The CPO Roundtable IX Edition of IIMM Mumbai Branch was held on 22nd February 2019 at Hotel Lalit, the theme being “CPO Strategies for Thriving in a Turbulent World”.
Dear Professionals,

Greetings from National President!!!

At the outset, I congratulate all the members of IIMM Fraternity for having celebrated Materials Management Day on the theme “Future of Business: Circular Economy: Role of Supply Chain” in a befitting and professional manner.

IIMM Mumbai, one of the vibrant and dynamic Branch has recently organised an Event “Disha 2019” on the theme “SUPPLY CHAIN MANAGEMENT - VALUE DRIVER FOR BUSINESS”. I congratulate, Chairman, Mumbai branch and his team for putting up brilliant show.

IIMM Alwar under the Dynamic Leadership of Mr. L R Meena, has also conducted one day seminar on the theme, “Challenges and opportunities for Supply Chain Management, Vision 2022”. I congratulate Mr. Meena and his team for organizing the seminar successfully.

Next session for admission is approaching fast and we are in the process of getting extension of approval from AICTE for the academic year 2019-20 for PGDMM and PGDSCM&L Programs.

I request all the IIMM Branches and Members to start preparing for next session of admissