPROACH FOR ENHANCING BUSINESS PERFORMANCE

DR. PANKAJ M. MADHANI, ASSOCIATE DEAN AND PROFESSOR
ICFAI BUSINESS SCHOOL (IBS), AHMEDABAD, pmadhani@iit.edu

Introduction : There are various drivers influencing performance of the firms. One of them, strategic supply chain approach, is about strategic thinking on supply chain management (SCM) to enhance the firm's performance. SCM is "the management of upstream and downstream relationships with suppliers and customers in order to create enhanced value in the final marketplace at low cost to the supply chain as a whole" (Christopher, 2011). SCM is a critical success factor for today's organizations.

Firms can experience improved performance through SCM by aligning various processes from customer and its upstream, and sharing relevant data for enhancing customer value proposition. SCM operates at three levels: strategic, tactical and operational (Cooper et al., 1997). The highest level of SCM decisions is the strategic -also referred as strategic supply chain management (SSCM) which is relevant to the entire organization.

Any action plan to enhance supply chain (SC) performance makes efforts to align supply and demand, reduce overall costs and enhance customer satisfaction (Madhani, 2018). Bruce et al., (2004) defined a supply chain as "a process that describes the flow of goods from the production of a product right through to the final sale to the end consumer". According to Poluha (2006): "A supply chain is a coordinated system of organizations, people, activities, information and resources involved in moving a product or service in physical or virtual manner from supplier to customer".

Conventionally, the focus of supply chain has been on moving materials in the whole delivery process and hence it has been labeled as 'support' function in the value chain as support functions help firms in achieving their goals. The traditional supply chains have aimed to become leaner with shorter lead times and more cost efficient to lower costs (Christopher, 2005). However, with focus of only cost efficiency they are more vulnerable to unexpected events and as a result, they faced major problems such as stock outs and disruption of activities (Lee, 2004). In this context, strategic supply chains take a crucial role in enhancing efficiency and effectiveness of operations. Strategic supply chains are capable of building competitive advantage by balancing higher efficiency requirements along with better demand management while managing supply chain risks.

Strategic Supply Chain Management (SSCM): Key

Dimensions : The main theme of SSCM is not limited to the use of a supply chain as a process to deliver goods and materials to right place, as its scope is extended to elevate strategic position of a firm by strengthening its overall business performance. In this way, strategic supply chain approach transforms traditional supply chain from a functional role that guides operational strategy as a supporting function to a central theme of the business strategy. SSCM can enable firms to create value in multiple ways and shows how the role of supply chain is being redefined, from an operational tool to a bonafide competitive strategic weapon.

The value of SSCM is reflected in how firms such as Wal-Mart, Zara, Toyota, and Dell have used their supply chains as competitive weapons to gain advantages over peers (Hult et al., 2007). These firms have created competitive advantage by balancing downward cost pressures and the need for efficiency, with effective means to manage the demands of market-driven service requirements and the known risks of routine supply chain failures.

In order to be competitive, firms have to design and manage a supply chain that is agile, adaptive, assured and aligned, i.e. develop the strategic supply chain. The most successful companies work within strategic supply chains that rapidly respond to short-term changes in immediate and ultimate customer demands (i.e. agility), adjust to long-term changes in economies and markets by restructuring the supply chain (i.e. adaptability), offer robustness and reliability of supply chain network (i.e. assurance) and integrating and coordinating business processes resulting in equitable sharing of risks, costs, and benefits with all participating partners (i.e. alignment).

The focus of SSCM is to identify the critical combination of competitive priorities (quick response, higher flexibility, higher reliability and low cost) in supply chains that can help organizations to succeed. Strategic supply chains do not aim to improve only one operational dimension of supply chain but aim to maximize the total value added to the customer and to use supply chain as a means to create a competitive advantage and enhance firm performance. Therefore, strategic supply chains excel in their performance in relation to a set of competitive priorities and at the same time, they

achieve sustainable competitive advantage (Figure 1).

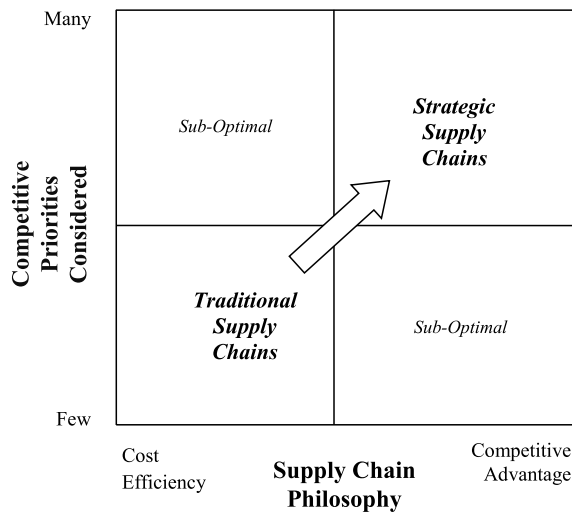


Figure1: Traditional Supply Chains versus Strategic Supply Chains: Performance Criteria

(Source: Framework Developed by Author)

Strategic supply chains with its agility and capability of speed can respond both quickly and cost effectively in the rapid demand and supply fluctuations. Such supply chains are resilient as they are able to modify supply chain design to accommodate and adapt market changes. Strategic supply chains have assurance of system that performs its function as intended and hence provide reliability. They are also characterized by the alignment of interests of all chain members and accordingly make collective efforts to pass any cost efficiencies to their buyer. Strategic supply chains do not fixate on flexibility, or on any other single metric; instead, relative to their peers, strategic supply chains focus on the total value added to the customer. Strategic supply chains target high performance across all competitive priorities and hence provide superior outcomes in terms of overall customer satisfaction. Overall, a strategic supply chain aims for an ideal balance among these four competitive priorities.

SSCM can improve the product planning process as well as distribution strategy and overall supply chain decision making related to it. Thus, SSCM boosts the organization's ability to introduce new products and enhancements of existing products in an effective and efficient manner. As customer data and information is shared in real-time with the supply chain partners, quality improvements and product innovation process accelerates while trimming down time to market. Such strategic approach for enhancing customers' overall satisfaction with firms' products or services, improves the profitability and efficiency of the entire enterprise in the long run, which includes all the supply chain partners. SSCM is increasingly being recognized by organizations as a strategic choice for enhancing performance of organizations by decreasing inventories

across various partners of supply chain and simultaneously deliver what the customer demands.

Strategic Supply Chain Management (SSCM): Convergence of Competitive Priorities

Strategic supply chains attempt to build on agility, adaptability, assurance and alignment in order to do really well along multiple outcomes - often labeled as "competitive priorities" and hence provides better solution to cater changing customer needs.

The diverse goals of a strategic supply chains are:

- (1) to enhance responsiveness to demand fulfillment process by delivering the materials in correct sequence and shape i.e. at desired place and time by gathering and analyzing sales data. Supply chain responsiveness enables supply chain to initiate quick response on short-term, temporary or interim changes in supply/demand;
- (2) to enhance resiliency of supply chain to cater volatile demand changes by modifying supply chain design to accommodate market dynamics. Resilient supply chain quickly senses market changes to meet customers demand, with stands system idiosyncrasies and adapts to a new risk environment;
- (3) to increase reliability by controlling probable causes of supply chain risks, design constraints and interruptions as a reliable supply chain performs its function as intended overcoming supply chain disruptions; and finally
- (4) to enhance realignment among supply chain partners by establishing incentives for them to improve performance of the entire chain as a realigned supply chain operates in an uninterrupted and seamless fashion.

Figure 2, shows, a conceptual framework of strategic supply chain management (SSCM) with all these competitive priorities of responsiveness, resiliency, reliability and realignment.

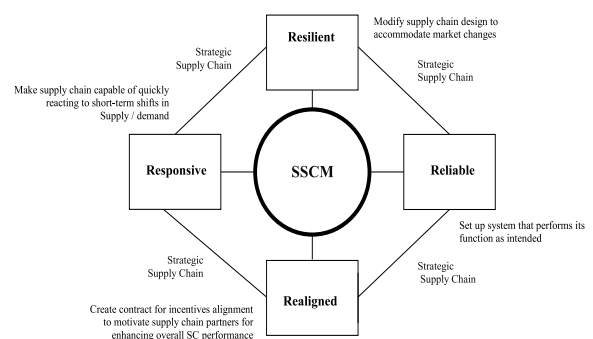


Figure 2: Strategic Supply Chain Management (SSCM): Convergence of Competitive Priorities

(Source: Framework Developed by Author)

Strategic Supply Chain Management (SSCM): Competitive Priorities

Competitive priorities of strategic supply chain management shown in Figure 2 are explained below:

(1) Responsiveness : Responsiveness describes the ability to react quickly to sudden variations in demand or supply. With responsiveness, firms handle external disruptions smoothly by responding to short-term changes in demand or supply swiftly.

(2) Resiliency : Resiliency describes the ability to adapt overtime as market structures and strategies evolve. It allows firms to alter design of supply chain according to changes in products, markets, strategies and technologies. Unless firms make their supply chain adaptable, it's very challenging for them to remain competitive in market place.

(3) Reliability : In supply chain performance management, reliability indicates 'correct' supply chain delivery performance in terms of product, place, time, packaging, quantity, and documentation, to the actual customer (LMI, 2003). Reliability represents the odds that any individual component or whole system carries out its assigned task as planned and hence it refers to the degree to which a supply chain yields consistent performance (Kuo and Zuo, 2003).

(4) Realignment : Lack of supply chain alignment can be caused by functional silos and conflicting objectives across various functional areas such as marketing, sales, manufacturing and distribution. Supply chain alignment can be defined as the ability to share information, responsibilities and roles and incentives with supply chain members to synchronize and coordinate processes and activities. Realignment of supply chain refers to aligning the interests of supply chain partners continually by confirming that the goals of a supply chain partners are in harmony.

Conclusion : Strategic supply chain management (SSCM) has a direct impact on performance of a firm, as it enhances capabilities of the firm to excel in the swiftly changing business environment, with even more focus on the customer. In order to be competitive, firms have to design and manage a supply chain that is agile, adaptive, assured and aligned, i.e. develop the strategic supply chain. Accordingly, strategic supply chains transform traditional supply chain from a functional role to a central theme of the business. Firms that effectively develop strategic supply chain are differentiated from other firms in number of ways: increased responsiveness, resiliency, reliability and better realignment with supply chain partners.

SSCM helps organizations to anticipate demand of consumers precisely; cater such demand reliably and swiftly and enhance supply chain productivity. Hence, it ultimately leads to decrease in supply chain costs, faster market response and higher efficiency and effectiveness of supply chain. Greater insight into

demand and delivery schedule will improve operational efficiencies and help organizations in creating the business value they seek. SSCM creates competitive advantage for firms by balancing downward cost pressures and the need for efficiency, with effective means to manage the demands of market-driven service requirements and the known risks of routine supply chain failures. This research has emphasized that dynamic capabilities of responsiveness; resiliency; reliability and realignment are important drivers of strategic supply chain management.

REFERENCES

1. Bruce, M., Daly, L. and Towers, N. (2004) 'Lean or agile: a solution for supply chain management in the textiles and clothing industry?', *International Journal of Operations & Production Management*, Vol. 24, No. 2, pp. 151-170.
2. Christopher, M. (2011) *Logistics & Supply Chain Management*, 4th edition. Financial Times Prentice Hall, UK.
3. Christopher, M. (2005) 'Managing risk in the supply chain', in Christopher, M. (Ed.), *Logistics & Supply Chain Management*, 3rd ed., Prentice-Hall, Harlow, pp. 231-258.
4. Cooper, M.C., Lambert, D.M. and Pagh, J.D. (1997) 'Supply chain management: more than a new name for logistics', *The International Journal of Logistics Management*, Vol. 8, No. 1, pp. 1-13.
5. Hult, G.T.M., Ketchen, D.J. and Arrfelt, M. (2007) 'Strategic supply chain management: Improving performance through a culture of competitiveness and knowledge development', *Strategic Management Journal*, Vol. 28, No. 10, pp. 1035-1052.
6. Kuo, W. and Zuo, M. J. (2003) *Optimal Reliability Modeling: Principles and Applications*, New York, NY: Wiley.
7. Lee, H. L. (2004) 'The triple-A supply chain', *Harvard Business Review*, Vol. 82, No. 10, pp. 102-113.
8. LMI (2003) 'GREENSCOR: Developing a green supply chain analytical tool' Report LG101T4, Logistics Management Institute, Virginia.
9. Madhani, P. M. (2018) 'Building customer-focused supply chain strategy with 4R model', *The Journal of Contemporary Management Research*, Vol. 12, No. 1, pp. 14-32.
10. Poluha, R. G. (2016) *The Quintessence of Supply Chain Management: What You Really Need to Know to Manage Your Processes in Procurement, Manufacturing, Warehousing and Logistics*, Berlin, Heidelberg, Springer Berlin Heidelberg.





MEASURES TO BOOST MSME SECTOR

S N PANIGRAHI

GST CONSULTANT & CORPORATE TRAINER

sn panigrahi1963@gmail.com

The Indian MSME Sector : The Indian MSME sector is the backbone of the national economic structure and has unremittingly acted as the bulwark for the Indian economy, providing it resilience to ward off global economic shocks and adversities.

With around 63.4 million units throughout the geographical expanse of the country, MSMEs contribute around 6.11% of the manufacturing GDP and 24.63% of the GDP from service activities as well as 33.4% of India's manufacturing output.

MSMEs contribute to 95% of the enterprises in the country. According to 2015-2016 data, there are around 63 million enterprises in India, of which majority are micro and small segments. They have been able to provide employment to around 120 million persons and contribute around 45% of the overall exports from India.

The sector has consistently maintained a growth rate of over 10%.

About 20% of the MSMEs are based out of rural areas, which indicates the deployment of significant rural workforce in the MSME sector and is an exhibit to the importance of these enterprises in promoting sustainable and inclusive development as well as generating large scale employment, especially in the rural areas.

What's MSME : What are Micro, Small & Medium Enterprises ? How MSMEs are classified?

The government has given a new turnover based classification of MSMEs in February 2018. As per this new classification, the MSMEs are categorized in term of business turnover.

This is in place of the previous classification based on investment made in plant and machineries if they are operating in the manufacturing sector and investment in equipment for service sector companies.

As per the new classification, the same turnover based criteria have been applied for all type of MSMEs including those operating in the services sector.

Though the primary responsibility of promotion and development of MSMEs is of the State Governments, the center has passed an Act in 2006 to empower the sector and also has formed a Ministry (Ministry of

MSMEs).

It was the Micro, Small and Medium Enterprises Development (MSMED) Act which was notified in 2006 that defined the **three tier of micro, small and medium enterprises** and set investment limits.

The new turnover criteria will better suit with the GST Network (GSTN) and other formats of segregating the MSMEs.

The New Turnover based Classification of MSMEs

The Micro, Small and Medium Enterprises Development (MSMED) Act, 2006 was amended to define units producing goods and rendering services in terms of **annual turnover** as follows:

Table: Classification of MSMEs

Classification of the MSME	New Classification (annual turnover)	Previous classification – Ceiling on Investment in Plant and Machinery (in Rs)
Micro	Not exceeding Rs 5 crores	Below 25 lakhs
Small	Between Rs 5 crores to Rs 75 crores	25 lakhs to 5 crores
Medium	Rs 75 to Rs 250 crores	5 crores to 10 crores

Under the previous classification a separate methodology was adopted for service sector.

Now the classification was made similar to the goods MSMEs as the general turnover-based criteria was made applicable to service sector also.

Measures to Improve MSME Capacity and Competency

To improve its capacity and competency, Government of India has taken many initiatives to eliminate the hindrances and ease the developmental ecosystem of MSMEs. This is to encourage the Micro, Small and Medium Enterprises to compete in the domestic as well as international markets.

- Mandatory procurement by PSUs have increased from 20% to 25% and there is 3% reservation for women.
- Technology is the key aspect to drive this sector globally, and said government has set up tech-centers around the country. In addition, 141 cluster development programs have been conducted to train artisans and manufacturers.
- The government has started the ZED Certification

Scheme (zero manufacturing defect and zero environmental impact) that guarantees the resultant product being of high quality.

- Technology plays an important role in influencing quality of product, towards which, 20 large and 100 small technology-centres (with expertise in both block chain and artificial intelligence) have been established across the country and 15 more are under construction.
- Identified 15 different locations all over the world for trade promotion services. This will also help in facilitating compliance to international standards.

Decisions Taken @ 32nd GST Council meeting dated 10.01.2019

Higher Threshold Limit for GST Registration

Higher exemption threshold limit for supplier of goods:

- a. two threshold limits for exemption from registration and payment of GST for supplier of goods:
 - Rs. 40 lakhs, and
 - Rs. 20 lakhs.

States would have an option to decide about one of the limits within a weeks' time;

- b. **threshold limit for exemption for service providers** would continue to be as follows:
 - Rs. 20 lakhs, and
 - Rs. 10 lakhs in case of Special category States.

Comments

Earlier the Threshold Limit is Rs 20 Lakhs (Rs 10 Lakhs in case of Special Category States)

Higher Exemption Threshold Limit for Supplier of Goods only. For Service Provider the earlier Threshold Limits shall Continue.

Effective Date :1st of April, 2019.

State wise separate registration limit, if decided, will be a departure from uniform applicability across nation.

No Clarity on when the Supplier is Providing both Goods & Services

Increase in Turnover Limit for the Existing Composition Scheme for Goods :

The limit of annual turnover in the preceding financial year for availing composition scheme for goods shall be increased to Rs 1.5 crore.

Special category States would decide, within one week, about the composition limit in their respective States.

Comments

Earlier the Threshold Limit is Rs 1 Cr (Rs 75 Lakhs in case of Special Category States)

There was Long pending due for such Recommendation

Effective Date :1st of April, 2019.

Higher Recommended Threshold Limit only for Providers of Goods & Restaurants

Not Applicable for Service Providers

Composition Scheme for Services: A composition scheme shall be made available for suppliers of services (or mixed suppliers) with a tax rate of 6% (3% CGST + 3% SGST) having an annual turnover in preceding financial year up to Rs 50 lakhs.

The said scheme shall be applicable to both service providers as well as suppliers of goods and services, who are not eligible for the presently available composition scheme for goods.

Comments

Earlier Services (Excepts Food & Beverage Services) are not allowed under Composition Scheme

Effective Date :1st of April, 2019.

The said scheme shall be applicable to both service providers as well as suppliers of goods and services, who are not eligible for the presently available composition scheme for goods

Manufacturers of Demerit Items like Ice Cream, Tobacco Products & Pan Masala are now Eligible for this Scheme

Compliance simplification under composition scheme

The compliance under composition scheme shall be simplified as now they would need to file one annual return but payment of taxes would remain quarterly(along with a simple declaration).

Comments

As of now Every Composition Dealer shall File Quarterly Return GSTR 4 by 18th of the Month following the Quarter.

Now it is Proposed to Simplify by allowing Filing on Annual Basis.

However, payment of taxes would remain quarterly (along with a simple declaration).

Effective Date :1st of April, 2019.

In due Course Govt Shall Notify Proposed Format for Tax Payment

Free Accounting and Billing Software : Software for Accounting and Billing shall be provided to small taxpayers by GSTN.

Comments

This will be a Great Relief to MSME, as they are Struggling to File Returns

This will also Expected to Improve Compliance

MSME Ministry for Setting up Governing Council to Boost Exports

The ministry has recommended a detailed analysis of various trade agreements, including FTAs and bilateral and multilateral trade agreements, to identify areas of concern for MSMEs.

The MSME Ministry has proposed to establish a governing council to ensure efficient delivery of all export-related interventions as part of its action plan to boost shipments from micro, small and medium enterprises.

The ministry has recommended a detailed analysis of various trade agreements, including FTAs and bilateral and multilateral trade agreements, to identify areas of concern for MSMEs in the strategic action plan titled 'Unlocking the Potential of MSME Exports'.

It said a study will be conducted of special economic zones and export promotion zones in the country to reassess their role and objectives as these are an essential constituent of Foreign Trade Policy and it is important to harness their potential.

A tech-enabled online portal shall be developed

Moreover, a tech-enabled online portal shall be developed featuring country-wise list of global products and services in demand and information on how to enter specific foreign markets. It will also have details on loans and credit offered by various financial institutions.

A formal platform may also be created by the ministry to ensure that it is involved in all bilateral and multilateral trade negotiations which have an impact on the enterprises.

The governing council shall be chaired by Secretary, MSME and co-chaired by Development Commissioner in MSME Ministry. It shall comprise senior officials and members from MSME Ministry, Commerce Ministry, MSME Export Promotion Councils, Export Development Authorities, Commodity Boards, etc., the MSME Ministry said.

National Resource Centre for MSME Exporters will engage with various international agencies

As part of the action plan, National Resource Centre for MSME Exporters will engage with various international agencies including UN organisations to promote procurement from Indian MSMEs and further enhance their capabilities.

A guide or handbook shall also be developed to help the export community to understand the processes

involved in export business, access the potential markets etc. The guide shall consists of practical information which will be useful for exporters.

Export Promotion Council Established for MSME Sector

Ministry of Micro, Small and Medium Enterprises (MSME) has recently established an Export Promotion Cell with an aim to create a sustainable ecosystem for entire MSME development. The benefits likely to accrue to the MSMEs are:

1. Evaluate readiness of MSMEs to export their products and services
2. Recognize areas where improvements are required in order to be able to export effectively and efficiently
3. Integration of MSME into global value chain. This was stated by Minister of State (Independent Charge) for Micro, Small and Medium Enterprises, Giriraj Singh in the Lok Sabha today, while replying to a question.

The MSME Minister further said that the current status of exports from the MSME sector as per the information received from Directorate General of Commercial Intelligence and Statistics (DGCIS), the value of MSME related products is USD 147,390.08 million and share of MSME related products in the country's exports was 48.56% during 2017-18.

To ensure efficient and effective delivery of all MSME export related interventions, the Ministry proposed to formulate a governing council that will be chaired by Secretary, M/o MSME and Co-chaired by Development Commissioner, M/o MSME. The council will comprise of senior officials and members from M/o MSME, Commerce, MSME Export Promotion Councils, Export Development Authorities, Commodity Boards, and other bodies.

An action plan is also proposed to be put in place to achieve the following objectives:

- Target of USD 100 billion of exports from India by 2020
- Evaluate readiness of MSMEs to export their products and services
- Recognize areas where improvements are required in order to be able to export effectively and efficiently
- Integration of MSMEs into Global Value Chain.

Mudra Bank Loan Yojana

Key Features for Pradhan Mantri Mudra Yojana:

- **Pradhan Mantri Mudra Yojana** – The Indian government has come with loan scheme and named as Pradhan Mantri Mudra Yojana and it is also called as Mudra Loan Yojana. Pradhan Mantri

Mudra Yojana is the Indian government scheme to “Fund the unfunded”.

- Indian government supports the micro or small business as well as start-ups. Micro-unit development and refinance agency popularly called as **Mudra**
- **Pradhan Mantri Mudra Yojana** is the refinancing agency and not a direct financial institution
- Mudra is the common platform where financial institutions like RRBs, banks, MFIs, NBFCs will meet the applicants to set up their micro-enterprises.
- Under this scheme there can be sole proprietors, manufacturers, partnership firms, machinery business and more can be considered.

Types of Pradhan Mantri Mudra Yojana loans

Pradhan Mantri Mudra Yojana – PMMY has issued 3 types of loans for applicants. The loan types are listed below:

- **Shishu:** This Shishu loan is issued for the people who required lesser funds. Applicant will get loan up to Rs 50,000 under this stage
- **Kishor:** Kishor loan is the issue for the people who are already started their business and want some funds to improve their business. The applicant will get loan between Rs 50,000 to Rs 5 Lakh.
- **Tarun:** In this stage, an applicant will get highest loan amount and required eligible conditions. The applicant will get the loan above Rs 5 Lakh and up to Rs 10 lakh.

Under this scheme which type of firms can apply?

Any type of firm either it individual or partnership comes under the purview of being NCSBS (non corporate small business segments) can avail of this scheme. This NCSBS can be in urban and rural areas.

- A manufacturing Unit
- An artisan
- A service sector unit
- A food service/food processing unit
- Fruit or vegetable vendor
- A shopkeeper
- Small industrial unit
- A truck operator
- Under the MahilaUddyami Scheme, a woman entrepreneur can also avail of the scheme. It is part of MUDRA Yojana, the woman can also apply for Loan under all loan categories like Shishu, Kishor, and Tarun.

Mudra Bank Loan Yojana Interest rates

- Interest rates won't be fixed as well as it depends

on the type of business and bank. Each bank will have their criteria. The Indian government may give some subsidy on the interest rates but the particular percentage is still not declared. Mudra loan interest rates are between 10% to 18%.

- **Mudra bank loan application form – mudra loan online apply :**

- Sponsored Links

- Apply for Pradhan Mantri Mudra Bank Loan Yojana with mudra loan application form online. Download mudra loan application form and **apply for Pradhan Mantri Mudra Loan Yojana**

How to apply Pradhan Mantri Mudra Yojana:

Sponsored Links: Visit below Link

<http://www.mudraloanyojana.com/apply-pradhan-mantri-mudra-yojana-online/>

Here are the steps to apply the **Mudra Bank loan Yojana** for all categories (Shishu, Kishor, and Tarun)

- Applicants need to visit the private or commercial bank nearest to his/her location
- Submit your business idea with the loan application form
- Along with the form you need to submit the some required documents (as mentioned above)
- All formalities follow as per the bank instructions
- After document verification, your loan will be sanctioned and made available to loan seeker.

Mudra Loan card

This **Mudra loan card** acts as the credit card with the pre-approved loan amount. It also acts as the debit cards and allows ATM withdrawals.

The **Mudra card** will work with Rupay platform and can be used or point of sales

This card will allow users to:

- Can be used as credit card to avail the Overdraft facility
- Swipe the card at PoS
- Withdraw cash from ATMs

PPT can be viewed @:

https://www.youtube.com/watch?v=_zAejfsApes&t=74s

Disclaimer : The views and opinions; thoughts and assumptions; analysis and conclusions expressed in this article are those of the authors and do not necessarily reflect any legal standing.

● ● ●

CERTAIN IMPORTANT ISSUES DISCUSSED IN 31ST GST COUNCIL MEETING HELD ON 22ND DECEMBER 2018

CA NARENDRA GUPTA
canarendragupta@gmail.com

A. The GST Council made the following policy recommendations:

1. A single cash ledger for each tax head:

- The modalities for implementation would be finalised in consultation with GSTN and the Accounting authorities.

2. A scheme of single authority for disbursement of the refund amount:

- sanctioned by either the Centre or the State tax authorities would be implemented on pilot basis. The modalities for the same shall be finalized shortly.

3. The new return filing system:

- shall be introduced on a trial basis from 01.04.2019 and on mandatory basis from 01.07.2019.

4. The due date for furnishing the annual returns:

- in FORM GSTR-9, FORM GSTR-9A and reconciliation statement in FORM GSTR-9C for the Financial Year 2017 – 2018 shall be further extended till 30.06.2019.

5. The following clarificatory changes:

- shall be carried out in the formats/instructions according to which the annual return / reconciliation statement is to be submitted by the taxpayers:
- i) Amendment of headings in the forms to specify that the return in FORM GSTR-9 & FORM GSTR-9A would be in respect of supplies etc. 'made during the year' and not 'as declared in returns filed during the year';
- ii) All returns in FORM **GSTR-1 & FORM GSTR-3B have to be filed before filing** of FORM GSTR-9 & FORM GSTR-9C;
- iii) All returns in FORM **GSTR-4 have to be filed before filing** of FORM GSTR-9A;
- iv) **HSN code may be declared only** for those inward supplies whose value independently accounts for 10% or more of the total value of inward supplies;
- v) **Additional payments**, if any, required to be paid can be done through **FORM GST DRC-03 only in cash**;
- vi) **ITC cannot be availed** through FORM GSTR-9 & FORM GSTR-9C;
- vii) **All invoices pertaining to previous FY** (irrespective of month in which such invoice is reported in FORM GSTR-1) would be **auto-populated in Table 8A of FORM GSTR-9**;

viii) **Value of "non-GST supply"** shall also include the value of "no supply" and may be reported in Table 5D, 5E and 5F of FORM GSTR-9;

ix) **Verification by taxpayer** who is uploading reconciliation statement would be included in FORM GSTR-9C.

6. **The due date for furnishing FORM GSTR-8** by e-commerce operators for the months of October, November and December, 2018 shall be extended till 31.01.2019.

7. **The due date for submitting FORM GST ITC-04** for the period July 2017 to December 2018 shall be extended till 31.03.2019.

8. **ITC in relation to invoices issued by the supplier during FY 2017-18** may be availed by the recipient till the due date for furnishing of FORM GSTR-3B **for the month of March, 2019**, subject to specified conditions.

9. All the supporting documents/invoices in relation to a **claim for refund in FORM GST RFD-01A**

- shall be uploaded electronically on the common portal at the time of filing of the refund application itself, - thereby obviating the need for a taxpayer to physically visit a tax office for submission of a refund application. - GSTN will enable this functionality on the common portal shortly.

10. **The following types of refunds shall also be made available through FORM GST RFD01A:**

- i) Refund on account of Assessment/Provisional Assessment/Appeal/Any Other Order;
- ii) Tax paid on an intra-State supply which is subsequently held to be inter-State supply and vice-versa;
- iii) Excess payment of Tax; and iv) Any other refund.

11. **In case of applications for refund in FORM GST RFD-01A**

(except those relating to refund of excess balance in the cash ledger) - which are generated on the common portal before the roll out of the functionality described in point (10) above, and **which have not been submitted in the jurisdictional tax office within 60 days** of the generation of ARN,

- the claimants shall be **sent communications on their registered email ids** containing information on where to submit the said refund applications.
- If the applications are **not submitted within 15 days** of the date of the email,
- the said refund applications shall be summarily

rejected, and

- the debited amount, if any, shall be re-credited to the electronic credit ledger of the claimant.

12. One more window for completion of migration process is being allowed.

- The due date for the taxpayers who did not file the complete FORM GST REG-26 but
- received only a Provisional ID (PID) till 31.12.2017 for furnishing the requisite details to the jurisdictional nodal officer
- shall be extended till 31.01.2019. Also, the due date for furnishing FORM GSTR-3B and FORM GSTR-1 for the period July, 2017 to February, 2019/quarters July, 2017 to December, 2018 by such taxpayers
- shall be extended till 31.03.2019.

13. Late fee shall be completely waived for all taxpayers in case:

- FORM GSTR-1, FORM GSTR-3B & FORM GSTR-4 for the months/quarters July, 2017 to September, 2018,
- are furnished after 22.12.2018 but on or before 31.03.2019.

14. Taxpayers who have not filed the returns for two consecutive tax periods

- shall be restricted from generating e-way bills.
- This provision shall be made effective once GSTN/ NIC make available the required functionality.

15. Clarifications shall be issued on certain refund related matters like

- refund of ITC accumulated on account of inverted duty structure, disbursement of refunds within the stipulated time, time allowed for availing of ITC on invoices, refund of accumulated ITC of compensation cess etc.

16. Changes made by CGST (Amendment) Act, 2018, IGST (Amendment) Act, 2018, UTGST (Amendment) Act, 2018 and GST (Compensation to States) Amendment Act, 2018 and the corresponding changes in SGST Acts would be notified w.e.f. 01.02.2019.

The requisite Notifications/Circulars for implementing the above recommendations of the GST Council shall be issued shortly.

B. Decisions taken by the GST Council regarding GST rate on services

- following decisions relating to changes in GST rates,
- ITC eligibility criteria,
- exemptions and clarifications on connected issues.
- The same would be given effect to through Gazette notifications/ circulars which shall have force of law.

C. Reduction in GST rates/exemptions on services:

1. **GST rate on cinema tickets** above Rs. 100 shall be reduced from 28% to 18% and on cinema tickets upto Rs. 100 from 18% to 12%.
2. **GST rate on third party insurance premium of goods carrying vehicles** shall be reduced from 18%

to 12%

3. **Services supplied by banks** to Basic Saving Bank Deposit (BSBD) account holders under Pradhan Mantri Jan Dhan Yojana (PMJDY) shall be exempted.

4. **Services supplied by rehabilitation professionals recognised** under Rehabilitation Council of India Act, 1992 at

- medical establishments,
- educational institutions,
- rehabilitation centers established by Central Government / State Government or
- Union Territories or entity registered under section 12AA of the Income-tax Act –
- shall be exempted.

5. **Services provided by GTA to Government departments/local authorities** which have taken registration only for the purpose of deducting tax under Section 51 shall be excluded from payment of tax under RCM and the same shall be exempted.

6. **Exemption on services provided** by Central or State Government or Union Territory Government to their undertakings or PSUs by way of guaranteeing loans taken by them from financial institutions is being extended to guaranteeing of such loans taken from banks.

7. **Air travel of pilgrims by non-scheduled/charter operations**, for religious pilgrimage facilitated by the Government of India under bilateral arrangements shall attract the same rate of GST as applicable to similar flights in Economy class (i.e. 5% with ITC of input services).

Rationalization:

8. Parliament and State legislatures shall be extended the same tax treatment with regard to payment of tax under RCM (reverse charge mechanism) as available to Central and State Governments.
9. Security services (supply of security personnel) provided to a registered person, except Government Departments which have taken registration for TDS and entities registered under composition scheme, shall be put under RCM.
10. Services provided by unregistered Business Facilitator (BF) to a bank and agent of Business correspondent (BC) to a BC shall be put under RCM.

Clarifications:

11. To clarify that with effect from 31st January, 2018 degrees/ diploma awarded by IIMs under IIM Act, 2017 will be exempt from GST.
12. To clarify that the services provided by IFC and ADB are exempt from GST in terms of provisions of IFC Act, 1958 and ADB Act, 1966.
13. To clarify to West Bengal that services provided by Council/ Board of Primary/ Secondary/ Higher Secondary Education for conduct of examination to its students are exempt.
14. To clarify that "printing of pictures" falls under service code "998386: Photographic and videographic processing services" of the scheme of classification of services and attract GST @18%

and not under “998912: Printing and reproduction services of recorded media, on a fee or contract basis” which attracts GST @12%.

15. To clarify that leasing of pumps and reservoirs by the OMCs to petrol pump dealers is a mixed supply and the Licence Fee Recovery (LFR) charged for the same shall be leviable to GST @ 28%, the rate applicable to pumps. Leasing of land and buildings along with equipment shall fall under heading 9972 (real estate services) and attract GST rate of 18%.

16. To clarify that the incentives paid by RBI to Banks under “Currency Distribution and Exchange Scheme” (CDES) are taxable.

17. To clarify under section 11(3) of the CGST Act, 2017 that scope of entry for multi-modal transport with GST rate of 12% inserted w.e.f. date 26.07.2018, covers only transport of goods from a place in India to another place in India, that is, only domestic multi-modal transport.

18. To clarify that the nature of business establishment making supply of food, drinks and other articles for human consumption will not determine whether the supply by such establishments is a supply of goods or services. - It will rather depend on the constituents of each individual supply and whether same satisfies the conditions/ingredients of a „ composite supply or „mixed supply .

19. To clarify that GST is exempt on supply of food and drinks by an educational institution when provided by the institution itself to its students, faculty and staff and **is leviable to GST of 5%** when provided by any other person based on a contractual arrangement with such institutions.

20. To clarify that the banking company is liable to pay GST on the entire value of service charge or fee charged to customers whether or not received via business facilitator or the business correspondent.

21. To issue a clarification to Food Corporation of India (FCI) that the service provided by godown owner in case of lease with services, where the godown owner, besides leasing the warehouse, undertakes to carry out activities of storage and preservation of stored food grains, is the service of storage and warehousing of agricultural produce and the same is **exempt**.

D. Recommendations made -Rate changes:

GST Council took following decisions relating to changes in GST rates on goods and services:

The decisions of the GST Council have been presented in this note for easy understanding. The same would be given effect to through Gazette notifications/ circulars which shall have force of law.

I. GST rate reduction on goods which were attracting GST rate of 28% :

A. 28% to 18% :

- Pulleys, transmission shafts and cranks, gear boxes etc., falling under HS Code 8483
- Monitors and TVs of upto screen size of 32 inches

- Re-treaded or used pneumatic tyres of rubber;
- Power banks of lithium ion batteries. Lithium ion batteries are already at 18%.This will bring parity in GST rate of power bank and lithium ion battery.
- Digital cameras and video camera recorders
- Video game consoles and other games and sports requisites falling under HS code 9504.

B. 28% to 5%:

- Parts and accessories for the carriages for disabled persons

II. GST rate reduction on other goods:

A. 18% to 12%:

- Cork roughly squared or debagged
- Articles of natural cork
- Agglomerated cork

B. 18% to 5%:

- Marble rubble

C. 12% to 5%:

- Natural cork
- Walking Stick
- Fly ash Blocks

D. 12% to Nil:

- Music Books

E. 5% to Nil: Vegetables, (uncooked or cooked by steaming or boiling in water), frozen, branded and put in a unit container Vegetable provisionally preserved (for example by sulphur dioxide gas, in brine, in sulphur water or in other preservative solutions), but unsuitable in that state for immediate consumption.

F. Miscellaneous:

- Exemption from GST on supply of gold by Nominated Agencies to exporters of article of gold Jewellery.
- Exemption from GST on proceeds received by Government from auction of gifts received by President, Prime Minister, Governor or Chief Minister of a State and public servants, the proceeds of which is used for public or charitable cause.
- Exemption from IGST/Compensation cess on vehicles imported for temporary purposes under the Customs Convention on the Temporary importation of Private Road Vehicles.

- Rate of 5%/18% to be applied based on transaction value of footwear

- Uniform GST rate of 12% on Flexible Intermediate Bulk Container (FIBC) from existing 5%/12% (depending on the value)

III. GST on solar power generating plant and other renewable energy plants GST rate of 5% rate has been prescribed on renewable energy devices & parts for their manufacture (bio gas plant/solar power based devices, solar power generating system (SGPS) etc) [falling under chapter 84, 85 or 94 of the Tariff]. Other goods or services used in these plants attract applicable GST.

- Certain disputes have arisen regarding GST rates

where specified goods attracting 5% GST are supplied along with services of construction etc. and other goods for solar power plant.

To resolve the dispute the Council has recommended that in all such cases,

- the 70% of the gross value shall be deemed as the value of supply of said goods attracting 5% rate and
- the remaining portion (30%) of the aggregate value of such EPC contract shall be deemed as the value of supply of taxable service attracting standard GST rate.

IV. Clarifications:

- Sprinkler system consisting of nozzles, lateral and other components would attract 12% GST rate under S.No. 195B of notification No. 1/2017-Central Tax(Rate) dated 28.6.2018
- Movement of Rigs, Tools & Spares and all goods on wheels on own account where such movement is not intended for further supply of such goods but for the provision of service does not involve a supply (e.g., movement of testing equipment etc.) and is not be liable to GST.
- The goods with description Bagasse Board [whether plain or laminated] falling under Chapter 44 attract GST at the rate of 12%.
- Concessional GST rate of 5% applies to the LPG supplied in bulk to an OMC by refiners/fractioners for bottling for further supply to household domestic consumers.
- While animal/cattle/aquatic/poultry feed are exempt vide S. No. 102 of notification No. 2/2017-Central Tax (Rate), this exemption would not apply to their inputs such as fish meal, meat bone meal, bran, sharps, oil cakes of various oil seeds etc.
- Manure of determination of classification of vitamins, provitamins etc. as animal feed supplements - Sattu or Chattua falling under HS code 1106 and attracts the applicable GST rate.
- Polypropylene Woven and Non-Woven Bags and PP Woven and Non-Woven Bags laminated with BOPP falls under HS code 3923 and attract 18% GST rate.
- 18% GST is applicable on wood logs including the wood in rough/log used for pulping.
- Turbo charger is classified under heading 8414 and attracts 18% GST and not 5% GST.
- Fabric even if embroidered or has stitching of lace and tikki etc., and even if sold in three piece fabric as ladies suit set, will be classifiable as fabric and would attract 5% GST.
- **Scope of concessional rate of 5% GST rate for specified equipment for waste to energy plant. This is for information only. For exact details of changes, the notification/Circular/ Clarification may please be referred to, as and when they are issued.**

E. In-Principle approval given for Law Amendments:

The GST Council gave in principle approval to the following amendments in the GST Acts:

1. **Centralised Appellate Authority for Advance Ruling (AAAR):** Creation of a Centralised Appellate Authority for Advance Ruling (AAAR) to deal with cases of conflicting decisions by two or more State Appellate Advance Ruling Authorities on the same issue.

2. **Interest should be charged only on the net tax liability of the taxpayer:**

Amendment of section 50 of the CGST Act to provide that interest should be charged only on the net tax liability of the taxpayer, after taking into account the admissible input tax credit, i.e. interest would be leviable only on the amount payable through the electronic cash ledger.

The above recommendations of the Council will be made effective only after the necessary amendments in the GST Acts are carried out.

- F. **Certain important issues referred by GST Council to various Committees / GoM:**

The GST Council decided to refer the following issues to Committees / GoM indicated against them:

- i. **Extending the Composition scheme to small service providers:** The rate of tax and threshold limit to be proposed - Law Committee and Fitment Committee.
 - ii. Tax rate on lotteries – Committee of States.
 - iii. Taxation of residential property in real estate sector – Law Committee and Fitment Committee.
 - iv. Threshold limit of exemption under GST regime – GoM on MSMEs.
2. GST council in its next meeting would take a view on the above issues in its next meeting.

- G. **Formation of GoM as recommended by the GST Council:**

The GST Council has approved the proposal to form a 7 Member Group of Ministers

- to study the revenue trend, including analysing the reasons for structural patterns affecting the revenue collection in some of the States. - The study would include the underlying reasons for deviation from the revenue collection targets vis a vis original assumptions discussed during the design of GST system, its implementation and related structural issues.
- The Group of Ministers will be assisted by the committee of experts from Central Government, State Governments and the NIPFP (National Institute of Public Finance and Planning),
- who would study and share the findings with GoM.
- The GoM in turn would give its recommendation to the GST Council.
- The members of the GoM and the Committee of experts would be announced in due course of time.

● ● ●

INDIAN LOGISTICS SECTOR: ON THE PATH OF TRANSFORMATION

NITI AAYOG

The presence of a robust logistics-related infrastructure and an effective logistics management system facilitates seamless movement of goods from the point of origin to that of consumption, and aids an economy's movement to prosperity. The progress of logistics sector holds an immense value for Indian economy as well; as such advancement would increase exports, generate employment and give the country a significant place in the global supply chain.

As per the Economic Survey 2017-18, the Indian logistics sector provides livelihood to 22 million-plus people and improving the sector would facilitate a 10% decrease in indirect logistics cost, leading to a growth of 5-8% in exports. Further, the Survey estimates that the worth of Indian logistics market would be around US\$ 215 billion in next two years compared to about US\$ 160 billion currently. The boom in next couple of years is expected largely due to the implementation of Goods and Service Tax (GST).

Today, the Indian logistics sector is a sunshine industry and is going through a phase of transformation. Due to the initial efforts of Government of India (GoI), such as Make in India programme and improvements in infrastructure along with the emergence of skilled professionals, the country's position bettered from 54 in 2014 to 35 in 2016 in the World Bank (WB)'s Logistics Performance Index (LPI), in terms of overall logistics performance. In fact, India improved its tally in all the six components of LPI. India also registered an overall 30 points rise in 2017 and stood at 100th position compared to 2016, in the WB's Ease of Doing Business Index (EoDBI).

There exists a tremendous scope for further jump in India's rankings if the existing infrastructural and cost inefficiencies are addressed. The Survey goes on to identify the challenges that beset the Indian logistics industry, the foremost of which is it being largely in the unorganized realm. The other challenges hindering its growth include high cost, underdeveloped material handling infrastructure, fragmented warehousing, presence of multiple regulatory and policy making entities, lack of seamless movement of goods across

modes, and poor integration with modern information technology. These challenges, particularly the ones pertaining to procedural complexities, redundant documentations and involvement of several agencies at our ports and borders, severely dent our performance in international trade, resulting into about 70% of the delays.

To ensure ease of trading in the international and domestic arena it is important that steps are taken to build the Indian logistics sector in an integrated manner. The Survey suggests to achieve the same by harnessing the potential of emerging technologies, bringing in investment, creating human capital, removing bottlenecks, improving intermodal transport mix, automation, single window clearance system, and simplifying procedures.

The need of the hour is to formulate an integrated logistics policy. Today the stakeholders have to deal with multiple government agencies at the union, state and local levels, which result into avoidable delays. The integrated logistics policy could go a long way in streamlining and consolidating multidepartment requirements, besides facilitating corrective action, effective monitoring and prompt grievance redressal. Along with it, a mechanism needs to be created to measure the sector's performance at regular intervals against the set benchmarks, thus, providing evidences to the policymakers so that a favourable policy environment is created.

To alter the country's logistics landscape, GoI has taken a number of decisions. The GST regime is certain to expedite faster conversion of informal logistics setups to formal ones and speed up freight movement at interstate borders due to dismantling of check posts. There is a target to reduce the logistics cost in India from the present 14% of GDP to less than 10% of it, by 2022. A national committee headed by Cabinet Secretary is in place to develop the pan-India roadmap for trade facilitation.

A new Logistics Division in the Department of Commerce has been established to coordinate integrated development of the sector by way of policy changes, improvement in existing procedures,

identification of bottlenecks and gaps, and introduction of technology-based interventions. A concerted effort in collaboration with central line ministries and state governments is on to simplify the regulatory processes in domestic and export-import logistics. The Ministry of Commerce and Industry (MoCI) is developing an integrated logistics portal which would serve as a transactional e-marketplace by connecting buyers, logistics service providers and the relevant government agencies such as customs, port community systems, port terminals, shipping lines, railways, etc. Once functional, it would reduce delays and facilitate a transparent, informative and convenient trading system. Recently the Ministry also launched a new Logistics Ease Across Different States Index to rank states for the support they provide to improve logistics infrastructure within their respective jurisdictions.

The logistics sector now finds a place in the Harmonized Master List of Infrastructure Subsector. This inclusion is set to benefit the logistics industry as it will now have an access to cheaper and long term credit. Such a move will also lead to simplification of the approval process for the construction of multimodal logistics parks. Lastly, it will encourage market accountability through regulation and will attract investments from debt and pension funds into recognized projects.

The commitment of GoI towards an integrated development of logistics sector through policy amendments, infrastructural development, tax reforms and technology adoption will certainly deliver desirable results. It will enhance our trade competitiveness, create jobs, shoot up country's performance in global rankings and pave the way for India to become a logistics hub. Such measures will also contribute to creation of a New India by 2022, as envisioned by the Prime Minister of India.

The authors are Adviser and Young Professional respectively in the Infrastructure – Connectivity vertical of NITI Aayog. The views and analysis expressed in the publication are personally those of the authors. They do not reflect the views of NITI Aayog. NITI Aayog does not guarantee the accuracy of data included in the publication nor does it accept any responsibility for consequences of its use.

The presence of a robust logistics-related infrastructure and an effective logistics management system facilitates seamless movement of goods from the point of origin to that of consumption, and aids an economy's movement to prosperity.

Source URL: <https://niti.gov.in/content/indian-logistics-sector-path-transformation>

GOVERNMENT MANDATES PREFERENCE TO INDIA-MADE VEHICLES IN PUBLIC PROCUREMENT

The government has mandated preference to be given to domestically-manufactured vehicles with minimum 65 per cent local content in public procurement of automobiles, according to an official notification. As per the new norms notified by the Heavy Industries Ministry with an aim to “encourage Make in India” and to promote manufacturing and production of goods and services locally, “preference shall be provided by all government procuring entities to domestically manufactured automobile and automotive components.

The notification applies to automobiles based on internal combustion (IC) engines including two and three wheelers, passenger vehicles and commercial vehicles and components or spares required for their manufacture and maintenance.

The percentage of local content required to qualify as domestically manufactured automobile has been set at 65 per cent, it said.

On the other hand, for auto components the percentage of local content required to qualify as domestically manufactured has been set at 60 per cent, the notification added.

The new norms have already come into effect and would be reviewed after March 31, 2019. They shall remain valid till a revised notification is issued.

“The local supplier at the time of tender, bidding or solicitation shall provide self-certification that the item offered meets the minimum local content and shall give details of the location(s) at which the local value addition is made,” said the notification.

In cases where the procurement is for a value over Rs 10 crore, the local supplier shall provide a certificate from the statutory auditor or cost auditor of the company (in the case of companies) or from a practicing cost accountant or practicing chartered accountant (in respect of suppliers other than companies) giving the percentage of local content, it added.

Source : PTI





HOW WE WANT FUTURE OF PROCUREMENT... TO LOOK LIKE.!

**MS SUVARNA SUDAGONI, LIFE MEMBER & EC MEMBER
IIMM HYDERABAD BRANCH, ssuvarna08@gmail.com**

The future of procurement is an exciting one but currently looks variable due to lack of strategic planning, clarity, leadership and clear direction. There is an urgent need for procurement professionals to look ahead and work towards effective, transparent and strategic procurement.

We should strategically move procurement to a surer footing. We have to understand the organisation's goals and objectives and show, what best is possible for procurement and set the procurement direction to follow. Procurement should be able to assist our organisation, move towards saying 'yes' and being more supportive that can meet organisational requirements.

First of all, Procurement professionals should make themselves a desirable sect of people in the organisation to be approached! They should build confidence to all others, that they can always add value, speed, efficiency for growth and profitability of the organisation and request to be involved in early stages.

Need for a Strategic Approach: Procurement requires a clear vision and direction that morphs into a specific and measurable procurement strategy. For procurement to have a positive future we have to start planning now, so future procurement professionals can reap the benefits. Relevant procurement for all options is a must. It would be helpful if we looked at not only the future direction of procurement and but the mid to long term strategic plans. What do we want to see in the short, medium and long term?

Going forward, we, Procurement Professionals, can think strategically and undertake procurement that is specific to each procurement requirement. The 'Same Way' need not be the best way and thinking 'outside the box' is essential. Let us stop following the "Calf beaten track" and think simpler and innovative ways. We should accept change for better.

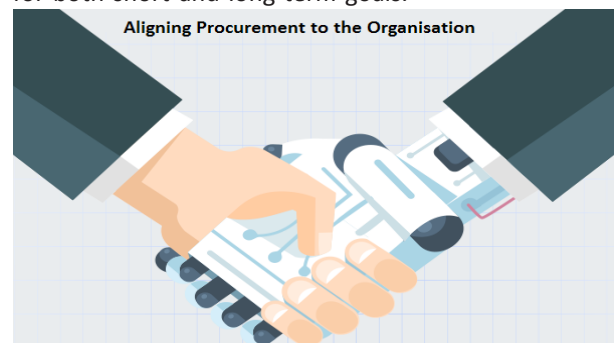
Procurement should be Proactive and not Reactive:

Proactiveness is the organisation's soul.!

Changing the 'conversation' – we have to look at how we operate – at times we over complicate the process. We are also ignoring our contractual partners – our suppliers. This trend of today's procurement professionals should change and this is possible when we are with positive attitude and proactiveness towards the profession. For example: They should take the lead to monitor, forewarn likely undue delays in supplies if any, instead of reacting to user departments raising the alarm and then rush to take corrective action. Procurement should be always Alert.!

Value Creation : We can consider how we add value through value creation. We certainly need transformation as well as value creation. We really and immediately need to take a hard look at what is needed and that is procurement leaders and leadership. If we want meaningful procurement to show what is possible, we need procurement leaders and leadership to show the way and provide means for this to happen. In this way we can reform procurement and create or increase the value of procurement in the way we move forward.

Co – Creation and Collaboration: We can achieve our requirements if we act in a cohesive, collaborative and innovative way. We have to move from transactional procurement to transformational procurement. We have to operate in an 'us' environment rather than 'them and us' environment that happens all too often. The present state of procurement professionals is in difficult state and many factors influenced them to take a back step and we all will definitely and have to get over from this kind of state of thinking. The 'us' environment will not only provide a competitive edge to the organisation but also, a great place for the procurement professionals in their respective organisations. Working together effectively is in itself powerful. Both sides will benefit for ongoing rewards for both short and long term goals.



Collaboration is essential so that buyers and suppliers work together sustainably and for building relationships. This requires true collaboration rather than as a 'wish' without putting into practice. Let us not forget our suppliers – we have to bring them along with us. We can learn by active listening. They could well be ahead of us and waiting for us to engage.

We as the procurement professionals often take undue advantage of the suppliers' goodness and it happened and still happening. Suppliers are the stakeholders, who (most of them) support our businesses run smoothly and waiting very patiently for our honesty and return support by way of their payments release on time and

involving them in our future supply projects.

Purchasing Builds Relationships with Suppliers



Let us harness the power of collaboration – this can pave the way for working innovatively. The most important step to achieve is a plan and effective communication, which leads to positive collaboration. Contract flexibility provides for options and clarity of purpose that can allow us to get ‘past the norm’ and be creative in how the relationship works. Of course this is best for buyer/supplier relationship, that have been in place for some time and where performance has been positive.

Procurement sustainability – We can no longer ignore this issue. We must consider requirements of our particular industry. This applies to environmental concerns as well as certainty of supply issues.

We expect that the supplier has a responsibility to ‘do something’ but often we do not look at the part we need to play. Lack of attention by procurement professionals loses the opportunity to look at the ‘big picture’ and make positive change to procurement and the entire supply chain.

Sustainability strategy – is recognising that sustainable procurement strategy cannot be considered in isolation of the organisation’s overall strategic vision and direction. A sound sustainability strategy protects organisation’s reputation and all key ingredients for long-term growth and profitability.

The future : We require a clear vision and the ability to implement it. We have to be flexible and our contracts needs to document both the technical requirements but also an effective change mechanism. Procurement has to move from the traditional buyer/supplier relationship which can be a confrontational one and look ahead so both sides work together effectively. Buyers should work “shoulder to shoulder” with their supply partners to resolve issues in Quality, on-time delivery and cost reduction initiatives. We have to recognise that both parties need the other and we should look at how we can improve the relationship and work constructively together in both operations procurement and for next generation procurement.

Linking to procurement reform – Procurement is in need of reform. We should look at implementing change within our organisation. Equally, we can contribute to the wider discussions. There is an urgent need for procurement to change/grow and gain a necessary ‘voice’. Procurement should set the agenda, discuss what can be and involve ourselves so procurement can provide effective solutions to our organisations.

As a part of this, of course, is the need for procurement leaders to become visible and their leadership acknowledged and used. Procurement requires procurement leaders and by extension procurement

leadership. This will enhance procurement and will also provide opportunity to provide input into the procurement agenda. But... how do we find such leaders and what kind of leadership does procurement require?

Procurement leadership – We need to ‘grow’, and one way of doing this is to encourage leadership – on both the big stage as well as within our organisations. We need to consider the ‘big stage’ discussions and especially as it relates to the ‘how’ and ‘where’. The ‘big stage’ is where this belongs rather than within individual organisations.

Procurement leaders – Procurement badly requires procurement leaders. A thorough discussion is required about the mechanism of the process of finding and mentoring aspiring procurement staff.

Place in organisation structure – It is well past time that procurement had a ‘place’ in organisations and appropriate visibility and impact. We need to move out on our own rather than being the ‘poor subordinate’ and hiding under the umbrella of divisions such as ‘Finance’ or ‘Corporate Services’. This requires a big discussion as to where we see ourselves.

Procurement roles – Procurement is in dire need for consistency of roles. This area is such a mess. It is not helpful to have conflicting roles and terminology. We also badly need for procurement staff to be empowered so that they feel valued which will help with retaining of staff.

Looking at procurement rules – Discussion should occur to establish the viability of rules, especially in respect of how long the procurement process takes. This can put off suppliers and lead to frustration. It is acknowledged that there needs to be a transparent process – but a balance should be established between transparency and timeframes.

Procurement salaries – This should be looked at, especially compensation for procurement expertise. Realistic salaries need to be paid and to recognise the work and expertise needed to be in the professional category. Let us move away from the solely administration category.

Saying that it can be hard, especially if the procurement roles have not been defined, this does not absolve the company from paying appropriately for their procurement expertise. Role descriptions can be developed and expertise measured – so the two issues should be looked at and resolved.

For Procurement specialised courses and training, there is a Professional Body, i.e., Indian Institute of Materials Management (IIMM)... always available, running several programmes to support the Procurement / SCM professionals with its various Procurement & SCM courses and Training Programs! For more details: Please visit www.iimm.org

Before we find the people that we first to have a good picture of roles and training. The role of the procurement professional might seem obvious but we should acknowledge that the role itself needs to be better defined. It is often split, or worse, barely acknowledged as a ‘role’. So, procurement needs to find

its place. This is quite possible with great patriotic working attitude and skill development through proper professional training courses.



Staff training/mentoring/induction. – Procurement requires well trained staff and staff who has passion to be in procurement. We need to motivate, encourage and ‘be there’ for staff. Procurement staff can benefit from mentoring.

Ongoing training is a must and updation of knowledge through professional skill development courses, allowing people to attend seminars/ exhibitions, etc relating to the industry, as and when required. Equally, mentoring should be available for those who wish to make use of it or those who have the ability to mentor. This should be a continuous process for a continual progress.

Procurement paradigm versus procurement professional paradigms.

When we think about changing paradigms our focus on both is required, as a focus on one is limiting the extent of how far we can manage and achieve likely results.

The procurement professional paradigm should be about:

1. Thinking strategically.
2. Necessary direction.
3. Need for procurement qualifications.
4. Professional development.
5. This should be backed up by expertise and training.

The procurement paradigm : We cannot continue to operate in the same routine way -we must look at the best way of operating sustainably and innovatively. Equally, it is going to take the whole procurement and supply chain to achieve this. A start needs to be made. New ideas are required for different results. Having a clear direction will allow you to procure strategically.

Skills and competencies : Procurement requires procurement skills as well as complimentary skills such as financial, communication, advocacy, presentation and persuasion skills including management and other ‘soft’ skills. Some competencies are:

1. Procurement basics
2. Sound Knowledge of the Commodity Procured
3. Communication skills
4. Strategic skills
5. Vision and direction

Competencies seems to focus on procurement requirements at the expense of other helpful skills. There should be a balance of both. A lot of work needs to be put in to build competencies relevant for procurement.

A structured Competency Mapping must be undertaken by a team of experts to assess individuals in procurement, so that square pegs are not fitted into round holes. This mapping will also lead to specific Training needs appropriate to individuals working in the procurement team, instead of generic training without any outcome. Defining clearly proper Job Description is the start of such an exercise.

Retaining procurement staff and empowering procurement leaders – Once we have leaders we need to make sure that we retain them. To do that, we need to encourage personal growth, conceptual understanding, feedback and to provide skill building. We need to up-skill often. We are in dire need of procurement qualifications that reflect procurement overall but also reflect our country’s specific laws and procurement rules.

Summary : All the Organisations have competitive challenges and procurement should get ready to manage the challenges as it relates to procurement. It takes courage to effect change. A start is to work within your organisation for procurement change. Procurement cannot do this alone. The organisation also has a big role to play. Courage and empowerment are a useful mix.

Staff should have confidence that they can make a difference and their input is valued. Procurement professional need to ‘speak up’, to be empowered, to provide relevant and factual information. In this way we can provide value-add to management such as procurement savings. Here, the top management should look into and delegate the required professional authority with the relevant responsibility. The top management has to seriously look into this area and empower the procurement professionals and align the function in line with other functions.

These are challenges but there are also opportunities to improve procurement and to improve the procurement professional role. By doing so, procurement professionals can assist better the organisation overall objectives.

Let us all make an immediate start (if not started, yet..!) so our procurement future is a positive one – for existing procurement professional but also future procurement professionals. Let us make it easier for them and in the process we can make it easier for ourselves as well – it is a win-win situation/ platform – what do you say.!

Ø A request to the readers of this Article: To please forward your views and suggestions to the Author and Editor of MMR, to improve on the future articles.

References: Internet; Self Knowledge & Experience and The Senior Associate’s Review.

● ● ●

PROCUREMENT IN 2019: SUSTAINABLE PROCUREMENT WILL BECOME A STRATEGIC IMPERATIVE

NICK HEINE, HEAD OF SUSTAINABILITY
AND COMPLIANCE AT INTEGRITYNEXT.

Companies today are facing a rising tide of regulations and an increased awareness among consumers around the sustainability of the goods they buy. With an average of 65% of a company's added value being generated by its suppliers, consumers and regulators today hold companies responsible not only for their own practices, but also for those of their suppliers. To meet the demands of regulators and consumers, procurement chiefs must be prepared for a drastic increase in transparency regarding the sustainability and compliance of their suppliers – a tricky task that can only be mastered with the help of modern technologies.

Increasing regulations : An increasing number of regulations require companies to monitor and even report on the compliance of their suppliers. Adding to existing standards such as the US Foreign Corrupt Practices Act and the Ten Principles of the UN Global Compact, many new laws have been passed in recent years. This includes the EU CSR Reporting Duty that came into effect in 2017, the French Duty of Care Act (2017), the UK Modern Slavery Act (2015), the UK Bribery Act (2010) and various regulations around things such as the sourcing of conflict minerals.

Increasing consumer awareness : Consumers today are well-informed and increasingly aware of sustainability aspects. This reflects strongly in their buying behavior, creating a demand for products that come from ethically-sound value chains. With the increased transparency enabled by social media, companies often come under scrutiny if they turn a blind eye to unethical practices in their supply chains.

For instance, when a spate of suicides among workers at Foxconn plants occurred, there was pressure on Apple, one of its customers, to take action over the working conditions at those plants.

The textile industry was similarly affected when more than 1,000 workers died in the 2013 Rana Plaza accident in Bangladesh.

For companies to stay competitive and meet consumer demands, procurement needs full visibility so it can identify and react swiftly to such issues.

Traditional methods require too many resources : However, monitoring the sustainability and compliance of thousands of suppliers is a complex and difficult task. Traditional methods, such as supplier audits, are resource-heavy. Many companies therefore focus on just a few strategically important suppliers. Medium-sized and smaller companies often shy away from the effort completely, which leaves them dangerously exposed to undetected risks lurking in the supply chain.

Making a smart bet on tech : Advanced technology can pick up the slack here and help CPOs gain greater insight into their supply chains. A standardised, scalable approach is necessary: one that can be applied to 100% of a company's suppliers, not just the strategic ones. With this technology in place, procurement functions can then determine where risk lies and use their resources effectively to investigate further and take action.

Source: Procurement Leaders

●●●

CUSTOM EXCHANGE RATES

(All rates per unit) w.e.f. 18th January 2019

CURRENCY	IMPORT	EXPORT
Australian Dollar	52.25	50.00
Bahraini Dinar	195.10	183.05
Canadian Dollar	54.60	52.75
Chinese Yuan	10.70	10.35
Danish Kroner	11.05	10.65
Euro	82.70	79.70
Hong Kong Dollar	9.25	8.90
Kuwaiti Dinar	243.00	227.60
Newzealand Dollar	49.40	47.15
Norwegian Kroner	8.50	8.20
Pound Sterling	93.35	90.10
Qatari Riyal	20.20	18.95
Saudi Arabian Riyal	19.60	18.40
Singapore Dollar	53.50	51.60
South African Rand	5.35	5.05
Swedish Kroner	8.05	7.75
Swiss Franc	73.35	70.40
Turkish Lira	13.75	12.90
UAE Dirham	20.05	18.80
US Dollar	72.10	70.40
Japanese Yen (100)	66.60	64.15
Korean Won	6.55	6.15

Source : www.dailyshippingtimes.com/custom-exchange-rates.php

DOES YOUR BUSINESS HAVE A PLAN? IT SHOULD

EDWARD WIELAGE

Some large companies spend over a billion dollars a year on accounting and financial analysis. These firms employ thousands across accounting, audit, finance, treasury and business development who's core job function is to budget, plan and analyze numbers. These companies understand that this expense is an investment in information. An investment that will them enable to make more profitable business decisions and pay for itself many times over.

While these same principals hold true to businesses of all sizes, most small and medium sized businesses do not have a financial management system beyond basic accounting systems. Christian Harsh of Confluence Advisors (a Pittsburgh based middle market investment bank) said, "The first thing I do on any new engagement is analyze the company's numbers, most could be doing a lot more to get a handle on their financial situation."

This is because for many small businesses the costs appear greater than the potential benefits. This article highlights the benefits of budgeting, planning, performance measurement in addition to explaining why the total cost involved with implementing and maintaining a financial management system has declined significantly.

Why your company should implement a financial management process.

You need a plan to run your business. What good are last years numbers if you are not using them to get a better understanding of how you can increase the bottom line in the future? At the most basic level businesses should have a short term budget. This budget should serve as a financial roadmap to achieve your short term goals. Comparing results to the budget at the end of each period will help you identify the most important factors in improving your bottom line. Longer term planning (3-5 years) helps business owners make decisions with multi-year implications. Budgeting and planning using an integrated income statement, balance sheet and statement of cash flows help businesses determine cash implications and capital funding requirements for a given forecasts.

You need a plan to finance your business. Being able to effectively measure and articulate the financial position of your company can help you obtain more attractive financing options. This is true for a growth oriented business trying to find equity investors or say a restaurant attempting to secure a construction loan. Unfortunately many businesses find themselves putting these projections together after they determine they need to. When faced with a need to raise capital,

companies who engage in financial management on a regular basis are able to focus on refining the data and telling the right story instead of building from scratch.

Why implementing a financial management system is less costly than ever.

For many small businesses hiring a finance department (or a dedicated person) for planning/ budgeting/ financial analysis is not and option. Even if the financial resources are available, finding someone with the right skills and knowledge of your business can be difficult. The good news is that your access to tools and resources that can help you with this process is greater than ever before. This will allow you to drastically improve your company's financial management using your existing team (even if that is just you). Here is a short list of places to start.

- Software: There are many software products available for budgeting and planning. These range from enterprise solutions for large organizations all the way to stand alone spreadsheet software. A spreadsheet package like Excel may seem to be a cost effective option but building a 5 year plan in spreadsheet is can be very time consuming and complex.

- Search Engines and Wiki's: Once you are in the process of setting up a budget or plan you will have questions. If you want to learn more about amortizing a loan or cost of capital just search for it on the internet. Investopedia (<http://www.investopedia.com>) is a great resource dedicated specially to financial information.

- Academic Resources: Many universities and professors make coursework and research available for free online. Find a course of study and learn in a structured way but at your own pace and without paying for classes. There are also many organizations that create materials that cater to small business owners; one example is SmallBizUeLearning University (<http://www.smallbizu.org/a101/>).

- Financial Professionals: Many financial professionals offer budgeting and planning services; these can be accounting firms or corporate finance consulting firms. However for you to truly extract valuable information from the budgeting and planning process it must be a collaborative effort.

There is nothing else to wait for. If the primary function of your financial analysis is to determine how much you own in taxes then you are not doing enough. Take the time to construct a basic budget and build your financial management process from there.

Earlier, the world was considered to be a humongous place. Due to lack of transportation, people used to take weeks to reach one destination. Now, the case has changed as the world has become a small place with various mediums of transportation that transport the travelers to their destined place in a matter of some hours. But to cut down on the time of travel, people tend to spend a large amount of money – all thanks to the progress in financial forum. However, there are some service providers who offer discount airfare and even facilitate customers with hotel reservations and car rentals at an affordable price – helping them to save a sum of money and even enjoy their trip.

Therefore, it is wise to take some time out and search for these service providers that ensure cheapest airfare and the best vacation rentals. Internet, being a small world with varied information on all the subjects, is the best place to learn about the big names in online travel reservations. There are many best discount airlines search tools that list an array of online travel planning and flight-booking sites that specialize in offering cheap plane tickets, lodging resort and car reservations. One of the best sites for the same is Travelagent2.

People who are very choosy will find this medium to be the ultimate as they will get to view all the routes offered by each airline. These sites also update the latest information in reference to the journey. Well, people can even make online reservations for their trip. In addition to a purchase of plane tickets online, the websites also help people in finding an ideal vacation package, making hotel and car reservations, and offering maps guidebooks, travel news, destination information, etc.

All that is expected from the people's end is to finalize the place for a trip, and the planning with executing will be done by the online service providers. Moreover, these service providers do not concentrate on a particular region or territory; in fact, they target the worldwide market by offering all the countries. You name a nation and they will plan the perfect tour for you. They provide destination guides to easily find out where to go and how to plan the trip. Additionally, they will also inform people on a variety of attractions, restaurants and hotels along with up-to-date weather, health tips as well as general information.

In today's world, people feel that the improvement in economical sector is a matter of pride. They also feel proud to see diverse cultures and traditions that are followed by the human race. In order to bring the monetary factor and traveling options under one roof, the sites work towards effective travel guides. This is by keeping the willingness of traveling to varied places alive by offering discount travel that comes in different forms.

About The Author Edward Wielage is author of this article on Business budgeting.

Source: ArticleCity.com

INFRASTRUCTURE FOR LOGISTICS IN INDIA BOOMING DUE TO GST: REPORT

KAILASH BABAR

Demand for logistics infrastructure is booming in India due to the introduction of Good and Services Tax (GST) that has revolutionised how goods are delivered across the country, showed the Emerging Trends in Real Estate Asia Pacific 2019, a real estate forecast jointly published by the Urban Land Institute (ULI) and PwC.

This has also been helped by the government of India according infrastructure status to warehousing projects, the report added. Looking at Indian cities, Mumbai stands out with respect to demand for high-quality office space. The city is also seeing a strong growth in co-working assets. On the retail front, high-end malls continue to perform well if properly managed. However, mid-tier facilities are often unprofitable, given that Indian consumers are migrating online.

According to the report, at the Asia Pacific region level, ongoing competition among investors to place capital is continuing to shape how investors approach the sourcing of assets, despite signs the market may now be approaching a cyclical top. In particular, value-add plays continue to be a focus, as owners look to upgrade assets by providing more flexibility, better user experience, and improvements leveraging design and technology functions. As a result, investors today say they are likely to be more site specific, working from the ground up rather than the top down.

The only sector where investor opinions were uniformly bullish, investment allocations to the sector have risen significantly in 2018. As cities are becoming denser and housing costs rise, more developers are looking to co-living as a way to pack more people into smaller areas.

The ongoing build-up of liquidity across the Asia Pacific region still leads to huge sums of money crossing borders, to be invested in foreign real estate assets. Strong outflows in the region seem certain to continue, especially with new reserves from Japan likely to enter the mix in 2019, the report said. "India's rapidly growing capital markets mean demand for high-quality offices is booming in Mumbai," said John Fitzgerald, CEO of ULI Asia Pacific. "The report shows that despite apparently high vacancies, ongoing shortage of modern office stock mean new supply tends to be absorbed quickly."

The Emerging Trends report provides an outlook on Asia Pacific real estate investment and development trends, real estate finance and capital markets, and trends by property sector and metropolitan area. It is based on over 350 survey responses received from real estate professionals, including investors, developers, property company representatives, lenders, brokers and consultants.

Source : realty.economicstimes.indiatimes.com/news

FIVE WAYS TECHNOLOGY IS DRIVING PROCUREMENT

BURHAN WAZIR

As organisations embrace connectivity with an emphasis on efficiency and productivity, digital technologies are opening up new ways for them to respond to the needs of consumers and suppliers

For sectors as divergent as government departments, transport companies, and hospitality and tourism firms, breakthroughs such as cognitive procurement, which harness blockchain, machine-learning, cloud computing and the internet of things, are being employed to overhaul every aspect of supply-side economics.

For any institution in the business of buying and selling goods or services, whether government administered or privately owned, procurement presents an unrivalled set of challenges. Variables as unpredictable as demand, war, climate change and migration can all adversely impact supply.

But according to the 2018 Deloitte survey, Leadership: Driving innovation and delivering impact, compiled after gathering the views of 504 procurement leaders from 39 countries, representing organisations with a total annual turnover of \$5.5 trillion, the digitisation of procurement is helping overcome a number of key challenges. These include market volatility, collaboration and leadership.

While key findings discovered that 61 per cent of procurement leaders said they delivered better savings in 2017, 66 per cent predicted that digital technology would be responsible for the biggest changes in supplier management over the next five years. Half said they were using advanced analytics in a bid to help reduce costs.

Five sectors experiencing significant technological shifts in their approach to procurement illuminate how the profession is being driven forward.

01 Food and analytics : Customer data is having a profound effect on the food industry. In the United States, the International Foodservice Manufacturers Association has teamed up with HAVI, a supply chain management company, and Kinetic12, a food industry consultancy, to use data as part of a collaborative effort to enhance the relationship between some of the biggest food brands and suppliers. The objective is to evaluate how to optimise supply chain practices and address how the farm-to-fork movement could lead

to new offerings which address changing consumer tastes.

Partners so far include 15 major chains, such as Burger King, Chick-fil-A, Starbucks, Subway and Wendy's, as well as manufacturers and distributors.

This could have a profound effect on an industry where the revenue for 2017 is estimated at around \$799 billion and where the country's top 300 chain restaurants introduced more than 5,000 new menu items over the course of the year. The food service industry is the second-largest private employer in America with a workforce of 15 million.

The use of data will drive down costs and inefficiencies, and free resources for innovation. Data use should also encourage supply chains which can broaden the range of fresh foods available to customers. Distributors, suppliers and manufacturers that traditionally use different methods of data collection should be able to use the same information and devices – a mobile phone, for instance – to redirect inventory, address in-store promotions or accurately forecast demand.

02 Public sector and AI : While the UK government recently announced plans to invest £300 million in artificial intelligence (AI) research to secure its status as a leading hub for “deep tech”, the public sector has already delved into the world of AI in a number of ways. Earlier this year, the Serious Fraud Office (SFO) announced it would expand its use of AI after successfully putting it to use in an investigation involving Rolls-Royce.

The SFO, which often needs to process large amounts of data in fraud inquiries, used an AI bot in a four-year bribery and fraud investigation. The bot was able to process more than half a million documents a day at speeds 2,000 times faster than a human lawyer. It marked the first time AI was used in a criminal case in the UK and ended with Rolls-Royce agreeing to pay a settlement of £497.25 million.

Since then, the SFO has announced plans to use tools to cut the time it takes for its investigations teams to categorise financial documents and identify transactions.

03 Manufacturing and machine-learning : When Boeing and General Motors wanted to procure

mass 3D-printed metal parts for commercial jets, they turned to Citrine Informatics, an innovation-focused Californian company, for help. The challenge for Boeing and General Motors was to mass produce printed blocks of welded alloys which would be strong enough to be fitted to commercial planes.

With the traditional 3D printing of alloys, a metallic printer lays down individual layers of metallic powders which are then welded together by an overhead laser. Over a number of hours, the machine can print a small block about the same size as a bar of chocolate.

To speed up the procurement process and make stronger alloys at the same time, researchers at Citrine used machine-learning to come up with ten million recipes for improving the possible metallic combinations of the alloys. Algorithms then took only days to determine which ones to mass produce. Several prototypes were printed; all passed durability tests when they were microscopically examined and subjected to thousands of pounds of force.

04 Tourism and beacon technology : The tourism industry is beginning to harness personal data and technology to help procure a number of new services for guests, including hotel rooms which automatically adjust themselves to the tastes of each guest.

In an indication of what hotels of the future might offer, a prototype at a trade fair in Madrid recently showed how receptionists could vanish, allowing customers to check in using only facial recognition at the front desk. Once the customer was identified, the room automatically adapted itself to a series of demands made on reservation, including adjusting temperature and lighting settings, and even changing the types of

paintings displayed in digital frames hanging on walls.

Some hotels and resorts have already harnessed new technology to offer such an experience at an introductory level, using virtual reality headsets as tourist brochures, for example. The Spanish model, however, aimed at travellers seeking a luxury experience, also used the latest in speech recognition technology to enable guests to order pizzas in one of 40 different languages.

The prototype, which has been designed by a French technology company Altran, also allows guests to use WhatsApp to unlock their room doors. Bedroom mattresses are equipped with sensors which record movement, prompting hotel staff to offer guests a coffee on awakening.

05 Defence and AI : The defence industry is in the early stages of a major shift as AI and robotics are enabling “intelligent” warfare of the future, enabling governments to shift to more efficient and cheaper AI and robotics systems.

In the United States, the Department of Defense has started to develop a range of advanced technologies for nearly every facet of its role. The department is creating a more intelligent procurement system, using AI to improve existing platforms for recruiting staff, soldiers, purchasing munitions and decision-making. It also aims to create a more autonomous fighting force, pairing AI-enabled systems with humans, aiming for faster decisions and better outcomes.

Source: www.raconteur.net

● ● ●

COMMODITY INDEX

Commodities	Days's Index	Prev. Index	Week Ago	Month Ago
Index	2639.4	2639.2	2626.4	2614.4
Bullion	4815.5	4813.6	4819.8	4653.4
Cement	2048.0	2048.0	2038.3	2001.5
Chemicals	2306.9	2306.9	2306.9	2180.7
Edible Oil	1613.3	1607.8	1596.1	1560.7
Foodgrains	2308.2	2308.8	2310.7	2312.1
Fuel	2607.9	2602.7	2550.6	2554.7
Indl Metals	1919.0	1919.0	1918.9	2025.3
Other Agricom	2069.5	2096.1	2073.3	2031.4
Plastics	1915.0	1915.0	1915.0	1926.9

Source: ETIG Database dated 22nd January 2019

CENTRALIZED PROCUREMENT WILL DRIVE THE FUTURE OF B2B PROCUREMENT INDUSTRY

Here's how procurement gain some of the undoubted benefits of aggregation and transparency

KARTHIK RAMAIAH, CONTRIBUTOR, CO-FOUNDER, KOBSTER

OPINIONS EXPRESSED BY ENTREPRENEUR CONTRIBUTORS ARE THEIR OWN.

Prourement as an industry has evolved a lot from the time of its inception. Businesses are rapidly re-evaluating their procurement operating models and market strategies not just to withstand the market forces, but capitalize on them. In the corporate procurement, this calls for great responsibility requires the procurement executive to be visionary and innovative while being exceedingly committed to fulfilling the requirements.

Paradigm Shift: B2B e-commerce has been riding the wave of B2C e-commerce across the globe. However, within the next 3-5 years, B2B e-commerce will outgrow B2C e-commerce in terms of volume of sales (GMV). In other words, B2B procurement is expected to face a paradigm shift in anytime sooner. So far, B2B e-commerce has been following the trends of B2C e-commerce, however, the future will be different as both will take their own paths.

Change that is much needed: Businesses across the globe are looking for consumer-like experience in procurement. Over the last few years, many initiatives across the globe have successfully consumerized B2B e-commerce and e-procurement. The major reasons why businesses are switching from traditional commerce to e-commerce include several fundamental benefits of e-commerce such as a self-serve model, better efficiency in making decisions, more transparent information, and better analytics and structured buying. This drives this to a change which is obvious and the need of the hour one.

How does the future of procurement look?

The future of procurement is expected to be driven by an increasingly centre-led approach, characterized by constant connectivity to the sublets and enabled by technology. The current system used for purchasing office supplies is a fill-in-the-need system. Simply put, it can help to find the best supplier for a location. Though we have made incredible advances in procurement and technology, a centralized procurement process has remained much the same.

Centralized Procurement then: In early 2014, centralized procurement was all about "control", "power" and "authority". And ultimately, if the organization is run in a reasonably de-centralized manner, it was unlikely to accept a highly controlling centralized procurement function. The purchasing decision makers were at the company headquarters.

But it was never designed to mislead you into a bureaucratic system.

Centralized Procurement later: In the new paradigm, we will have to start looking at it from the perspective of "process optimization", "cost reduction" and "setting a direction". An organization's activities could be spread over a number of plants or locations. And for a large organization, it requires a massive amount of resources and tools in order to operate at peak levels. One of the primary reasons why companies have trouble managing their purchasing practices is because different purchasing teams procure in different locations and are "not tracked".

Future trends in the sector: Business buyers are consumers too, hence the fundamentals remain the same. However, unlike B2B e-commerce, where the buyers are more impulse driven and are often shopping for fun/leisure, business buyers are buying for their business and their purchase designs are needed driven. B2B e-commerce will not only out-grow B2C e-commerce in terms of volume of business but also the application of technology.

Another interesting trend will happen in B2B e-commerce is the success of niche players. Unlike B2C e-commerce where we have seen generalists have had an upper hand over specialists, in B2B e-commerce, specialists who would provide best solutions to the niche problems faced by businesses towards purchases will find more success than generalists.

With companies switching to B2B e-commerce, more and more real-time procurement data will be captured. This data will help B2B e-commerce players to better understand the behaviour of the business buyer and offer data-driven insights. B2B e-commerce companies will use this data to provide a personalized experience to every buyer/business.

In a nutshell... Over the years, procurement companies have started looking into how strategy with technology could address the dilemma in the process. Whereby how can procurement gain some of the undoubted benefits of aggregation and transparency. The centre-led approach in procurement will assure a hassle-free procurement experience which cut unnecessary and additional costs as well as creates a healthy platform for reliable and transparent procurement.

Source: www.entrepreneur.com

● ● ●

SET UP SEPARATE DEPT FOR LOGISTICS TO IMPROVE TRANSPORT SECTOR PM'S ADVISORY PANEL

Setting up a separate logistics department and introducing one permit-one tax system for trucks, among other measures, will boost the transport sector and improve ease of doing business, the Economic Advisory Council to the Prime Minister (EAC-PM) has suggested. These suggestions form part of the Bibek Debroy-led Logistics Development Committee's report titled 'Key Challenges in Logistics Development and the Associated Commerce - Policy Reforms for Ease of Doing Business/Trade in India' which was submitted to Prime Minister Narendra Modi recently.

Outlining the need for supporting the truck industry, the committee has suggested that the government should create an independent department focusing on logistics and trade facilitation space by upgrading the existing Logistics Division under the Ministry of Commerce and Industry.

"Introduce the One Nation, One Permit, One Tax system by amending Motor Vehicles Act as recommended by the Parliamentary Committee.

"Also suitably amend the provisions of Motor Transport Workers Act to incentive trucking industry to increase its scale and size," the committee suggested.

As per the one permit-one tax system, all truck permits will be valid across the country.

It also pitched for reduction and rationalisation of rail freight tariff structure, at least on select pilot routes (Delhi-JNPT, Delhi-Mundra etc).

According to the report, the government should target increasing rail modal share by improving predictability in railway services, rationalising railway tariffs and expediting Dedicated Freight Corridor (DFC) commissioning.

The committee also pitched for developing Common Development Plans for revival of railway sidings near major airports for promoting multi-modal air-rail

connectivity and easing last mile connectivity to airports.

To improve trade facilitation at borders, it said the government should shift towards fully facilitated trust-based clearance processed through state-of-the-art risk management system (RMS) and make physical examination an exception.

It pointed out that while the physical infrastructure augmentation projects (like Bharatmala, Sagarmala, DFC) are transformational in nature, some major governance and procedural reforms are incremental in nature.

Findings of the World Bank's Doing Business (DB) report 2018 suggest that it took more than six days to export and more than 13 days to import in India, considerably higher than the time taken in the developed world.

Meanwhile, India saw a jump of 19 positions in International Logistics Performance Index (LPI) — from 54th rank in 2014 to 35th position in 2016 out of 160 countries.

The prime minister has set an ambitious target to realise a quantum jump in Doing Business and ranks within the next 2-3 years.

This will be difficult to achieve if we fundamentally do not do not reorient the way we have looked at logistics and trade facilitation space. the committee said. It also noted that the requirement of physical paperwork and multiple documentation continues despite push towards digital governance. According to the report, the road freight cost per ton per km in india is almost double (after adjusting for PPP) than that of US while the average speed is substantially lower than in developed countries.

Source : The Economics Times



PLUG AND PLAY: PLATFORM- SUPPLY CHAIN – A SMART PATH TO GROWTH:

P. VISWANATHAN E.C. MEMBER OF IIMM BANGALORE BRANCH
vid_shy@yahoo.com

Growth, merger and acquisition activity, changing consumer market, and globalization in supply have taken a change; general plug and play is a computer system that allows an electronic device to be used as soon as it is connected to a computer.

The main problem with this complex is that it creates a disconnection of web cumbersome, high cost, and waste to supply chain, and hampers the organization ability to respond to market conditions, and also expose to quantity performance, and failures, which may be threaten way to competitiveness in supply chain.

This is helped by advanced data analysis, visibility in which organization can now create a cost effective agile supply chain (operated according to environment) to be built on intelligent data decisions in which customers, have been given priority, of their importance and profitability.

The plug and play supply chain is simple, as it comprises of a set of a standards with good solution, augmented by standardized, unique segment in accordance with market needs, and the next step of creating plug and play supply chain in segmentation.

All organization segments on general attribution in supply chain, such as customer type product, geographical indication, and channels of distribution. When organizations segment by products and customers in supply chain this will be based on aggregated characterized data, and there may segment by revenue, in the form of cost-profit, by application of standard margin.

The strategy can be tested in the high growth markets, where a device for two different supply chain-one for a premium product, and another one for certain devices manufactured, since the products as they are similar in many respects, and they were to be adjusted to offer different array of products, and thus serve with different incomes, and this makes it competitive in the market. The bifurcated supply chain strategy can be a cost to serve for each market segment, thus enabling manufacturer to compete effectively, and profitable in both segments, and take up the market share in supply chain.

As companies work to bring order and efficacy to the global supply chain, a growing number of plug and play operates, considering of core platform augmented by

standardization to suit the market needs in supply chain. Plug and Play supply chain are not just efficiency that plays an important role, but they are for growth, and to the new supply chain.

Strategy the concept is standardization for excellence in plug and play in supply chain. Standard margin application segmentation in plug and play supply chain tools at true cost, and cost service includes logistic expenses, inventory storage, processing, transportation, handling involved in distributing the product.

Putting up plug and play supply is not an easy task in supply chain, as it takes up time, but a standardized supply chain is easier for managing, and will bring to understand the concept of cost, and provide solution to meet the needs of customers in the market.

Essentials' of Plug and Play supply chain: Support: Implementing the plug and play supply involves work, resources, investment, and long term commitment, with risk involved. To succeed it must integrate with present market process, and the entire commercial cycle, of the organization, will have to standardize with the supply chain, which means gathering a major achievement of worldwide phenomenon with consistency and towards rigorous tasks and implementation. Centralized knowledge in supply chain is one of the biggest problems in supply. Solving the similar supply chain problems over and over again, and for it becomes necessary to build up the best practices to create a library of facts which could serve customers efficiently.

The creation of plug and play is by segmentation, on general attributes such as type of customers, products, and demography's, geographical destination, and channels by product customer based on the aggregate data.

The knowledge in supply chain should be built up in supply chain based on the best practices, and process supply chain can perform, and be broken in standardized form, and mapped to meet the needs of the market, countries, customers, product channels.

Building up a institutionalize plug and play, and implementing, is essential, and information should be of high quality, accurate so that it enables the plug and play in supply chain, which forms the basis of

standardized decisions. It is critical that companies invest in technology and understand the different patterns, and analyze the total cost identify opportunities and make better discussion for better growth in supply chain.

Rigorous continuity is required, since standardization in the long run terms will be different especially for organization with high rates of innovation and frequent launches of new products, and that is the reason it is necessary to establish a clear criteria for additional changes in supply chain. Standardization which is necessary to be build up, and that is reason to bring up that Plug and Play do not change in supply chain.

In an attempt to automate, and get better control over logistics process, it has made its mandatory for logistic organization to integrate with its logistic platform. Organization is compelled on developing a new plug and play platform to improve logistics.

The system of plug and play works with organization, with pin codes, and plans to ramp up delivery, and this in the beginning or initially will be a testing phase in supply chain.

Individual integration and delivery organization, will work on an application program interface, since many organization will have different application program. Integration is very important to complete supply chain.

Investment becomes necessary to adopt high technology in logistics to build Plug and Play platform, to facilitate integration, and cut down dependence on manual procedure in addition to help organization to delivery products in remote areas, and help the organization to deliver the products required immediately by consumer in supply chain.

It has become necessary for organization to visually plot the progress the shipments, as it combines a lot of additional risk, data like weather, traffic, and temperature, and this applies analytics to predict, and optimize the logistic supply chain.

Data enables all kinds of accuracies and as consumer have to expect good results from shippers, and to the know the information of happening and information of the packages, landing of the products, and customers expect to new ways of capacity management, as this helps shippers to operate efficiently, which includes docking, load timely so that products are kept moving in plug and play supply chain.

Customers like to feel the location and progress of shipments, and point of delivery. With the cloud based management network, loading visibility creates different offering that helps customer, research plans, execute and monitor shipments in plug and play supply chain.

Transport management system has improved shipments tracking, thus developing capability, and

creating market opportunities, to open market opportunities for supply chain visibility, thus willing to concede track and trace capability and sharing data and integrate ways so as shippers, 3PL, to comply with plug and play transform in supply chain.

Manufacturing industries are facing far greater expectation around efficiency, and performance than ever before. Their customers expect faster time rates and customized product. Ultimately the result may be a goal that was once impossible a lot size, one where each product is manufactured to the specification of a specific customer. The advent of the industrial Internet of Things, and what industry refers to industry 4.0, allows manufacturing companies, whether they make industrial equipment, consumer goods, from the way they interact with customer to know their structure plug and play of supply chain.

The implication of transportation and logistics, in particular 3PL by integrating data analytics and plug and play supply chain to provide much traceability, and predict ability, smart warehouse which become essential in supply chain.

Many organization serve Business-to-Consumer where consumer's goes digital, and some parts of section are struggling to keep up the plug and play together in supply chain, and the most important that retail organization are adopting, a connected retail system, where retailers aim to create a brand experience for customers through brick and mortar, online retail connection in plug and play supply chain.

Logistic entails multilevel activities combined together to more products from the place of origin to destination. The activities include warehousing, transportation, packaging, materials handling inventory, management of play and plug in supply chain management, customer service procurement.

Logistic is a crucial component of supply chain, and value chain for any successful business being of the most, essential needs of manufacturing companies for distribution of products.

Logistics is entirely based on successful execution of freight transportation, and warehouse activities. Transportation and warehouse bring a lot of challenge while completing plug and play requirements. A modern customer requirement change day by date, there is more expectation from logistic service providers.

Warehouses and transportation form an analytic form, and allow organization, to have logistic cost to serve the customers by Stock Keeping Units. Critical data that is part of the organization is Enterprise Resource Planning, by point of sale, system which has complete cost and profitability.

The growing expectation is expected to satisfy the custom needs without errors, and the cost effective manner. The various logistic processes are lightly

interlinked, and dependent on each other. A slight delay in any of the process directly has a cascading effect on the final outcome which in turn makes customs unhappy in a plug and play supply chain.

ERP for logistic management is an important trend that is transforming the logistic industry function, adoption of a logistic solution, plug and play, operation, cost, and enhance productivity, sharing the entire process flow that drives rapid growth, and profitability of logistic business.

The key to customer retention is customer service and customer satisfaction in the benchmark of plug and play and of the success in logistic industry.

Transportation is the key successful in supply, and plug and play becomes an important role, as to how to handle end-to-end transportation operation, as to manage all possible aspects of inland and overland transportation from a pick segment request, trip planning, tracking and proof of delivery to invoicing.

Warehouse management system aims to control movements, storing of materials, within warehouse, and process related transaction including shipping receiving stacking and picking. By optimizing warehouse storage distribution operations with comprehensive management system, decisions to offer complete control-improved space management, enhanced inventory control and faster through point is an important plug and play in supply chain.

Delivering information, and monitoring logistics performance is a plenty of activity, and not an easy task, so not organization are getting into the challenge, and are coming out with cloud computing technology, based information, on plug and play, Logistic delivery system.

For logistic network performance, and monitoring external provider, no longer have their proprietary data or operating system, instead they use the same platform to manage network, via activities such as performing, monitoring network analysis, and manage on contract on plug and play supply chain.

Plug and Play in supply chain having been actively involved in sourcing, covered by expansive market, from artificial intelligence for procurement, from the early stage to growth of organization.

Network change over a time and as no new integration is arranged and the changes allows existing network to be added or remove. This benefits, and includes the ability to measure flow of product order, and shipments to establish facts based, and indicate the actual supply chain behavior, drive collaborative network improvement reduce costs, and ensure rapid and efficient response to company product acquisition, change disruption in supply chain, enabling supply chain plug and play segmentation.

● ● ●



Indian Institute of Materials Management

MISSION

- To promote professional excellence in Materials Management towards National Prosperity through sustainable development.

OBJECTIVE

- To secure a wider recognition of and promote the importance of efficient materials management in commercial and industrial undertakings.
- To safe guard and elevate the professional status of individuals engaged in materials management faculty.
- To constantly impart advanced professional knowledge and thus improve the skill of the person engaged in the materials management function.
- Propagate and promote among the members strict adherence to IIMM code and ethics.

CODE OF ETHICS

- To consider first the total interest of one's organisation in all transactions without impairing the dignity and responsibility of one's office :
- To buy without prejudice, seeking to obtain the maximum ultimate value for each rupee of expenditure.
- To subscribe and work for honesty and truth in buying and selling; to denounce all forms and manifestations of commercial bribery and to eschew anti-social practices.
- To accord a prompt and courteous reception so far as conditions will permit, to all who call up on legitimate business mission.
- To respect one's obligations and those of one's organisation consistent with good business practices.

SUPPLY CHAIN IN INDIA: ON THE BRINK OF A REVOLUTION

ROHINI SINGH

Investment into India's supply chain infrastructure is gaining momentum.

The introduction of the Goods and Services Tax (GST), liberalizing foreign direct investment (FDI) rules, and increased government spending has helped spur growth in the sector.

India's aspiration to become a global manufacturing powerhouse and the government spotlight on 'Make in India' also compels nationwide supply chain reform, prompting several federal and state-based schemes and investment incentives.

In this article, we discuss India's supply chain ecosystem and emergence of new business opportunities. We also highlight how both government entities and private ventures are seeking to introduce critical efficiencies to transform the state of business as usual.

A modernized and efficient supply chain improves the ease of doing business, scales down the costs of manufacturing, and accelerates rural and urban consumption growth due to better market access.

Until recently, infrastructural woes had a crippling effect on the supply chain network in India. Suppliers, manufacturers, and retailers had to factor in delays in the movement of goods between state borders due to complicated taxes and transport lines running over capacity, increasing overall costs.

With the new reforms coming into play, a gradual resolution of these problems seems imminent.

In the last three years, India's supply chain sector has seen an influx of capital, both foreign and domestic. Firms like Future Supply Solutions have raised almost US\$2 billion (Rs 130 billion) in investments from domestic and foreign channels.

The French firm, FM Logistics, recently acquired Pune-based Spearhead Logistics, investing over US\$8 million (Rs 500 million) with further plans to invest US\$46 million (Rs 3 billion) to set up warehouses all over India.

The Delhi-Mumbai Industrial Corridor and Development Corporation (DMICDC) has awarded companies over US\$2.3 billion (Rs 150 billion) in contracts for the development of multimodal logistics hubs in Maharashtra, Gujarat, and the National Capital Region (NCR). They are in the process of granting another US\$1.5 billion (Rs 102 billion) in contract packages for construction of the same in the states of Uttar Pradesh and Haryana.

The proposed hubs in Maharashtra, Gujarat, and the NCR will provide end-to-end supply chain services, such as small processing facilities (grading and packaging) and final delivery and transport services.

Plans to improve regional connectivity through road, rail, and inland waterways are already ongoing. In fact, India's 2018 budget saw the highest fiscal allocation for infrastructure spend, at about US\$95 billion (Rs 6 trillion).

Below we discuss critical components of India's supply chain infrastructure as it benefits from planned government spending, easier investment rules, and various tax and fiscal incentives.

Port connectivity in India : India's ports handle 95 percent of the country's trade by volume, playing a key role in international supply chains.



India's supply chain network – Growing regional integration, investor confidence

The supply chain industry has a cascading impact on almost all aspects of trade and retail. As India opens its economy further, financing the improvement of this linkage sector is vital for business growth.

India currently permits 100 percent FDI for the construction and maintenance of ports.

The government also allows a tax holiday for 10 years and up to 50 percent financial aid – subject to a maximum of US\$3.88 million (Rs 250 million) – for investing companies.

The leading government initiative in this sector is the Sagarmala project, which will modernize existing ports, and will develop new ones at Paradip Outer Harbor (Odisha state), Cuddalore/Sirkazhi (Tamil Nadu state), Belikeri (Karnataka state), Enayam (Tamil Nadu state), and Vizhinjam (Kerala state).

Cumulatively, these ports will manage almost 100 percent more trade volume by 2025.

The Dubai owned DP World recently signed onto a US\$3 billion (Rs 195 billion) joint investment platform with India's National Investment and Infrastructure Fund to construct several sea as well as river ports, among other logistics projects.

Last mile cargo solutions : Challenges in India's supply and distribution channels are further complicated by lacking roads and railway infrastructure. Railway stations are often unable to cope with the large volume of goods transported. Merchandise at railway stations and factories are often left waiting for transport due to delayed turn-around times.

This sector is thus a key focus of government spending and infrastructure investments:

- **National highways:** The National Highway Authority of India has a bidding process underway for companies to invest in highways across India. Dubai based investment firms have already bid close to US\$9 billion (Rs 585 billion) for nine highways. This implies an increase in accountability for the upkeep of these roads – currently extremely under-maintained – and will reduce road travel times.
- **Freight corridors:** The country's freight corridors, covering 15 states all over India, are set to be complete by December 2019. Currently, a train carrying cargo travels at the rate of 25 kmph; on these railway lines, trains will be able to reach speeds between 70 and 100 kmph, and will carry double the quantity of cargo.

The project specifications pertaining to quality and efficiency are at par with freight railway lines in Russia, China, and the U.S.

Foreign and local companies are working contractually with the government to finish the first phase of the Eastern Corridor by mid-2018. More freight corridors are planned, and offer good opportunities for large contractual collaborations.

Warehouse development : India allows 100 percent FDI in the development and maintenance of warehousing and storage facilities. Under the Free

Trade Warehousing Zone (FTWZ) Scheme, there are several designated zones in India reserved for warehouse development.

Panvel near Mumbai, Khurja near New Delhi, and Siri City in Chennai, are some of the designated FTWZs. The connectivity of these zones with major railways, roads, airways, and ports is well established.

Incentives such as duty free import of building materials and equipment for these zones are attracting investors to this sector. Late last year, the 100 acre FTWZ in Nanguneri in the southern state of Tamil Nadu began operations.

First movers to benefit from supply chain industry reforms

The time is right for first movers to benefit from the changing landscape of India's supply chain ecosystem.

With greater participation from the private sector and increased government spending, opportunities for foreign investors in the country's supply chain are on the up. This includes the steady transformation of India's digital infrastructure as well, with federal campaigns like Digital India working to promote the growth of technology startups and enterprises.

For SME's, possibilities in third party logistics abound, whether in the transportation of goods, new technology-based improvements to make operations lean, or in warehouse management.

Multinational firms in construction and related industries can also take advantage of investment opportunities in India's ports, roads, and warehouse development.

Foreign firms with little knowledge of the Indian landscape can benefit from partnerships with established Indian firms in the sector to make it easier to do business in the country.

Koushan Das, Business Intelligence India, Dezan Shira & Associates says, "With the introduction of GST, the logistics sector getting an infrastructure status, and an increase in government spending, the supply chain sector provides significant opportunities for collaboration and private sector investments. Investors and companies will now be able to avail much-needed incentives and remodel their supply chain networks, leading to a more consolidated supply chain ecosystem in the country."

About Us

India Briefing is produced by Dezan Shira & Associates. The firm assists foreign investors throughout Asia and maintains offices in China, Hong Kong, Indonesia, Singapore, Vietnam, and Russia.

Source : www.india-briefing.com

● ● ●



WTO UPDATE :

DG AZEVEDO: ECONOMIC RESEARCH VITAL TO STRENGTHEN TRADE COOPERATION



Addressing a WTO economic conference on 11 December 2018, entitled 'Updating Trade Cooperation: An Economic View', Director-General Roberto Azevêdo argued that current trade tensions provide an opportunity for the rules-based multilateral trading system to prove its value and for reforms to be deliberated in response to the evolving global economy. Sound analysis and strong evidence are vital in this effort, DG Azevêdo said in opening the conference, which looks at pressing issues in international trade cooperation from an economic angle. DG Azevêdo's full speech is available below.

Good morning everyone.

Welcome to the WTO and to this economic conference on 'Updating Trade Cooperation'. Let me say a particular welcome to World Bank Chief Economist and Senior Vice President Penny Goldberg. It's great to have all of you with us today.

This is the first conference of its kind at the WTO, looking at pressing issues in international trade cooperation today from an economic angle. I'd like to thank everybody who was involved in organizing this initiative, especially the Economic Research and Statistics Division.

There is no question that this is a momentous period in global trade. We face a wide range of challenges. But also I believe that this is a once-in-a-generation opportunity to renew cooperation in global trade.

Trade has proven to be an engine of growth, productivity, innovation, job creation and development. The multilateral trading system makes a huge contribution to that end.

We have to ensure that the system continues to play this positive role, and that it helps members deal with the challenges of the modern world. Events like this can make a huge contribution to this debate.

The aim of this conference is to call on the academic community and trade policy experts to look at how research-based analysis can help us find ways to strengthen and improve the trading system.

Of course, one way in which we can strengthen the system is by making the case for trade, with strong evidence and data. Economic research is vital here. And so I hope that this will be on your minds today as well.

To consider these issues, this conference is bringing together economists, academics, policy-makers, delegates and decision-makers. Everybody has a

contribution to make. There is a great deal of brainpower in this room.

And I should be clear, these titles are not mutually exclusive! I can think of many colleagues who qualify as economists and delegates and decision makers. Some of them are joining the great line-up of speakers that we have for you today. So let's make the most out of this opportunity.

To help focus these debates, the discussions today will be divided in four sessions. The first session looks at the value of international cooperation. The benefits of cooperation on trade issues are many.

The multilateral trading system provides a platform for a myriad of economic gains to be realised. And underpinning everything, it provides stability and predictability.

The system effectively provides the constitution for global trade, establishing shared principles which underpin trading practices around the world. It provides the only global forum for discussion and debate on trade issues. It provides the mechanisms for countries to monitor and review each other's trade policies. And it provides the means to settle disputes when they arise.

However, the tensions that we are seeing in the global trading environment pose a big risk – both systemic and economic. Our team, led by Bob, has mapped the economic impacts. They have been assessing a variety of possible scenarios to illustrate the effects, including the impact of a full, global trade war.

By this we mean a breakdown in international trade cooperation, where instead of tariffs being set cooperatively in the WTO or in other trade agreements, they are set unilaterally.

Under this mindset, tariffs would rise sharply. We would see a reduction of global trade by around 17%. This would cause a very significant slowdown in GDP growth, and bring major disruptions for workers, firms and communities as they adjust to this new reality.

Clearly, we can't afford to go down this road. We must find ways to reverse gears. We need to find ways to ensure that the system remains resilient, but also to ensure that it is fully responsive to members' needs and priorities.

That is what the second session will explore. It will look at the design of trade agreements and at how they can remain sustainable over time.

In recent years the WTO delivered major deals which promise significant economic gains, including: the Trade Facilitation Agreement, the expanded Information Technology Agreement and the deal to abolish export subsidies in agriculture.

These deals all follow quite different approaches – and as such, they offer us some important lessons in how to move forward. Flexibility is a key feature.

We have flexibility in geometry, for example in plurilateral initiatives like the Government Procurement Agreement, which applies only to the signatories. Or the Information Technology Agreement, which is signed on what we call a Most Favoured Nation basis, so the benefits apply to all members.

And we have flexibility in substance. We saw this with the multilateral Trade Facilitation Agreement, where members may decide how fast they can implement each specific commitment, and may ask for technical assistance to help them to do so. Some members are now also exploring new forms of flexibility.

This includes the joint initiatives launched by groups of members on a number of issues of growing economic importance, such as electronic commerce, investment facilitation, MSMEs, and the economic empowerment of women. Whether and how these initiatives will evolve is up to members. And, not surprisingly, they have different perspectives here.

Ultimately, in a system with 164 members of different sizes, different priorities and different stages of development, flexibility is one key element of avoiding fragmentation and charting a productive way forward.

We need the system to be able to respond to members' needs in a way that is faster and more agile. We have to ask ourselves – is the global trading system equipped for the challenges we face today? And if not, how should we respond?

This leads me to our third session on how to address the fast-changing nature of the global economy.

The world is changing before our eyes. New technologies are challenging our conceptions of international trade.

We could not stop this evolution even if we wanted to – but we can shape it. Indeed, we have a duty to shape it in a way that is helpful for all of us.

If we do not, it is inevitable that many will be left behind. This will create new social problems, new sources of unease and unrest. We need to spread the benefits of trade as far and as wide as possible.

This is why inclusivity is so important – and that will be the focus of the fourth session today.

It will discuss how policies that help workers adapt to new economic realities are essential to build a trading system that works for everybody.

Domestic policy is key here. However, international organizations can also support this debate by offering

a platform for discussion, and by helping to inform these conversations.

We often join forces and pool our expertise to put the spotlight on particular issues. And I am pleased that today we can showcase an important example of this kind of cooperation.

The WTO has joined forces with the World Bank to produce a new publication entitled "Trade and Poverty Reduction: New evidence of impacts in developing countries". This publication builds on a track record of collaboration between our two organisations – and on our first publication on this issue, which we published in 2015.

I'd like to thank the WTO team who worked on this report – specifically Roberta Piermartini, Robert Teh and Mustapha Sadni-Jallab.

And, let me thank Penny and the World Bank team for your work here as well.

This report looks at the challenges the poorest face in joining global trade flows. It also highlights the fact that, in a scenario of heightened trade policy uncertainty, the poorest stand to lose the most.

In doing so, this publication gives governments food for thought on policies that could help maximize the overall positive gains of trade for the extreme poor. It also helps to highlight the importance of international cooperation to ensure that everybody can benefit.

So I urge you all to take a look. The publication will be available on our website today.

I'm afraid I can't stay with you for today's session – I have to leave in just a moment. But let me conclude on this point...

I think it's clear that we have many challenges before us today. But we should keep a proper perspective on the problems that we face. The trading system has been under pressure before, and each time it has emerged stronger.

In 2008, faced with the worst economic crisis for many decades, the system proved its value, preventing an outbreak of protectionist measures.

In 2013, after years of deadlock, we proved that we could deliver negotiated results.

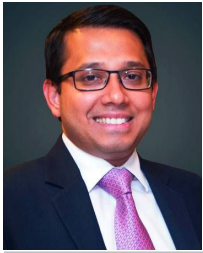
Today, we must rise to the challenge again, and turn this crisis into an opportunity to renew and strengthen the system for the future.

Developing sound economic analysis on the key issues before us is vital in this effort. So I wish you a very productive discussion today. And I look forward to hearing the results of your deliberations.

Thank you.

Source: WTO Website

● ● ●



INDIA'S BUSINESS INTELLIGENCE, DATA WAREHOUSE MARKET TO GROW FASTEST GLOBALLY, SAYS AMIT RAY

AMIT RAY, MANAGING DIRECTOR, PROTIVITI INDIA

India's Business Intelligence, Data Warehouse market to grow fastest globally, says Amit Ray of Protiviti India

Business Intelligence and Data Warehouse market in India is expected to grow at over 20% CAGR with major thrust on developing data science and modern BI platforms.

In India, with over 400 start-ups in the Artificial Intelligence or Machine Learning domain and over \$150 million privately invested fund in the last two years, the growth seems obvious but there is a substantial lag in growth, compared to the US and China, tells Amit Ray, MD-Data Analytics Practice, Protiviti Member Firm for India. But the Business Intelligence (BI) and Data Warehouse market in India is expected to grow at over 20 per cent CAGR with major thrust on developing data science and modern BI platforms. This represents the fastest growth globally in any country. Excerpts from the interview:

Business Today: How analytics is reshaping the businesses globally? Where (which aspects of business) are the major changes happening?

Ray: Analytics is the ability to convert unstructured information into insights that facilitates decision making and action, which in turn unlock value for businesses. Thus data and analytics driven organisations have a competitive advantage and are able to differentiate themselves from the competition. Top level executives rely upon data to provide insights into business problems rather than their experience or instincts. Effective analytics strategy can drive revenue growth, help improve operating margins, enable leaner operations, uplift customer experience, and provide timely visibility into risks and performance of the organisation.

BT: What are the opportunities and what are the common pitfalls?

Ray: Opportunities are immense for organisations ready to take the plunge; from cross-selling and up-selling to opening doors to new customer segments; from identifying your customer preferences to customising your marketing spend; from identifying inefficiencies in your supply chain to plugging revenue losses and detecting fraud; from optimising your workforce to enhancing customer happiness quotient; the right use of data and analytics can open up endless possibilities.

A lot of organisations today still struggle with their inability to capture and collect all relevant data about their customers, suppliers, partners, etc. in a timely manner. Lack of governance and ownership around this critical asset in the company has resulted in failed analytics initiatives. If your data is bad, analytics becomes 'garbage in, garbage out'. Successful analytics

program is about understanding business problem we are trying to solve and then driving a culture change along with the adoption of analytics to ensure it becomes embedded in BAU.

BT: What are the latest and futuristic trends in data analytics? Please support with examples?

Ray: Data and Advanced Analytics is the backbone for a lot of emerging technologies and applications. Examples include work in the field of deep learning (applications in autonomous vehicles, Google translate, Alpha Go algorithm etc); Internet of Things and Industrial Internet of Things (Smart Home Appliances, Smart Medical Devices), Conversational AI and Virtual Assistants (Siri, Alexa, Chatbots), Augmented and Mixed Reality (Wearables like Samsung Virtual Reality Headsets, Virtual Reality mobile applications), machine vision, machine speech technologies (physical robots), and Process Mining and Robotic Process Automation.

BT: How Machine Learning and Advanced Analytics is expected to bring disruptions to traditional businesses?

Ray: What Internet did to the world in the past two decades, we foresee Machine Learning (ML)/Artificial Intelligence (AI) similarly transforming the entire economy to a different dimension altogether in the next decade or so. Time is not far away, when ML/AI enabled applications would traverse consumer mind so skilfully that even before the customer knows what he needs, his digital twin would recommend him.

All pervasive technology will challenge the basic construct of all traditional businesses, for example, telecom industry has been under a lot of stress since VoIP Audio and Video applications started to eat away into their margins. Fin-tech is doing the same to traditional banks and financial services organisations. It will be tough for traditional banking businesses with huge cost bases and physical assets to compete with nimble and all virtual Fin-tech companies who can provide same services faster, more efficiently and with a far lower cost. We have seen how Uber is disrupting taxi businesses globally or Air BnB disrupting the hospitality industry or Netflix, Hulu and Amazon are disrupting broadcasting and TV industry. Middle men and agents have no place or have been marginalized in most businesses. ML, AI and Advanced Analytics will only equip the disruptors with more power and ability to challenge the status quo. Traditional businesses are faced with a choice to either adapt fast or become irrelevant.

BT: How do you see the analytics space evolving in India? Who are major drivers? What is the market size and how it will expand? Where is the major spending?

Ray: From growth of Fin-tech analytics, rise of self-service analytics, democratisation of data to significant

prominence shown by AI in businesses, several of these trends shall continue to find their space in the coming years in India.

In India, with over 400 start-ups in the AI/ML domain alone and over \$150M privately invested fund since 2016, the growth seems obvious but there is a substantial lag in this growth when compared with the likes of US and China. Big IT firms along with government shall be the driving force behind the growth of this sector wherein specific trainings to the STEM graduates can be provided to expedite the skill gap in AI programming.

The Business Intelligence and Data Warehouse Market in India was projected to reach \$2.3B in 2018, according to Source Global. The analytics market alone in India is expected to touch \$340 million in 2018, says Gartner, Inc. The market is expected to grow at a staggering rate

of over 20 per cent CAGR with major thrust on developing data science and modern Business Intelligence (BI) platforms. This represents the fastest growth globally in any country.

Banking and Financial Services Institutions are the highest spenders in data and analytics, followed by Retail, Marketing & Advertising and e-Commerce. Pharma, Healthcare and Technology & Media companies are expected to infuse a lot of investments into data and analytics in the near future. From a region perspective, Delhi/NCR, Bangalore and Mumbai continue to be the hubs where most of data and analytics talent are located since a lion's share of the work in this area is being done from these locations.

Source: **India Today** January 23, 2019



TRANSPORTERS URGED TO ADOPT COST-BASED FREIGHT FORMULA

Transporters should adopt cost-based freight formula to run a vehicle than just fill their trucks with cargo and take whatever customers pay. The moment a truck gets the cargo, the operator runs the vehicle without looking at the total cost and ends up at a loss. This is what is happening today, and many truckers are ending up doing business at a loss, according to Bal Malkit Singh, Chairman - Core Committee and former President of All India Motor Transport Congress, the parent body representing the truck fraternity across the country.

Cost-based formula : "We need to create awareness among truckers to work on cost-based formula, and add margins to demand freight rate from customers. This is the only way to survive. Many transport companies in the past have left the business by not following this formula," he added. **Singh was speaking at a panel discussion 'The Road Ahead' at the 'Transporters Meet' organised by BusinessLine in Navi Mumbai on Friday. The event, presented by Indian Oil Corporation (IOC) and powered by YES Bank with NewsX as television partner, saw participation from truck owners and users. It provided a platform for various stakeholders, including truck operators, oil companies, banks and NBFCs, to discuss issues and suggest solutions to the problems faced by the sector.**

Toll is a major issue that transporters need to grapple with. The increase is not only in toll cost but also in waiting time at the toll plaza. "If the government could implement demonetisation and GST successfully, why not do something about toll, which is being collected but without any use for the truckers? It is not just truckers but also general motorists complaining that GST is the biggest bottleneck. We are okay with a one-time toll payment. Should the toll not come down as number of vehicles increase?" Singh asked. On the issue of finance, he said, "When a transporter misses a single repayment, his CIBIL score is hit. That is not the case with big industrialists such as Mehul Chhabhai Choksi or Venugopal Dhoot. This is despite NPAs from the transport sector being the lowest," Singh said.

Dushyant Mulani, Vice-President, Brihanmumbai Custom Brokers Association, said the transport sector is directly associated with Make in India, Digital India and Skill India initiatives taken up by the Centre. For India's economic growth, it is critical that the transporter sector's interest is well taken care of.

Like GST, which had brought one nation, one tax system, there should be a single permit across India for trucks rather than each state issuing their own permits. Transport and trade associations should take up this issue in national interest. "Let us work collectively on an alternative permit mechanism," he added.

Fuel adulteration : On the issue of fuel adulteration and short supply of fuel at petrol bunks, Shrikant Joshi, Senior Manager (Fleet Marketing), IOC, Mumbai, said the company is trying to bring about automation in a big way to curb it. "This will ensure transparency and customers will not have complaints about the fuel quality or short supply," he said at the discussion, which was moderated by Rahul Wadke, Special Correspondent, BusinessLine, Mumbai.

Automation will also ensure availability of correct data in terms of fuel sale, and bunk owners cannot give incorrect information, he said, adding that IOC was also working on introducing RFID in petrol bunks this year to improve efficiency.

Talking on insurance, Anil Menon, National Business Head, Commercial Vehicle Loans, YES Bank, said that like vehicle insurance, life insurance for drivers should be made mandatory to help their families.

The panellists also voiced concern over lack of basic facilities such as toilets and resting place for drivers. Companies spend hundreds of crores for a factory but do not spend a little to create facilities for the truck drivers who bring in their raw materials. They attributed the shortage of drivers to lack of facilities.

Source: Business Line: January 28, 2019





“EMERGING BLOCK CHAIN TECHNOLOGY – REVOLUTIONIZES SUPPLY CHAIN”!

RABI NARAYAN PADHI

FELLOW IN RESEARCH MATERIALS MANAGEMENT,
NATIONAL COUNCILOR [NC], LIFE MEMBER IIMM VIZAG Br,

rabin.padhi@gmail.com

Abstract : Blockchain, mostly known as the backbone technology behind Bitcoin, is one of the emerging technologies currently in the market attracting lot of attentions from **manufacturing, services, start-ups and media**. Blockchain has the potential to transform multiple industries and make processes more **independent, secure, transparent, and efficient**.

WHAT IS BITCOIN?



- Bitcoin is a leading digital currency stored on a global, decentralized peer-to-peer blockchain
- Bitcoins are digital assets or cryptocurrency, meaning they are designed to be used as a medium of exchange
- Blockchain is the underlying technology which enables transactions to take place in a secure and trusted manner between pseudo-anonymous parties
- Anyone can participate in the bitcoin blockchain and ownership can be digitally transferred without the need for an intermediary
- Other digital currencies are available, including ether on the blockchain-based ethereum platform
- Bitcoin's price volatility, high liquidity as well as its role in enabling transactions to bypass trusted banks and financial institutions has led to criticism
- The creation or 'mining' of bitcoins is done through computers solving complex equations. Currently, it is heavily energy-intensive, requiring improvements in energy efficiency
- Whether bitcoin will be sustainable as a digital currency is yet to be known



Blockchain advocates claim transparency, speed, accessibility and non-falsifiability as the cornerstones of this new paradigm. Blockchain technology should make it much more difficult, if not impossible, for illicit or counterfeit products, for example goods whose processing is environmentally detrimental to enter legitimate supply chains. The inherited characteristics of this technology enhance trust through **transparency and traceability** within any transaction of data, goods, and financial resources. Despite initial doubts about this technology, recently governments and large corporations have investigated to adopt and improve this technology in various domains of applications, from **finance, social and legal industries to design, manufacturing and supply chain networks**. In this article, I would like to share current status of this technology and some of its applications.

Keywords: (Blockchain, Logistics, Supply Chain Management, Transparency, Technology)

I. INTRODUCTION : A **blockchain**, originally **block chain**, is a growing list of records, called blocks, which are linked using **cryptography**. Blockchains which are readable by the public are widely used by **cryptocurrencies**. Private blockchains have been proposed for business use. Some marketing of blockchains has been called “snake oil”.

BLOCKCHAIN HISTORY

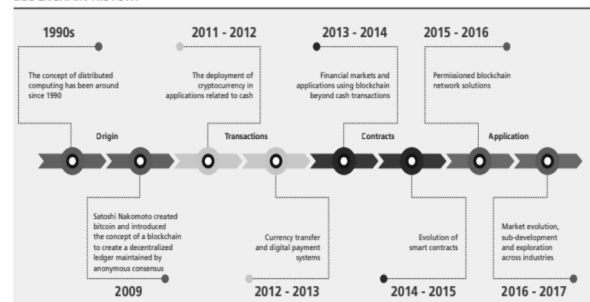


Figure 2: A history of blockchain technology; Source: Accenture

Each block contains a **cryptographic hash** of the previous block, a timestamp, and transaction data (generally represented as a **merkle tree** root hash). By design, a blockchain is resistant to modification of the data. It is “an open, distributed ledger that can record transactions between two parties efficiently and in a verifiable and permanent way”. For use as a distributed ledger, a blockchain is typically managed by a **peer-to-peer** network collectively adhering to a protocol for inter-node communication and

validating new blocks. Once recorded, the data in any given block cannot be altered retroactively without alteration of all subsequent blocks, which requires consensus of the network majority.

Though blockchain records are not unalterable, blockchains may be considered secure by design and exemplify a distributed computing system with high Byzantine fault tolerance. Decentralized consensus has therefore been claimed with a blockchain.

Blockchain was invented by **Satoshi Nakamoto in 2008** to serve as the public transaction ledger of the crypto currency bitcoin. The invention of the blockchain for **bitcoin** made it the first digital currency to solve the double-spending problem without the need of a trusted authority or central server. The bitcoin design has inspired other applications.

II. WHAT IS BLOCKCHAIN? “A Blockchain is a digital, immutable, distributed ledger that chronologically records transactions in near real time. The prerequisite for each subsequent transaction to be added to the ledger is the respective consensus of the network participants (called nodes), thereby creating a continuous mechanism of control regarding manipulation, errors, and data quality.” Simply put, Blockchain is a protocol for exchanging value over the internet without an intermediary.

III. TYPES OF BLOCKCHAIN : Currently, there are three types of blockchain networks - **public blockchains, private blockchains and consortium blockchains.**

PUBLIC BLOCKCHAINS : A public blockchain has absolutely no access restrictions. Anyone with an internet connection can send transactions to it as well as become a validator (i.e., participate in the execution of a consensus protocol).^[89]^[self-published source?]

Usually, such networks offer economic incentives for those who secure them and utilize some type of a Proof of Stake or Proof of Work algorithm. *Some of the largest, most known public blockchains are Bitcoin and Ethereum.*

PRIVATE BLOCKCHAINS : A private blockchain is permissioned.^[51] One cannot join it unless invited by the network administrators. Participant and validator access is restricted.

This type of blockchains can be considered a middle-ground for companies that are interested in the blockchain technology in general but are not comfortable with a level of control offered by public networks. Typically, they seek to incorporate blockchain into their accounting and record-keeping procedures without sacrificing autonomy and running the risk of exposing sensitive data to the public internet.

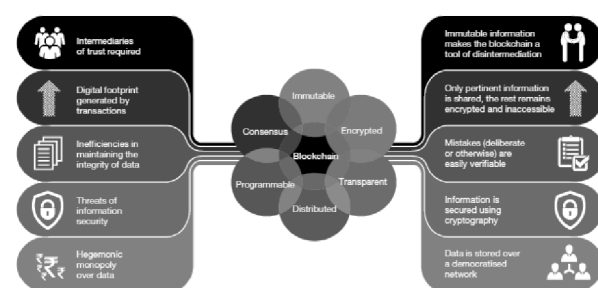
CONSORTIUM BLOCKCHAINS : A consortium blockchain is often said to be semi-decentralized. It, too, is permissioned but instead of a single organization controlling it, a number of companies might each operate a node on such a network. The

administrators of a consortium chain restrict users' reading rights as they see fit and only allow a limited set of trusted nodes to execute a consensus protocol.

IV. ADOPTION OF BLOCKCHAIN IN SUPPLY CHAIN

Supply chain has revolutionized our society and now it is being revolutionized. Supply chains can lack transparency and traceability. Two things at which blockchain are great at systems work based on transactions. They are built on a distributed blockchain ledger can record the transfer of goods as transactions. This transparency can ensure the cost of goods will more accurately reflect the actual cost of manufacturing them. Issues such as use of forced labour and illegal sourcing of materials can potentially disappear. But despite the hype and its potential, it could take a decade or more before the technology achieves its full potential.

The blockchain advantage



V. FUTURE OF SUPPLY CHAIN? The blockchain has the potential to transform the supply chain and disrupt the way we produce, market, purchase and consume our goods. The added transparency, traceability and security to the supply chain can go a long way toward making our economies safer and much more reliable by promoting trust and honesty, and preventing the implementation of questionable practices. Beyond transparency, there are other definite advantages that result from the crossover of blockchain technology and the supply chain.

VI. BENEFITS OF USING BLOCKCHAIN : The benefits of using Blockchain varies from case to case. However, in most cases, Block chain becomes a good fit when there is a lot of data that is shared across multiple parties with no Trust mechanism among the participants.

The following is a broad list of use cases where blockchain can have an impact:

- 1. Healthcare**
 The digitisation of health records has brought about significant change in the public health sector, but it has been criticised for being complex on account of centralisation and associated ethical issues. Blockchain technology can change public health by creating a secure and flexible ecosystem for exchanging electronic health records (EHRs). This technology could also make the space more transparent by creating provenances for critical drugs, blood, organs, etc. In addition, by putting all medical licenses on a blockchain, fraudulent doctors can be prevented from practising.
- 2. Education**
 Student records, faculty records, educational certificates, etc., are key assets in the education domain. Such records need to be shared with multiple stakeholders and it is imperative to ensure that they are trustworthy. The provenance of these records also needs to be determined accurately. Student records, faculty records and educational certificates can be maintained with the application of blockchain technology. Blockchain can also simplify certificate attestation and verification. It could even transform the manner in which the policy for educational inclusion is framed by bringing in base uniformity in the tracking of national metrics.
- 3. Public safety and justice**
 Blockchain could make the delivery of public safety more efficient by resolving the problem of inter-agency coordination by providing a unified source of truth that each agency independently interfaces with based on predefined conditions. Establishing a chain of custody for crucial evidence is often an important prerequisite for the evidence to be admissible; blockchain technology could help establish the provenance of the chain of custody for such evidence.
- 4. Agriculture**
 Blockchain technology can be used to increase transparency, reduce complexity and cost in food-based value chains by enabling transparency and traceability from farmer to consumer. Other possible applications include the use of blockchain technology to record and manage agricultural land records as well as agriculture insurance.



5. Civil registration

The civil registration process can be simplified through the application of blockchain technology to create distributed citizen registration platforms and even register vital events such as births and deaths on a blockchain. This can help make citizen records tamper-proof, resilient, secure and private, thus providing wide-ranging benefits for a variety of stakeholders.



6. Defence

Information regarding defence infrastructure and computer systems is critical to national security. For this reason, it is distributed across different locations to prevent unauthorised access and modification. Blockchain technology can be leveraged to provide consensus-based access for modifying data and distributing access over multiple system resources such as networks, data centres and hardware equipment.



7. Governance

Government departments have functional interdependence but operate in silos, which impacts the availability of services and deteriorates citizen experience. Blockchain technology can be used to break the silos, check government corruption (if any), increase efficiency and transparency. Linking file and data movement between departments through a blockchain would increase visibility into the process and ensure that the data/file moves forward in real time.



8. Energy

Blockchain technology can be deployed to create a marketplace for electric power supply. Microgeneration of electricity through house power generation using solar energy supplements traditional power supply and promotes the use of renewable energy sources. Using smart meters, a record of produced and consumed electricity for each user in the grid can be maintained on a blockchain with credits/currency allocated to the user for surplus power supply and credits redeemed for power consumption. This essentially creates a transparent, hassle-free and efficient energy market.

VII. SUCCESS STORY @VIZAG, INDIA : makes this possible: Blockchain used to give nod to Ganesh pandals @ Vizag - Single window system developed by a Vizag-based startup.

For the first time, **blockchain technology** has enabled **online clearances** to over 40,000 **Ganesh pandals** across the State with the help of the single window system developed by the Zebi Data India Private Limited, a city-based startup.

The company had earlier integrated the land records of Amaravati and guest particulars of 200-odd hotels in **Visakhapatnam for the Police department**.

Big relief The State police accorded permission to the pandals this year through online registration, giving a big relief to the organisers as they need to get individual clearance from various departments.

The system is simple. Once the online request is registered on ZebiBlockchain, the police will coordinate internally with other departments such as the electricity, the fire or the civic body. The applicants will get approval notifications online if the necessary documents are provided.

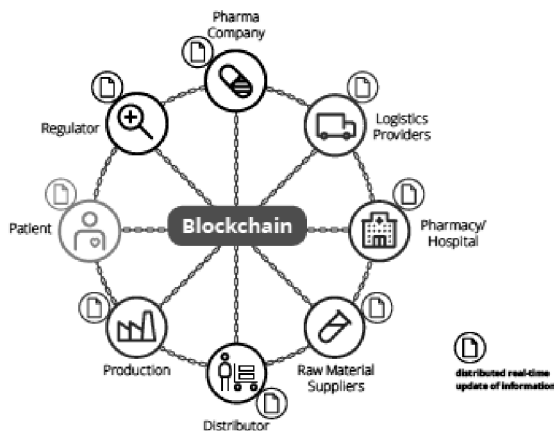
The municipal corporations and the municipalities do grant permission for installing idols in various locations. The Police Department gives permission for fixing loud speakers and organising cultural events.

Pharmaceutical supply chain

Today



Tomorrow



‘Unique system’The Zebi AI Chain system can be accessed through mobiles, portable tablets and desktops, says BabuMunagala, founder-CEO of the Zebi Data India Private Limited, the startup based in Visakhapatnam with an office in Hyderabad. He said they had introduced the unique system for the first time in the country.

The startup made a major breakthrough sometime ago by integrating the guest data with the Police Department by using blockchain and artificial intelligence. Over 200 hotels in the city are connected to it and Zebi is planning to replicate it in the other parts of the State. It also has integrated land records of Amaravati with Zebi AI Chain.

Mr. Munagala told The Hindu that the registration process for online registration of pandals was done in just a few minutes through mobile OTP verifications and by submitting details of the pandals.

After successful registration, a unique QR code is details like geo-location and the idol size.generated through which the police can scan

Moreover, the system eases the task of police by tracking the complete details of the pandals in real-time basis. It also helps the police get total information about the organisers through unique application number generated during registration process.

It saves the valuable time of the police by helping the higher-ups get a bird’s eye view of the location of all Ganesh idols across the whole State.

Association for Cryptologic Research (IACR). Retrieved 2016-11-20.

[7]. Wang, Kevin; Safavi, Ali (29 October 2016). “Blockchain is empowering the future of insurance”. Tech

VIII. SUPPLY CHAIN CASE STUDY:

Product tracking refers to the tracing of unit level items (i.e. drugs and medicine) across the end-to-end supply

chain using blockchain. All stakeholders in the ecosystem can (1) access the provenance, (2) authenticate items, and (3) prove compliance. This is enabled by the real-time capability and distributed features associated with the platform. For example, tracking drugs on the blockchain throughout their lifecycle—from manufacturing to patients—could facilitate counterfeit drug identification or assist drug recall management.

IX.WAY FORWARD : Blockchain today may be compared to what the Internet was in the early 1990s. While we have witnessed how the ‘Internet of Information’ has changed our society over the past two decades, we are now entering a phase where Blockchain may do the same by ushering in a new paradigm comprising ‘Internet of Trust’ and ‘Internet of Value’.

The financial services industry may be one of the firsts to be impacted by wider adoption of Blockchain. The extent of this impact is contingent on how nimbly the industry players capitalize on this technology and the nature of support it garners from wider stakeholders.

Blockchain has the potential to transform multiple industries and make processes more **independent, secure, transparent, and efficient**.

X. REFERENCE

- [1] Blockchain Technology: Possibilities for the U.S. Postal Service; United States Postal Service Office of Inspector General; <https://www.uspsaig.gov/document/blockchain-technology-possibilities-us-postalservice>; May 23, 2016; Accessed December 1, 2017.
- [2] Blockchain Use Cases in Healthcare; AncaPetre; <https://www.intelligenthq.com/innovation-management/blockchain-use-cases-inhealthcare>; January 30, 2017; Accessed December 1, 2017. Google portal
- [3]. Economist Staff (31 October 2015). “Blockchains: The great chain of being sure about things”.
- [4]. Block chain”. Investopedia. Retrieved 19 March 2016. Based on the Bitcoin protocol, the blockchain database is shared by all nodes participating in a system.
- [5]. Jeremiah (2016-08-24). Designing Proof of Human-work Puzzles for Crypto currency and Beyond, International Journal of Engineering Science and Computing, June 2017 13114 <http://ijesc.org/>
- [6]. Lakhani, Karim R. (January 2017). “The Truth about Blockchain”. Harvard Business Review. Harvard University. Retrieved 2017-01-17. [5]. International Crunch. AOL Inc. Retrieved 7 November 2016. [7]. Blockchain revolution by Don Tapscott and Alex tapscott.
- [8] Blockchain Revolution in Supply Chain, 2017, IJESC
- [9] Google Portal

GREEN TAX RELIEF TO ONLY THOSE VEHICLES THAT HAVE RFID TAG

In a bid to make the ambitious RFID toll project successful, EPCA has directed the municipal corporations to give environment tax exemption incentive to only those vehicles that have RFID tags.

A senior south corporation official from the toll tax department said the new system would come into force from January 3 at eight toll plazas where RFID systems are in place. These border points include Aya Nagar, DND Flyway, Shahdara main, Shahdara flyover, Tikri border, Kapashera border, Rajokri border and Kundli border.

Three years ago, the Supreme Court had introduced the ECC (environment compensation charge) for the largely commercial goods vehicles while exempting those carrying essential items like milk, petroleum, fruits and vegetables. “Vehicles exempted under any category must now get pre- registered at the PoS counters established near the toll plazas and obtain RFID tags to get exemption. This is how we are incentivising it,” an official said.

The civic bodies had set up the target of selling at least 2 lakh RFID tags, but so far only around 2,500 vehicles have pre-registered. “RFID infrastructure is ready at many points, but since a very low number of vehicles have RFID tags and most of the transactions are taking place in cash, the original purpose of reducing congestion with free movement of vehicles and automatic toll deduction is being defeated,” the official explained.

By linking it with ECC exemption, the corporations are hoping to enrol a large number of trucks in RFID regime. “Since the same trucks carry essential goods and other items during different trips, this step will help us cover a large number of goods vehicles,” the official added. Vehicles over 10 years old won’t be registered or allowed to enter Delhi. The 13 border points chosen for the RFID project receive 85% of the traffic.

Source: The Times of India, 2 January, 2019

BRANCH NEWS

- AHMEDABAD BRANCH
- AURANGABAD BRANCH
- BANGALORE BRANCH
- CHANDIGARH BRANCH

- HYDERABAD BRANCH
- KOLKATA BRANCH
- MUMBAI BRANCH
- NEW DELHI BRANCH

AHMEDABAD BRANCH

Report on 11th January 2019 : Ahmedabad Branch organized a talk on “**STRATEGIC PROCUREMENT**” by **Mr. Jayanta Chakraborty**, who is CEO, ARB Builscon Pvt. Ltd., in lecture hall of **Ahmedabad Management Association** on 11th Jan 2019 under its Knowledge Augmenting Series. Audience consisted of 45 hard-core professionals who enjoyed the talk thoroughly.



Branch Chairman Mr. Pankaj Panchbhai mentioned in his inaugural talk:

Dear IIMM Family good evening...

Speaker of Day Mr. Jayanta Chakraborty, Members of Ahmedabad Branch, Today's Invited Guests Mr. Sunilkumar Limbachia (Head Procurement & Contract Jio). Ladies and Gentlemen, I extend a very warm welcome to you all on behalf of Executive Committee of IIMM Ahmedabad.

Today we are having talk related to **Strategic Procurement** Mr. Jayanta Chakraborty an eminent speaker will be giving us insight on topic which is very much relevant to materials management people like us. This will increase our knowledge & awareness. We are grateful to you sir for this act of kindness.



Mr. D.K. Goswamy will soon introduce him and the subject.

Friends, IIMM is a very unique institution having 55 branches across India and Ahmedabad is one of them. Out of national membership of 10000 we in Ahmedabad Branch contribute 384 members and we are targeting further for 500 marks. Some of you who are still not member should acquire membership immediately. I promise you that you will get value for your money. We help our members for updating and

their knowledge through continuous exposures through our programs.

We are a very popular institution in city of Ahmedabad, which conducts evening lecture programs every month for members, and select guests Today's program is our marathon 99th knowledge enhancing program since last Decade without any break and soon there will be a mega celebration of 100th Program. Stay connected.

Our admissions to AICTE approved courses PGDMM and PGDSCM &L are going on. You can enhance your knowledge with these courses to serve Nation better. Today we will be welcoming New Members in IIMM family. You are all most welcome to stay here this evening. I hope you enjoy the rest of the program and thank you for sharing this special event with us.

He then read out **Mission Statement** of institution and exhorted members to follow it in letter and spirit.

"To promote professional excellence in Materials Management towards national Prosperity through sustainable development."

Mr. D K Goswamy Program Coordinator introduced Speaker and Subject:

Good evening,

Traditionally, we get the indent, raise enquiry, prepare comparative statement and then negotiate for maximum discount and other terms. Normally, more discount means a very efficient and smart buyer. But, it remains a myth.

Procurement has become a very complex function. The efficiency of the procurement depends on your understanding of the product, proper evaluation of the situation and finally reach to a win-win situation.

It is the value for money which matters. Can you think of paying more than quoted? Yes, if you feel that the vendor needs encouragement and should be nourished for developing a better product.

We recently conducted a very successful training program at CadilaPharma on Strategic Procurement for their Purchase team. This program was highly successful and we also received a very positive and strong feedback from the participants.

We are happy to have a program on this complex subject. The speaker of today's evening is Mr. JayantaChakraborty.

He is a **Mechanical Engineer with Graduate Diploma in Materials Management** from IIMM.

He worked at different levels during his three decades of professional work experience with various corporate such as **HAL, NTPC, GKW, Inox India&Century Laminating Company**. He served as Sr. GM – SCM with M/s. **Phenix Construction Technologies** (M&B group).

He is an active member of 'Institute of Engineers', 'Indian Green Building Council' and 'Indian Institute of Materials Management'...

He has received several accolades and awards for excellent services during his professional work career. He has extensively traveled around globe.

Teaching is his passion and he has been associated with taking classes for IIMM courses at Vadodara branch for various materials management subjects. Soon, he would be conducting many more courses for our branch.

Let us welcome him with a big round of applause.

Synopsis of Mr. JayantaChakraborty's talk on "STRATEGIC PROCUREMENT" is as follows.

1. MANAGEMENT PHYLOSOPHY

The Management philosophy in general is shifting towards more holistic views concerning the integration of material and information flows. Procurement therefore is becoming proactive business function!

The key elements are:

- Reduces wastes and costs
- Increasing (adding) value
- Throughout managing supplier involvement
- Integrative role in business strategy

2. TRADITIONAL V/S MODERN ORGNISATION PHYLOSOPHY

Traditional organizations usually follow these parameters as process:

- Allocate resources and organize work on a functional basis
- Each function attempt to achieve its objectives regardless of the others
- Leads to sub-optimization

However, Modern organizations work on the following philosophy:

- Process (streamline) approach
- (Multifunctional) team approach to a problem solving – getting the job done
- Integrated management approach
- The supplier has high power if there is concentration of suppliers (monopoly)
- The "switching costs" from one supplier to another are high
- There is a possibility of suppliers to integrate forward
- The supplier's customers and their long-term future are of little importance to supplier

3. THE POWER GAME

- The buyer has a high power if there is a concentration of buyers (high volume of purchases)
- There are alternative sources of supply
- If the component or material cost is a high percentage of their total costs (they are likely to

“shop around” and “squeeze” the suppliers)

- There is a threat of backward integration by the buyer

4. DEVELOPING PURCHASING STRATEGY

- **First:** DRAW IDEA(S) HOW TO REACH A GOAL

The goal is: Increase profit by reducing purchasing costs!

- **Second:** EVALUATE IDEAS (OPTIONS)!!!

Suitability – is the idea suitable under current (or future); circumstances in operation at your company Feasibility – can strategy be operative within organizational; culture and environment; detailed examination of resources and strategic capabilities; ranking against agreed criteria; decision tree Acceptability – expectation of performance vs. expectation of; stakeholders; tools: funds flow analysis; break-even analysis; resources deployment analysis

- **Third:** SELECT AND IMPLEMENT
- **Fourth:** MONITOR CHANGES AND POSITIVE GROWTH

What influences the choice of a purchasing strategy?

5. FACTORS INVOLVING STRATEGY IN ORGANISATION

- Is company closer to raw materials or to consumers?
- Are there many competitors at the same level in supply chain?
- Number of effective sources in the supply market?
- The pace of technological development?
- The volatility (change, dynamics, instability) of the supply and/or end market.
- The degree of government involvement in the market place.
- The quality of staff available to control and manage.

6. VARIOUS INTERNAL FACTORS INFLUENCING PURCHASING STRATEGY

7. INTERACTIVE SESSION

Mr. Sunil kumar Limbachia Presented Memento to Mr. JayantaChakraborty.

14 New members were recognized on their joining as Life Member of IIMM.

President Mr. Pankaj Panchbhai further said:

Hota sabke pas hai lekin deta koi nahi you might have heard this dialogue but today we are having the very humble personality jodetabhihaiaur data bhihai I would request our very own EC member Mr.Purvish Patel to accept a small token of love

for his act of kindness towards the Institute for donating 14 chairs for starting our Training.

Special Memento to Mr. Purvish Patelwas handed over by TEAM IIMM.

Mr. Rakesh Gupta, Hon. Secretaryin his closing remarks said:

Dear Friends,

We are grateful to our very senior Past Chairman Shri D.K. Goswamy who have facilitated the talk of today's speaker Mr.JayantaChakraborty. We thank Mr.Sudhir Shah for updating us on membership front.

We could see the vast experience of Mr.Chakraborty nicely weaved in his today's delivery on an important Topic “Strategic Procurement”. We could get the step by step process and ideas with relevant examples in his 90 minutes talk; on how to achieve the set goal. You have a full day paid session to explain in detail at Vadodara on the same topic.

On behalf of one and all, I express our sincere thanks to Mr.JayantaChakraborty. I must also thank our members and guests for their qualitative participation. We heartily welcome our new life and annual members mostly young ones, will be the future pillars if IIMM.

You must have recently received the details of change in address of our office. IIMM Ahmedabad Branch is indebted to our Chairman Mr.PankajPanchbhai who has on his own given his office to be used by our Branch. A BIG THANK YOU, Pankajbhai.

Plans are on way for a mega program/seminar in a few months' time. I look forward to your effective participation in large numbers in programs which will follow continuously.

AURANGABAD BRANCH

IIMM Aurangabad team visited AISA Engineering Expo 2018. This Engineering Expo is at held at Ayodhya Nagari Ground, Railway Station Road,Aurangabad from 14th to 17th December 2018. The exhibition is based on Engineering Machinery – Machine tools, Automation and Robotics and Instrumentation and controls.

Globetech Engineering Expo is the perfect platform to visualize quality through Competitiveness and ensure to achieve the slogan “Make In India” and also best platform for the Micro Small Medium Enterprise units across the country to evaluate about the technologies & new innovation which is occurring throughout the world under one roof.

During visit a warm welcome was done by AISA dignitaries.Branch Chairman Mr. K. Srihari briefed about the branch activities and focus areas of IIMM to AISA Team. He also appealed to promote for becoming IIMM members to the AISA.

VP (West) Mr. Jitesh Gupta, NC Member Dr. Narendra

Joshi, Chairman Mr. K. Srihari, Vice Chairman Mr. Sushant Patare, Hon. Secretary Mr. Milind Ghogale, along with Treasurer Mr. Lalit Lohade, EC Members Mr.R.D.Jaulkar, Mr. Shrikant Muley, Mr. Phani kumar, Mr. Santosh Pande, Mr.Sudhir Patil, Mr. Sushil Pande, Mr. Sunil Ved, Mr. Anil Pimpalkar took efforts to make this visit successful.



Branch Chairman Mr.K.Srihari and VP (West) Mr.Jitesh Gupta with AISIA President Mr. Samir Kanadkhedkar



IIMM and AISIA Team

IIMM Aurangabad conducted the Family Get Together at the 'Hiranya Resorts' adjacent to Daulatabad lake, Ellora Road, Aurangabad, on 6th January 2019.

IIMM Aurangabad team is bonded and always work like a Family. To celebrate the recent success of NATCOM 2018, this event has been organized. All families joint together and spend the whole day with each other with full of energy and enthusiasm.

Hiranya Resorts is the best location in Aurangabad and is a retreat into the soothing company of nature. Situated in a lush green valley, and at the shore of a beautiful lake.

Families enjoyed the Hiranya Hurda party festival which is a big attraction for people in and around Aurangabad. Various games / Adventure activities are played with lots of fun and joy NC Member Dr. Narendra Joshi welcomes the families and express the thankfulness to all the families for their support to IIMM Aurangabad.

Branch chairman offered the gifts to the children's and the winners of the competition conducted like Cricket, Musical Chair. EC Member Mr.Shrikant Muley has taken special efforts for the various arrangements.

VP (West) Mr.Jitesh Gupta, NC Member Dr. Narendra Joshi, NC Member Mr Sanjay Sanghai, Chairman Mr. K. Srihari, Vice Chairman Mr.Sushant Patare, Hon. Secretary Mr. Milind Ghogale, along with Treasurer Mr. Lalit Lohade, EC Members Mr.R.D.Jaulkar, Mr.Shrikant Muley, Mr.Phanikumar, Mr. Santosh Pande, Mr.Sudhir Patil, Mr.Sushil Pande, Mr. Anil Pimpalkar, with all family members make this event successful.



Branch Chairman Mr.K.Srihari and NC Member Dr.Narendra Joshi with little Champs



IIMM Auragabad Family - Group Photo

BANGALORE BRANCH

23rd December 2018 (Kochi) – & 29th December Workshops (Mumbai) : IIMM Bangalore Branch organized a one day workshop for Hospital Administrators and Supply Chain Managers on "Materials & Inventory Management" on 23rd December 2018 at Hotel Olive Downtown, Kochi, Kerala. Mr. Srinivas V. Rao, Branch Chairman and Sr. Faculty handled sessions on Supply positioning model, Hospital Inventory Management, Total cost of ownership, supplier relationships Management and discussed some case studies. Similar program was also held on 29th December at Hotel Rodas, Powai, Mumbai. These programs are being organized in collaboration and support from Ethicon, J&J, Mumbai. The workshop was very interesting with live Interaction by participants with the speakers.

28th December 2018 – Felicitation and Lecture Program
: Felicitation of National Awardees and a lecture Program was organized on 28th December 2018 at Woodlands Hotel. Mr. Srinivas V. Rao, Branch Chairman welcomed the National Awardees and Speaker.



A view of participants on Felicitation function on 28.12.2018



Best Branch Metro Award - felicitated Mr.Srinivas V. Rao, and his Team - IIMM Bangalore



Gp.Capt. L.G.I. Subramanian - Distinguished Award felicitated on 28.12.2018



Mr. C.S. Subash, MC on 28th December 2018 - Felicitation Function



Mr. C.Subbakrishna, Past National President, talk on NATCOM 2018 an Over view on 28.12.18



Mr. Nagaraj S.M. -Out Standing Performance Awardee -felicitated on 28.12.18



Mr. P.M. Biddappa, handing over a memento to Speakr Mr. Dinakar Murthy Krishna,



Mr. Srinivas V. Rao, Branch Chairman, Welcoming gathering on 28th December 2018



Mr.H.R. Gowri Shankar, Best Faculty Awardee felicitated by Mr. N. Muralidharan

Mr. C. Subbakrishna, Past National President, IIMM, addressed the gathering “**An Over view on NATCOM 2018 –Theme: Customer Engagement –Technology Aspirations for Next Gen Supply Chain and Manufacturing**” held on 22nd and 23rd November 2018 at Aurangabad.

Mr. C.S. Subash was Master Ceremony and Mr. K.V. Sudheendra, Vice Chairman, proposed vote of thanks. for the felicitation program. This function concluded with dinner.

Following are the National Awardees for the year 2018 and felicitated:

Distinguished Award - **Gp Capt L.G.I Subramanian**

Best Faculty Award - **Mr. H.R. Gowri Shankar, Sr. Faculty IIMM Bangalore Branch**

Best Branch (Metro) - **IIMM–Bangalore- Mr. Srinivas V. Rao - Branch Chairman & Team**

Best Contribution to a Profession : **IIMM – Bangalore and Team**

Out Standing Performance Award 2018 – **Mr. S.M. Nagaraj – Manager Admin – IIMM Bangalore**

18th January 2019 (Friday) – Evening Lecture Program: Indian Institute of Materials Management, Bangalore organized Monthly Lecture Program on “**Excellence in Strategic Sourcing and Supply Chain Management**” by Mr. Dinakar Murthy Krishna, Founder Samuthana Consultancy and coaching LLP and Ex VP Bosch Ltd. for the benefit of IIMM Members & Students on 18th January 2019 at Hotel Ajanta, Bangalore. Mr. Srinivas V. Rao Branch Chairman welcomed the gathering and speakers Mr. Dinakar Murthy Krishna, ex-VP, BOSCH Ltd. handled the session by using new techniques tools and Business games, mainly his Ideas was to takeaway from the participants with new innovative methodology to resolve an issue and thereby also inspire team members with ease, achieve amazing outcomes natural insights and looking at sourcing and supply chain from a new perspective. The lecture program was very interesting and all participants enjoyed the session as it was an innovative methodology for SCM professionals.

18th and 19th January 2019 – Two Days Workshop: Indian Institute of Materials Management (IIMM), Bangalore Branch organized a two days Workshop on “**Cost Reduction in Sourcing & Purchasing**” 18th and 19th January, 2019 at Hotel Regenta Place, (Harsha Hotel). This workshop was well designed for Practicing Professionals holding middle or senior positions in Procurement / Purchasing / Export- Import / Materials Management / SCM and Finance Professionals. 15 participants from various organizations attended the workshop. Sessions were handled by Mr. C. Subbakrishna, Mr. P. Srinivas Rao, Mr. C.N. Uday Shankar, Mr. A.V. Sham Sundar, and Mr. M. S. Shankar Narayanan. The workshop was very interesting with good interaction from the participants and speakers. The feedback received from participants has been rated at “Very Good”.



A view of Participants - Lecture progra on 18.01.2019



Mr. A.V. Sham Sundar, handling session on Cost Reduction workshop on 19.01.2019



Mr. Dinakar Murthy Krishna, Speaker for the Lecture program on 18.01.2019



Mr. H.R.T. Chari, welcoming Speaker Mr. Dinakar Murthy Krishan on 18.01.2019

CHANDIGARH BRANCH

Indian Institute of Materials Management, Chandigarh Branch organized one **day Summit on Supply Chain Management at Hotel Radisson, Patiala Road Zirakpur, Chandigarh TriCity, on Friday, December-21st, 2018.**

The Summit Theme is: "Digital Technology in Supply Chain Management-Vision 2022." Mr Rajesh Gupta Chairman Chandigarh branch welcomed all guests and delegates and highlighted how IIMM is working for uplift of Supply & Logistics professionals. Mr.TK Magazine, Distinguished Member-IIMM and Master of Ceremony briefly described about the relevance of today's Theme.

Mr S. K. Sharma Former National President IIMM elaborated on the need of the Theme for the conference and inspired professionals by sharing success stories of corporate world to have vision beyond SCM & create value for society. Mr.G.K. Singh National President applauded the efforts being put in by Chandigarh Branch in their working on Development of SCM profession and highlighted the activities and future plans of IIMM being worked out at NHQ. He also shared his views on Industry.4 evolution.

Chief Guest Mr.N.K.Sharma MLA Punjab appreciated the efforts of IIMM for sharpening the skills of Materials professionals who are contributing for enhance the productivity of industry. He also highlighted the future trends and challenges which Material management Profession are likely to face in coming years. He also stressed to make full use of digitization in SCM and future of SCM is adoption of latest technology. Chandigarh Branch also gave away following awards to outstanding professionals working in the Industry in around TriCity.

OUTSTANDING ENTREPRENEUR AWARD (MSME) was presented to Mr. Sahil Joshi CEO & Director, global Formulations Ltd, Chandigarh for turning a loss making company into profit making by achieving a turnover of Rs.42 Crores.

Emerging Business Leadership award was presented to Mr. Anupam Gupta-Director-GBP Real estate Group

for Recording an unprecedented growth in his company from 40 Crores in 2013 to 400 Crores in 2017.

Outstanding Material Management Award was presented to Mr. Harvinder Singh Chief Manager – Purchase SML Isuzu Ltd for his outstanding and dedicated service in the field of SCM.

Corporate Social Responsibility Award was presented to CBRE Asia Pacific Ltd.

Life Time Achievement Award presented to Mr.TK Magazine Distinguished Member of Institute & one of the founder member of Vizag and Chandigarh branches, for his outstanding service to IIMM and in development of SCM profession. Award was given by Mr G.K. Singh National President IIMM. Mr O.P. Longia Former Past National President-IIMM nicely summed up the inaugural session and also spoke about emerging technologies in SCM.

Five Technical sessions were addressed by the eminent Speakers from the industry and Public Sector in the field of Supply Chain Management. Mr.Lalit Mohan-Head, Supply Chain Mahindra & Mahindra Swaraj Division MOHALI highlighted latest new innovations and practices carried out in their company. With the help of Vendor Portal, they are able to reduce their inventories and working on average 7 days inventories

Dr.Divleen Jeje spoke on Importance of Marketing-SCM Interface in Digital Technology and cited examples from health care industry. Mr. HK Sharma VP North-IIMM and Additional Director General (Supply) Ministry of Commerce gave presentation on Digitization in Public Procurement & clarified how Government E- market place (GEM) is bringing transparency in the system.

Mr.Kavish Dhanda Ex-Supply Chain Head, Trident Group gave an interesting presentation on Application of Digital Supply Analysis for Effective Supply Chain leaders in FMSG industry. Dr.Anand Sharma- From National Institute Of Pharmacy Education And Research (Niper) gave a presentation on Digitization of SCM in Pharma Industry. He shared that due to various constraints Pharma industry is working from 80 days to 90 days inventories & hopeful that with the help of digitization it may reduce further.

Neha Behn from Brahma Kumari Sect presented effective ways of Stress Control and Spiritualism for healthy and enhancement of performance.

Mr.Zoraawar Sandhu and Mr.Navreet Waraich from Godrej presented their presentation given YMM Competition at Natcom-2018 at Aurangabad.

More Than 100 participants from SML Isuzu Ltd, Hero Cycles, Bharat Electronics (BEL), Godrej, M& M Swaraj, Sanctus Global Formulations, S and Public sector Undertakings from the TriCity Swaraj Engines, Semi conductor Lab, NIFD,JCBL, T.B.R.L. G.B.P. N.K.Sharma & group etc rounding areas participated in the seminar. Participants had well appreciated the technical sessions of the conference and informed that it has enhanced their knowledge.

The Celebrations closed with Valedictory Ceremony and honouring of Members who toiled hard for days together to make the celebrations, a grand success and a warm vote of thanks was proposed by Mr Arun Batra Sr.GM(Technology- SML-Isuzu) and Vice Chairman of the branch.

HYDERABAD BRANCH

IIMM HYDERABAD – GOING ON AND ON WITH POSITIVE WAY FORWARD

1. To begin with, IIMM Hyderabad Branch, Place on record – Congratulatory Greetings to “Active Aurangabad Branch” for completing very successfully NATCOM 2018 by creating new laudable bench markings in all respects. We also congratulate to all IIMM Annual Award winners, YMM winners from different Branches.
2. IIMM Hyderabad Branch at NATCOM 2018: Represented with big team with active participation. We are happy to share good news of Awards given by IIMM and received by us from National President IIMM:
- 2.1. Special Award from National President for getting IIMM Hyderabad Branch International Connect.



- 2.2. Three Awards in recognition towards: Special support to NATCOM 2018, in recognition towards Contribution to profession, and Award In recognition of support to NATCOM 2018, to our EC member Ms. Suvarna Sudagoni.



- 2.3. Best MMR Articles Award 2018 to our EC member Ms. Suvarna Sudagoni (on receipt, the same was collected by her through VP South and Chairman at IIMM Hyderabad Branch).



- 2.4. Young Materials Manager Awards - to our Institutional Member M/s. SHV Energy Private Ltd., Hyderabad



- ❖ 3rd Prize to the team (Mr. Bidyut Bikash Borgihain & Mr. Hardik Patel).
- ❖ Mr. P.P. Reddy memorial Award to Mr. Hardik Patel.
- 2.5. Also collected the Award, Sponsored by IIMM Vadodara Branch, to our Hyderabad IIMMian, Mr. A. Murthy, General Manager (Logistics), Tata Projects Hyderabad, in recognition of his Golden Meritorious Academic Performance in Stores

Management Course during 2016-17 at Vadodara Branch (the same was collected by Mr. Murthy at IIMM Hyderabad Branch through Hony. Secretary) (For the gesture we thank Vadodara Branch).



3. Examinations and New Admissions:
 - 3.1. In line with NHQ circulars and directions, facilitated all our 22 students to write their respective exams (GDMM, PGDMM, PGDSCM & L) in the last week of December 2018.
 - 3.2. More than 25 students are in line for New Admissions (December 2018/ January 2019 Batch).
4. To promote Social get togetherness and to share all details (specially about the success of NATCOM 2018 at Aurangabad and about Awards received by IIMM Hyderabad Branch) with our EC committee members, in the recently held monthly EC meeting on 06-01-2019, celebrated New year greeting exchange program besides reviewing the activities of the branch, future EDP programs, strengthening of Life membership, etc. During the occasion, our VP South, Chairman, Vice Chairman combinedly with all other members cut the New Year cake. VP South and Chairman, addressed the gathering about further steps to be taken in coming months to conduct EDP/ Training Programs, increasing Membership strength. VP South, further informed about forth coming NC Meeting at Bilaspur Branch, Spectrum at Chennai Branch, conference at Tiruvananthapuram Branch and advised for good attendance from IIMM Hyderabad Branch.

Chairman on behalf of entire committee appreciated the work by Hony. Secretary for getting Awards at a NATCOM 2018 and also taking Education - Admissions in a better way. Further Ms. S. Suvarna was congratulated by all for her recognition in contributing articles to MMR continuously and getting Award.



5. With the very positive support from Chief Editor and Publisher Dr. MK Bhardwaj ji, our Branch News is getting published regularly in full, almost from June 2018 onwards. This is helping the branch to improve its image, activities linked to students Admission, Membership Drive, Organizing/ Planning of Training and EDP Programs. We continue to thank the MMR team at New Delhi besides Admin Manager at NHQ Mumbai. On this board we also place on record our thanks to Education Wing at NHQ for their Cooperation and good communication.

KOLKATA BRANCH

REPORT ON MEETING OF DR. M. K. BHARDWAJ CHAIRMAN, BOARD OF STUDIES IIMM WITH EC AND FACULTY MEMBERS OF IIMM KOLKATA HELD AT 6.45 P.M. ON WEDNESDAY, THE 12TH DECEMBER, 2018 AT IIMM KOLKATA PREMISES

P R E S E N T

Dr. M. K. Bhardwaj, Mr. Kallol Ghosh, Mr. Koushik Mukherjee, Mr. Sajal Das, Mr. Raj Kumar Mitra, Mr. Usnish Basu, Mr. Abhijit Basak Dr. Mukul Mitra

Mr. Debasish Mallik, Mr. Abhijit Khasnobis, Mr. Sumanta Bhattacharya, Mr. Indranil Chowdhury, Mr. P K Ghosh



Due to pre-occupation, Mr. Animesh Chattopadhyay, Chairman, IIMM Kolkata Branch and Mr. Koushik Roy, Vice Chairman, IIMM Kolkata Branch could not attend the meeting. On behalf of iimm Kolkata Branch, Mr. Kallol Ghosh, Hony. Secretary, formally welcomed Dr. M. K. Bhardwaj, Chairman, Board of Studies, IIMM, and the Executive Committee and Members of Board of Faculty of IIMM Kolkata Branch at 6.45 p.m. Mr. Ghosh also presented a Memento as a token of remembrance to Dr. M. K. Bhardwaj on behalf of IIMM Kolkata Branch. Dr. Bhardwaj also handed over the Best Faculty Award of IIMM to Dr. Mukul Mitra which was announced in the NATCOM 2018.



Mr. Kallol Ghosh, Hony. Secretary introduced Dr. M. K. Bhardwaj, Chairman, Board of Studies, IIMM, to the house. Executive Committee and Members of the Board of Faculty of IIMM Kolkata Branch formally introduced themselves one after one.

At the outset, Dr. Bhardwaj also welcomed all to the august meeting. He was highly pleased knowing that most of the attendees are alumnus of IIMM Kolkata Branch. He appreciated the Kolkata Branch for coming forward to host the NATCOM 2019. He also wished a grand success of NATCOM 2019 being hosted by IIMM Kolkata Branch with active participation of its young and alumnus. He appreciated the collective leadership of the Branch which could clinch the Award of Best Metro Branch for Educational Activities for the last consecutive six years. He further mentioned that all the Branches including IIMM NHQ are facing resource crunch in their functioning. However, in such a tight situation, collective leadership of alumnus of IIMM

Kolkata could acquire its own premises in a prime location in Salt Lake. He advised to dive for enrolment of maximum number of students in various courses being conducted by IIMM so as to tide over resource shortage and to involve young professional to the cause of the supply chain profession as well as IIMM.

Dr. Bhardwaj informed that the IIMM as a stand alone Institute could arrange for AICTE approval for its two Courses viz. **Post Graduate Diploma in Materials Management (PGDMM)** and **Post Graduate Diploma in Supply Chain and Logistic Management (PGDSCLM)**. For the sake of IIMM Branches, IIMM NHQ extended 50% share of Course Fees meant for PGDSCLM. According to him, Branch may also fetch additional resource by arranging classes for PGDSCLM and PGDMM.

In meeting a query on the fate of IIMM's signature course – **"Graduate Diploma in Materials Management" (GDMM)**, Dr. Bhardwaj informed that IIMM is considering all possible legal aspects to continue GDMM Course with its due weightage. However, a handful resource is required in this respect.

Regarding supply of Reading Materials at the beginning of the Semester, Dr. Bhardwaj informed that IIMM has selected a reputed foreign company in this respect to mitigate all grievances in this respect.

In meeting another query to participate by Faculty Members of Kolkata Branch in Course Development, Paper Setting, Paper Moderating and Evaluating, Dr. Bhardwaj, while welcoming the proposal, requested all interested faculty members to come with their proposal and Bio-data through the Branch Administrative Manager. He also appreciated the interest shown by faculty members.

Mr. Kallol Ghosh, Hony. Secretary, wanted to know whether Lateral Entry to PGDMM from GDMM will continue for the sake of GDMM Holders. In reply, Dr. Bhardwaj said that the same is not allowed as per AICTE norms. Mr. Ghosh sought for financial assistance for conducting Semester Examination considering that the Branch has to expend huge amount for hiring Examination Venue, Stationery, Honorarium, Conveyance, Refreshment etc. etc. In reply, Dr. Bhardwaj said that it is not possible.

Mr. Kallol Ghosh further wanted to know whether the Branch may launch Short Term Courses with affiliation with Local Body/University. In reply, Dr. Bhardwaj said that Courses with different types and nomenclature may be launched by the Branch.

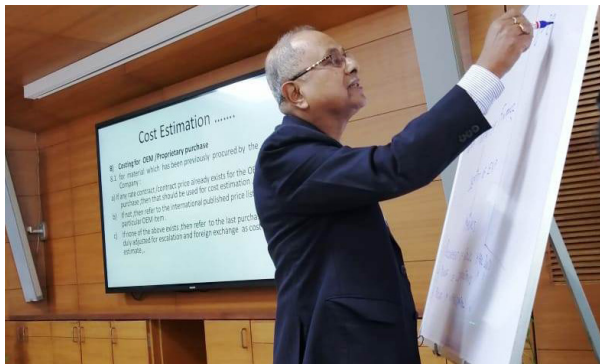
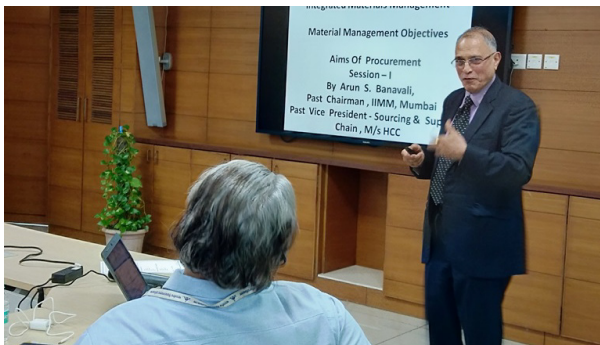
Dr. Bhardwaj welcomed the suggestion of introducing structural mechanism to get feedback from faculty members. He also requested the faculty members to send feedback on study materials through the Branch for incorporating suitably.

The members attended the meeting were served high tea. The meeting ended with a Vote of Thanks to the Chair. In his concluding remarks, Dr. Bhardwaj placed on record sincere thanks and gratitude to the Executive

Committee of IIMM Kolkata Branch for arranging such a nice interactive session with Executive Committee and Faculty Members of IIMM Kolkata Branch. On behalf of IIMM Kolkata Branch, Mr. Kallol Ghosh, Hony. Secretary, also recorded hearty thanks and regards to Dr. Bhardwaj and members for attending the meeting.

MUMBAI BRANCH

TWO DAY IN - HOUSE TRAINING AT AIRPORTS AUTHORITY OF INDIA : IIMM Mumbai Branch organised a two day in-house program on Materials and Stores Management at Airports Authority of India at Vile Parle on the 8th and 9th January 2019. The faculty for this two day in-house program was Mr.A.R.Sarkar and Mr.ArunBanavali. The program started by the traditional lighting of the lamp by Airports Authority of India's Mr.Keshava Sharma Regional Executive Director (Western Region), Mr.S.L.Meena – Dy.General Manager (Tech.) - W.R., Ms. Maya Lavania – General Manager (HR)., Mr.A.R.Sarkar and Mr. Arun Banavali and by other dignitaries from Airports Authority of India.



NEW DELHI BRANCH

Delhi Branch of IIMM has organized an Evening talk on “Global Supply Chain Management – Latest Trends & Issues” at Chelmsford Club, New Delhi on December 29, 2018. Prof. (Dr) D K Banwet, IIT Delhi was invited to give a talk on the above subject. His varied experience and efforts in the field of supply chain management were highlighted by Mr. G Ajay Kumar, Chairman IIMM, Delhi Branch. The programme was attended by Professor, Past Chairman & Other members and students of IIMM.



Mr. R P Durga, our EC Member Delhi Branch presented a Award Distinguished Membership of the year 2018 at evening lecture programme at Chelmsford Club on 29-12-2018.

Our two students awarded for NHQ Education Wing first Mr. Vinod Langan, Gold Medal & second Mr. Rajeev Kumar, Silver Medal in GDMM course.



Mr. G Ajay Kumar, Chairman Delhi Branch welcomed Prof. (Dr) D K Banwet & Mr. V K Jain, Mr. Suresh Kumar, Dr. M K Bhardwaj, Mr. Babu PS & other members gave introduction of the speaker and welcomed him with flowers.

Prof. Banwet talk has given thorough knowledge about the Global SCM & Latest Trends & Issues and its implications. The lecture was followed by an interactive session which was quite lively.

On conclusion, Dr. M K Bhardwaj, Mr. G Ajay Kumar & Mr. Suresh Kumar, Mr. V K Jain & Mr. Sanjay Shukla presented the IIMM kit to Prof. (Dr) D K Banwet as token of regard from Delhi Branch of IIMM.



The vote of thanks was proposed by Mr. Babu PS, Hony. Secretary of IIMM Delhi Branch.



MDP Training Calendar 2018-2019

Indian Institute of Materials Management

102 & 104, Institutional Area, Sector 15, CBD Belapur, Navi Mumbai – 400 614
(Ph: 022: 27565592/ 2757 1022,) Telefax: 27565741,

E-mail: iimnhq55@gmail.com, iimmedu@iimm.co.in Website: www.iimm.org



For Practicing Managers, Professionals, Executives and Administrators

Sl. N.	Courses	Duration (days)	Starting Date	Course Coordinator	Course Fees per Participant (Rs.)
1	International logistics & Inventory Management	2	12-10-18 to 13-10-18	L S Bisht	12000.00
2	E-Procurement in Government and Private Organizations	2	26-10-18 to 27-10-18	L S Bisht	12000.00
3	Cost Price Analysis - A System Rationale for Procurement	2	07-12-18 to 08-12-18	L S Bisht	12000.00
	Logistics & Distribution Management	2	28-12-18 to 29-12-18	L S Bisht	12000.00
5	Introduction to Materials & Supply Chain Managements (A Foundation Course).	5	08-01-19 to 12-01-19	L S Bisht	25000.00
6	Operations Strategy for Effective SCM	2	24-01-19 to 25-01-19	L S Bisht	12000.00
7	ERP & Impact of ERP Implementation in Supply Chains	2	08-02-19 to 09-02-19	L S Bisht	12000.00
8	Stress Management	3	14-02-19 to 16-02-19	L S Bisht	18000.00
9	Contract Management	2	22-02-19 to 23-02-19	L S Bisht	12000.00
10	Negotiation Skills	2	01-03-19 to 02-03-19	L S Bisht	12000.00
11	Personality Development & Communication Skills	3	14-03-19 to 16-03-19	L S Bisht	18000.00

(Details about final Training Schedules & Faculty will be emailed to the participants on receipt of the applications.)

Venue :-Conference Hall, IIMM National Headquarter, Belapur, Navi Mumbai.

Course Fee :- Rs. 5000/- per day for Fundamental Course & Rs.6000/- per day for other courses+ 18% GST, as applicable - Includes Tuition Fee, Course Material, Participation Certificate, Break Fast, Working Lunch & Tea/Coffee.

Boarding & Lodging Charges (Optional) :- Rs.3000/- per day per participants + 18% GST (AC Twin Occupancy. Single Occupancy may be made available on request)

Discounts:-

- 10% to IIMM members
- 5% for early birds (to individual participants, on receipt of nomination, before 20 days of the commencement of course)

Group Discounts:-

- 10% for 4 to 10 participants from the same organization
- 15% for more than 10 participants from the same organization

Refund Rules:-

- Fees once paid can be adjusted towards future nominations up to 2 years
- In case of cancellation of course, due to inadequate participation or for any other unforeseeable reasons, the participants will be informed by e-mail or fax and the fee will be refunded.

Enrolment :- Personal details: Name, Designation, Mobile No & E-mail id, Age, Qualification, Experience, functions & Present Organization of the participants along with the fee through ECS/NEFT (BOIA/C No-011610100005741 & IFSC code :BKID0000116) or by Demand Draft drawn in favor of "Indian Institute of Materials Management" payable at Mumbai, may be sent to : Mr. Laxman Singh Bisht, Senior Faculty, (MM), IIMM National Head Quarters, Sector-15, Institutional Area, CBD Belapur, Navi Mumbai - 400614. (E-mail – iimmlsb@gmail.com Mobile No- 9769197851)

Faculty: Trainers are highly qualified professors/ Senior Practicing Managers/ SCM Professionals with over 15 years of rich industry experience in the relevant field.

Pedagogy: Presentations, Discussions, Audiovisuals, Case Studies, Role Play

MEMBERSHIP FORM

INDIAN INSTITUTE OF MATERIALS MANAGEMENT

Plot No. 102 & 104, Sector 15, Institutional Area,
CBD Belapur, Navi Mumbai-400614.
Tel.: 022-27565831, 27561754, 022-27565592
E-mail : iimmnhq@mtnl.net.in

Name : _____ Sex : ☐ Male ☐ Female

Designation : _____

Name of Organisation : _____

Office Address: _____

Telephone/s _____ Fax _____ E-mail _____

Home Address _____

Telephone/s _____ E-mail _____

Educational Qualification _____

Work Experience (Start with present position) *Please attach separate sheet where necessary*

Date From	To	Position	Company Held	Reporting To

Membership of any other Professional Organisation _____

Your Date of Birth _____

Where will you like to receive the IIMM Mail? ☐ Office ☐ Home

UNDERTAKING : I wish to apply for the membership of the Institute with appropriate status. I certify that all information supplied in the application is true and correct.

Date : _____ Applicant's Signature _____

REFERENCES : It is required that referees should be executive of firm including your immediate senior (not relative) who have a personal knowledge of the candidate. They must have actual knowledge of our responsibilities and one of them should be member of IIMM.

Signature 1st Referee _____

Name _____

Designation _____

Company _____

Phone _____

Date _____

Signature 2nd Referee _____

Name _____

Designation _____

Company _____

Phone _____

Date _____

SERVICING BRANCH

For office use only

Membership Category

- ☐ Life Member
☐ Full Member
☐ Associate Member
☐ Institutional Membership

Your
Photograph
Here

INDIVIDUAL FEES (Rs.)

	Ent.Fee	Annual Fee
Life Member	500/-	12000/-
Member	500/-	1000/-
Associate Member	500/-	500/-

INSTITUTIONAL MEMBERSHIP

Large	1000/-	6000/-
Small	500/-	2500/-

REMITTANCE DETAIL

I, certify that all information is true and correct. I hereby enclose my Annual Subscription and membership Fees of Rs...../- By way of Cheque / D.D. _____ dt. _____ drawn in favour of "Indian Institute of Materials Management" payable at _____.

(Important Note: Kindly ensure correct email address for efficient membership services.)





MATERIALS MANAGEMENT REVIEW (MMR)
Annual Subscription (for 12 Issues) Rs. 1000.00
Order Form / Renewal Form

Subs. No.: P.N. _____

Name of the Subscriber / Organization _____

Address of the Organization _____

Phone _____ Fax _____ E-mail _____

Subscription Period

From (month year) _____ to (Month, Year) _____

Payment enclosed

Cheque / Draft (Favouring IIMM, Payable at Mumbai) No. _____ Dated _____

for Rs. _____ Drawn on Bank _____

Branch _____

Please bill us

Signature of the Subscriber _____ Subscription No. _____

Please return the form to :

Indian Institute of Materials Management (IIMM)

4598/12 B, 1st Floor, Ansari Road, Darya Ganj, New Delhi - 110 002.

Phones : 011-43615373 Fax: 91-11-43575373

E-mail: iimm2delhi@gmail.com & iimmdehimmr@gmail.com

Website : www.iimm.org

ADVERTISEMENT TARIFFS

Position	Monthly Rate (Rs.)	Annually Rate (Rs.)
Back Cover (4 Colors)	30,000.00	2,50,000.00
II/III Cover (4 Colors)	25,000.00	2,00,000.00
Full Page (4 Colors)	20,000.00	1,75,000.00
Full Page (B/W)	15,000.00	1,25,000.00
Half Page (B/W)	10,000.00	1,00,000.00
Quarter Page (B/W)	8,000.00	75,000.00
Strip	5,000.00	50,000.00
Tender Notice (F/P B/W)	20,000.00	
Placement News (H/P B/W)	10,000.00	

Advertisement material alongwith Cheque / Demand Draft should be drawn in favour of
IIMM Mumbai and despatched at the following address

INDIAN INSTITUTE OF MATERIALS MANAGEMENT

4598/12 B, 1st Floor, Ansari Road, Darya Ganj, New Delhi - 110 002.

Phones : 011-43615373 Fax: 91-11-43575373

E-mail: iimm2delhi@gmail.com & iimmdehimmr@gmail.com Website : www.iimm.org

Add Rs. 20/- Extra for Outstation Cheques.

EXECUTIVE HEALTH

SIMPLE WAYS TO LIVE A HEALTHY LIFESTYLE

PAIGE WAEHNER

The phrase 'healthy lifestyle' is an abbreviated definition of how you should live if you want to get the healthiest body you can—one that both looks good and feels good. You know the obvious behaviors that describe someone who is healthy and takes care of themselves. A healthy person doesn't smoke, tries to maintain a healthy weight, eats healthy foods with plenty of fruits, vegetables and fiber and, of course, exercises on a regular basis.

Then there are other elements to add to the list. A healthy person also knows how to manage stress, gets good quality sleep each night, doesn't drink too much, doesn't sit too much—basically, does everything in moderation all the time. When you look at everything that could possibly go into a healthy lifestyle, you can see just how hard all of those things are in our current world. The good news is, you don't have to change everything at the same time. In fact, the trick to healthy living is making small changes—taking more steps each day, adding fruit to your cereal, having an extra glass of water, or saying no to that second helping of buttery mashed potatoes. One thing you can do right now to make your lifestyle healthier is to move more.

Here's Why You Need Move More : You know you need to exercise, but there are many excuses not to do it. You're too busy, don't know where to start, you're not motivated or you're afraid you'll injure yourself. Maybe you think exercise has to be really hard or it isn't good enough. Whatever definition you have about what exercise is or isn't, the bottom line is that exercise is movement. Whether it's walking around the block or running a marathon, that movement is exercise and every time you move more than you normally do, it counts.

It's great if you can spend time exercising—meaning you're sweating, working in your target heart rate zone, or doing something to strengthen your body. But it doesn't always have to be that way. Moderate activities like chores, gardening and walking can make a difference.

The Benefits of Moving More : The great thing about moving is that just a few minutes a day can have lasting benefits, many of which you may not even be aware of.

Just some of the benefits include:

- Reduces the risk of heart disease, stroke, and diabetes
- Improves joint stability
- Increases and improves range of motion
- Helps maintain flexibility as you age
- Maintains bone mass
- Prevents osteoporosis and fractures
- Improves mood and reduce symptoms of anxiety and depression
- Enhances self-esteem
- Improves memory in elderly people
- Reduces stress

Even if you opt for small changes and a more modest weight loss, you can see the benefits are still pretty amazing. The Centers for Disease Control and Prevention notes that if you are overweight, reduction of 5 to 10 percent of your total body weight can help lower blood pressure, cholesterol, and blood sugar. In fact, you don't even have to have a goal to lose weight, especially if you have trouble sticking to a program. Why not focus on being healthy to start and worry about the weight loss once you've got some healthy habits under your belt?

Simple Ways to Move Your Body : You can start the process of being healthy and now by adding a little more activity to your life. If you're not ready for a structured program, start small. Every little bit counts and it all adds up to burning more calories.

- **Turn off the TV and computer.** Once a week, turn off the

TV and computer and do something a little more physical with your family. Play games, take a walk, do almost anything that will be more active than sitting on the couch.

- **Walk more.** Look for small ways to walk more. When you get the mail, take a walk around the block, take the dog for an extra outing each day, or walk on your treadmill for five minutes before getting ready for work.
- **Do some chores.** Shoveling snow, working in the garden, raking leaves, sweeping the floor—these kinds of activities may not be vigorous exercise, but they can keep you moving while getting your house in order.
- **Pace while you talk.** When you're on the phone, pace around or even do some cleaning while gabbing. This is a great way to stay moving while doing something you enjoy.
- **Be aware.** Make a list of all the physical activities you do on a typical day. If you find that the bulk of your time is spent sitting, make another list of all the ways you could move more—getting up each hour to stretch or walk, walk the stairs at work, etc.

Eating Well Without Being Miserable : Eating a healthy diet is another part of the healthy lifestyle. Not only can a clean diet help with weight management, it can also improve your health and quality of life as you get older. You already know about the food groups and the fact that you should eat more fruits and vegetables and less processed foods. You probably have a list of things you know you should do for a healthier diet but, again, making too many changes at once can backfire. Going on a restrictive diet may make you crave the very foods you're trying to avoid.

Another approach is to look for ways to make smaller changes each day. Just a few ideas for changing how you eat include:

- **Eat more fruit.** Add it to your cereal, salads, dinners, or make it a dessert. Fruit is also a great snack after work or school to keep you going for dinner.
- **Sneak in more veggies.** Add them wherever you can—a tomato on your sandwich, peppers on your pizza, or extra veggies in your pasta sauce. Keep pre-cut, canned, or frozen veggies ready for quick snacks.
- **Try a healthy salad dressing.** If you eat full-fat dressing, switch to something lighter and you'll automatically eat fewer calories.
- **Eat low-fat or fat-free dairy.** Switching to skim milk or fat-free yogurt is another simple way to eat fewer calories without having to change too much in your diet.
- **Make some substitutions.** Look through your cabinets or fridge and pick three foods you eat every day. Write down the nutritional content and, the next time you're at the grocery store, find lower-calorie substitutes for just those three items.

A Word From Verywell : Creating a healthy lifestyle doesn't have to mean drastic changes. Making small changes in how you live may seem like a slow process, and it is. You may adapt to change better when it doesn't require you to overhaul your entire life. Just pick one thing and work on that one thing every day, letting the rest of your life and habits stay the same. You may be surprised that those small changes really can make a difference.

- **Losing Weight.** Centers for Disease Control and Prevention.
- **Physical Activity for a Healthy Weight.** Centers for Disease Control and Prevention.

Source: Verywellfit

●●●

IIMM HEADQUARTERS AND BRANCHES

IIMM NHQ : Plot No. 102 & 104, Sector-15, Instl. Area, CBD Belapur, Navi Mumbai-400614. Tel.: 27561754 / 2756 5831, Fax : 022-27571022
E-mail NHQ : iimnhq55@gmail.com, members@iimm.co.in E-mail Edu. Wing : iimmedu@iimm.co.in, Website : www.iimm.org

ALWAR BRANCH

Indian Institute of Materials Management
15, Shopping Centre, Shanti Kunj,
Alwar - 301001 (Rajasthan)
Ph.: 09731245655/ 07877745655
Email: iimmalw@gmail.com

AHMEDABAD BRANCH

Indian Institute of Materials Management
C/o SaRaa Group of Companies
406, Kalasagar Shopping Hub,
Opp. Saibaba Temple, Near Sun N
Step Club, Sattadhar Cross Road,
Ghatiodia, Ahmedabad-380061, Gujarat
Cell: 91-9909996711
iimmahmedabad@gmail.com

AURANGABAD BRANCH

Indian Institute of Materials Management
C/o. Training & Placement Cell
GF-19, JNEC Campus, CIDCO, N-6
Aurangabad - 431001. Ph.: 0240-2473339
E-mail : iimmau@rediffmail.com

BANGALORE BRANCH

Indian Institute of Materials Management
304, A-Wing, III Floor, Mittal Tower # 6
M G Road, Bangalore - 560001
Ph.: 080-25327251/52
E-mail : iimmbg@airtelmail.in

BHARUCH BRANCH

Indian Institute of Materials Management
303, Vinay Complex, Near Dudhdhara
Dairy, Old NH Highway # 8, Bhauruch
Ph.: 02642-283223
E-mail : iimmbhauruch@gmail.com

BHILAI BRANCH

Indian Institute of Materials Management
Room No. 326, 3rd Floor, Ispat Bhawan,
Bhilai Steel Plant, Bhilai - 490001
Ph.: 0788-2892948/2222170

BHOPAL BRANCH

Indian Institute of Materials Management
4/9-B, Saket Nagar, Bhopal - 462024

BILASPUR BRANCH

Indian Institute of Materials Management
C/o. Gen. Manager (MM)
South Eastern Coalfields Ltd.,
Seepat Road, Bilaspur - 495006 (CG)
Ph.: 07752-241087/75014
E-mail : iimmbilaspur2015@gmail.com

BOKARO BRANCH

Indian Institute of Materials Management
Room No. B-237, Purchase Dept.,
Ispat Bhawan, Bokaro Steel City - 827001
Ph.: 06542-240263/280768
E-mail : iimmbokarobranch@gmail.com

BURNPUR BRANCH

Indian Institute of Materials Management
Matls. Dept. New Matls. Bldg.
ISCO, Burnpur Works
Burnpur - 713325 (West Bengal)
Tel: 0341-2240523/09434777116

CHANDIGARH BRANCH

Indian Institute of Materials Management
SCO 19-B, Swatik Vihar, Mansa Devi
Complex, Sector - 5, Panchkula - 134114
Ph.: 0172-2556646/4654205
E-mail : iimmchandigarh2@gmail.com

CHENNAI BRANCH

Indian Institute of Materials Management
4th Floor, Chateau D'Ampa, 110 (New #
37), Nelson Manickam Road
Aminjikarai, Chennai - 600029
Ph.: 044-23742195/23742750
E-mail : chn.iimm@gmail.com
iimmchennai@gmail.com

COCHIN BRANCH

Indian Institute of Materials Management
GCDA Shopping Complex, Kadavanthra
PO, Kochi - 682020 (Kerala)
Ph.: 0484-2203487/9400261874
E-mail : iimmkochi@bsnl.in

DEHRADUN BRANCH

Indian Institute of Materials Management
C/o. 30, Kalindi Enclave, Balliwal Chowk,
Lane No. 2, Dehradun - 248001 (U.K)
Ph.: 0135-2795486/9410397734

DHANBAD BRANCH

Indian Institute of Materials Management
C/o. GM (MM), B C C L, Koyla Bhawan
Koyla Nagar, Dhanbad - 826005
(Jharkhand) Cell # 09470595238
E-mail : iimmdhanbad@gmail.com

DURGAPUR BRANCH

Indian Institute of Materials Management
Office of ED (MM) 3rd Floor
Ispat Bhawan, SAIL, Durgapur Steel Plant
Durgapur - 713203
Tel: 0343-2574303

GANDHIDHAM BRANCH

Indian Institute of Materials Management
1,2,3, Plot # 356, Ward-12B, Tagore Road
Gandhidham -370201 (Kutch) Gujarat
Tel: 02836-231711/231745
E-mail : iimm_gim@rediffmail.com

GOA BRANCH

Indian Institute of Materials Management
S-6 & S7, 2nd Floor, Vasco Centricentre
Opp: Canara Bank, Swatantra Path
Vasco-da-Gama, Goa - 403802

GREATER NOIDA BRANCH

Indian Institute of Materials Management
B-193, Swam Nagri, Opp: J P Golf Course
Greater Noida - 201308
E-mail : iimmgreno@gmail.com

HARIDWAR BRANCH

Indian Institute of Materials Management
C/o. 97-B, Vigyan Kunj, Indian Institute of
Technology, Roorkee, Haridwar - 247667
E-mail : iimmaridwar@gmail.com

HOSUR BRANCH

Indian Institute of Materials Management
Opp: Hosur Bus Stand, By Pass Road
Above Axis Bank, Palaniyappa Building
Hosur - 635109 (TN) Tel # 04344-240448
E-mail : iimmosur1@gmail.com

HUBLI BRANCH

Indian Institute of Materials Management
Karnataka Chamber of Commerce of
Industry Building, 1st Floor, Jayachamaraj
Nagar, Nr. Nehru Ground, Hubli - 580020
Tel: 0836-2264699/09972703336

HYDERABAD BRANCH

Indian Institute of Materials Management
4-8-68/A/21, G.D Enclave, 3rd Floor, Rang
Mahal Road, Putli Bowli, KOTI, Hyderabad-
500095. Email: iimm.hyd1719@gmail.com,
TEL: 040-24608952
Off: Timing: 4:30 pm to 8:30 pm)

INDORE BRANCH

Indian Institute of Materials Management
03, Rajmahal Colony, Ext Manik Bag Road,
Indore - 452007 (M.P)

JABALPUR BRANCH

Indian Institute of Materials Management
Jabalpur
Email: iimmjabalpur2@gmail.com

JAIPUR BRANCH

Indian Institute of Materials Management
C/o. Mr. Purushottam Khandelwal
48, Mohan Nagar, Gopalpura Bypass,
Jaipur - 302018 Cell: 09799299157
E-mail : iimmjaipur1@gmail.com

JAMSHEDPUR BRANCH

Indian Institute of Materials Management
Room # 6, Russi Modi Centre for
Excellence Jubilee Road,
Jamshedpur - 831001
Ph.: 0657-2224670/2223530
E-mail : iimm_jsr@yahoo.co.in

JAMNAGAR BRANCH

Indian Institute of Materials Management
C/o. Mr. Jayesh Joshi
Riddhi Engineering Works
111, Madhav Complex,
Opp: DKV Collage, Jamnagar - 361008
0288-2750171 / 9824263869
riddhieng@yahoo.com

KANPUR BRANCH

Indian Institute of Materials Management
C/o. IGM Computer Academy
Mallick Complex, Nr. Rama Devi
Chauraha, G T Road, Kanpur - 208007
Ph.: 0512-2401291
iimmkanpurbranch@gmail.com

K G F BRANCH

Indian Institute of Materials Management

KOLKATA BRANCH

Indian Institute of Materials Management
8/B, Short Street, Kolkata - 700017
Ph.: 033-22876971/22834963
E-mail : iimmcal17@gmail.com

LUCKNOW BRANCH

Mr. P.K.Bajpai
Indian Institute of Materials Management
2nd Floor, Mishra Bhawan, Jurian Tola,
Lal Kuan, Lucknow - 226018
Ph.: 9415752999, Res. 05222638264

LUDHIANA BRANCH

Indian Institute of Materials Management
C/o. Guru Nanak Industrial Corporation
Adj. Hero Cycle Ltd.,
G T Road, Ludhiana - 141010 (Punjab)
Ph.: 0161-5212268
E-mail : iimmdhbr@gmail.com

MUMBAI BRANCH

Indian Institute of Materials Management
2-A, Arihant Bldg, Above Bhandari Co-op
Bank Ltd., Goregaon (E) Mumbai - 400063
Ph.: 022-26863376/26864528/26855645-46
E-mail : iimmbom@gmail.com

MUNDRA BRANCH

Indian Institute of Materials Management
Adani Power (Mundra) Ltd.
Village- Siracha & Tunda, Taluka- Mundra
Dist- Kutch, PIN-370435, Gujarat
Mobile: 9979847753 (Pareesh Satasiya)
Pareesh.Satasiya@adani.com

MYSORE BRANCH

Indian Institute of Materials Management
Anubhav Udyog, K-64, Hootagalli Ind.
Area, Mysore - 570018 (Karnataka)
Ph.: 0821-4282124
E-mail : mysoreiimm@gmail.com

MANAGALORE BRANCH

Indian Institute of Materials Management
C/o. B Sandeep Nail, GM (Matls.)
MRPL, Materials Dept., PO: Kuthethur
Via: Katipalla, Mangalore - 575030. DK
Tel # 0824-2882203
Email: bsnaik@mrpl.co.in

NAGPUR BRANCH

Indian Institute of Materials Management
404, Suryakiran Complex-1, Bajaj Nagar,
Nr. VNIT Gate, Nagpur - 440010
Ph.: 0712-2229446
E-mail : iimmnagpur@gmail.com

NAICO BRANCH

Indian Institute of Materials Management
Qtr. # C-352, Nalco Township, Nalco
Nagar - 759145 Dist: Angul, Orissa
Cell: 09437081126
Email: snbaghar@nalcoindia.co.in

NASIK BRANCH

Indian Institute of Materials Management
1, Parag Bldg, Patel Lane # 4
College Road, Nasik - 422005
Ph.: 0253-2314206
E-mail : iim_nsk@bsnl.in

NEW DELHI BRANCH

Indian Institute of Materials Management
U-135, Vikash Marg, Shakrapur
Near Laxmi Nagar Metro Stn, Delhi - 110092
011-22464969/ 22466089/ 9818664267
E-mail : iimm1delhi@gmail.com

PUNE BRANCH

Indian Institute of Materials Management
Pratibha Towers, Plot # 22, Old Pune
Mumbai Road, CTS # 15/2, Above TVS
Showroom, Wakdedadi, Pune - 411003
Ph.: 7276010854
E-mail : iimmpune1@gmail.com

RAE BARELI BRANCH

Indian Institute of Materials Management
497, Near CMO Office, Jail Road,
Rae Bareilly - 229001
iimmrbl@yahoo.com, iimmrbl@gmail.com

RANCHI BRANCH

Indian Institute of Materials Management
Gen Manager (MM) Office, Central
Coalfields Ltd., Darbhanga House,
Ranchi - 834001
Tel: 0651-2360716/2360198
E-mail : rajesh0021@yahoo.com

ROURKELA BRANCH

Indian Institute of Materials Management
TH-01(West) Sector - 4, Near Mahila Thana
Dist: Sundergarh, Rourkela-769002
(Odisha)
Cell: 08260711943/08895501056
Email: iimm.rourkela@gmail.com

SURAT BRANCH

Indian Institute of Materials Management
C/o. Mr. Dilip Dhabarde, Hony Secy,
Manager Matls, Krishak Bharati Co Ltd
PO: Kribhaco Nagar, Nr. Kawas Village
Suresh-394515, Tel: 0261-2802682
E-mail : dilipdhabarde@kribhaco.net

TRIVANDRUM BRANCH

Indian Institute of Materials Management
TC-9/1447, 2nd Floor, Future House
Temple Road, Sasthamangalam
Thiruvananthapuram - 695010
Ph.: 0471-2724952
E-mail : iimmtvpm@gmail.com

UDAIPUR BRANCH

Indian Institute of Materials Management
2nd Floor, Above Manohar Furniture
Ashwini Marg, Udaipur - 313001
Ph.: 0294-2411969/2421530
E-mail : iimmudpr@sancharnet.in
iimmudpr@gmail.com

VADODARA BRANCH

Indian Institute of Materials Management
2nd Floor, Vishal Chambers, 34, Vishwas
Colony, B/h Alkapuri Shopping Centre,
Alkapuri, Vadodara - 390007
Ph.: 0265-2359060/2353410/M: 7043959060
E-mail : iimmbvd@yahoo.co.in,
iimmvadodara@gmail.com
iimmbaroda@gmail.com,
www.iimmvadodara.org

VAPI BRANCH

Indian Institute of Materials Management
301, Fortune Mall, Above Vishal Mega
Mart, VIA Road, GIDC, Vapi - 396195
Ph.: 09825119364 / 08758294011
E-mail : iimmedu.vapi@gmail.com

VISAKHAPATNAM BRANCH

Indian Institute of Materials Management
C/o. A V Rajendra Kumar
Droo No. 39-8-34/4 & 5, Sector - 8,
Muralinagar, Visakhapatnam - 530007
Ph.: 0891-2704757 / 9701347694
E-mail : iimmvizag@gmail.com

V U NAGAR BRANCH

Indian Institute of Materials Management
Champs Engineering, 1-52, GIDC Estate
Vithal Udyognagar - 388121
Tel: 02692-230440/ 09825028050
Email: harshad.champs@gmail.com

A SUMMIT ON DIGITAL TECHNOLOGY IN SUPPLY CHAIN MANAGEMENT - VISION 2022, IIMM CHANDIGARH BRANCH



BUILD YOUR CAREER



INDIAN INSTITUTE OF MATERIALS MANAGEMENT

AICTE APPROVED COURSES (PGDMM / PGDSCM&L)

www.iimm.org

AICTE APPROVED COURSES				
S. No.	Programs	Approved By	Eligibility	Duration
1	Post Graduate Diploma in Materials Management	AICTE	Graduate in Any discipline from any Recognised Univ.	2 Years
2	Post Graduate Diploma in SCM & Logistics	AICTE	Graduate in Any discipline from any Recognised Univ.	2 Years
IFPSM & WORLD BANK APPROVED COURSES				
3	Graduate Diploma in Materials Management	IFPSM Accreditation	Graduate or Diploma in Engg./Pharmacy/Hotel/Hospital + 2/3 Yrs Exp.	2 Years
4	Professional Diploma in Public Procurement	World Bank	Graduate in any Discipline or Diploma Holders	6 Months
INTERNATIONAL COURSES				
5	Certified Purchase and Supply Manager (CPSM)	ISM – USA	4 years degree + 3 years of Relevant experience OR 3 years Degree + 5 years of Relevant experience	6 Months
6	International Purchasing & Supply Chain Management	ITC – Geneva	3 Year Degree + 2 Years of Relevant Experience	18 Months – Modular Program
IIMM SKILL DEVELOPMENT CERTIFICATE COURSES				
7	Certificate in Supply Chain Management	IIMM	Graduate or Diploma in in any Discipline with 2 Years Exp	6 Months
8	Certificate in Contract Management	IIMM	Graduate or Diploma in in any Discipline or 10+2 with 3 Years Exp.	3 Months
9	Certificate in Logistics & warehouse Mgmt.	IIMM	Graduate or Diploma in in any Discipline or 10+2 with 3 Years Exp.	3 Months
IIMM PROFESSIONAL COURSES				
10	Professional Diploma in Stores Management	IIMM	10+2 with 2 Year Exp. Or degree in any discipline	2 Semesters
11	Professional Diploma in International Trade	IIMM	10+2 with 2 Year Exp. Or degree in any discipline	2 Semesters

PROSPECTUS CAN BE HAD FROM FOLLOWING IIMM OFFICES

ALWAR 09731245655/ 07877745655 AHMEDABAD 9374012684 / 9909996711 AURANGABAD 0240-2473339 / 9423455983 / 9130901884 BANGALORE 080-25327251/52 BHARUCH 02642-283223 BHILAI 0788-2892948/2222170 BHOPAL 08085856437 BILASPUR 07752-241087/75014 BOKARO 06542-240263/280768 BURNPUR 0341-2240523/09434777116 CHANDIGARH 0172-2556646/4654205 CHENNAI 044-23742195/23742750 COCHIN 0484-2203487/9400261874 DEHRADUN 0135-2795486/9410397734 DHANBAD 09470595238 DURGAPUR 0343-2574303 GANDHIDHAM 02836-231711/231745 GOA 09423007106 GREATER NOIDA 09818464359 HARIDWAR 098126111611 HOSUR 04344-240448 HUBLI 0836-2264699/09972703336 HYDERABAD 040:65504252/24608952 INDORE 09993102374 JAIPUR 09799299157 JAMSHEDPUR 0657-2224670/2223530 JAMNAGAR 0288-2750171 / 9824263869 KANPUR 0512-2401291 K G F 09880994684 KOLKATA 033-22876971/22834963 LUCKNOW 9415752999 LUDHIANA 0161-5212268, 9815549987 MUMBAI 022-26863376/26864528/26855645-46 MUNDRA098687660068 MYSORE 0821-4282124 MANAGALORE 0824-2882203 NAGPUR 0712-2229446 NALCONAGAR 09437081126 NASIK 0253-2314206 NEW DELHI 9818664267 / 9810830427 PUNE 7276010854 RAE BARELI 09451077744 RANCHI 0651-2360716/2360198 ROURKELA 08260711943/ 08895501056 SURAT 0261-2802682 TRIVANDRUM 0471-2724952 UDAIPUR 0294-2411969/2421530 VADODARA 0265-2359060 VAPI 9825119364 VISAKHAPATNAM 0891-2704757 / 9701347694 V U NAGAR 02692-230440 / 09825028050

IIMM NHQ Education Wing: 102 & 104, Sector-15, Institutional Area, CBD Belapur, Navi Mumbai-400614
Ph: 022-27571022, email: iimmedu@iimm.co.in

Prospectus Cost: By Cash Rs.500/-, By Post Rs.600/-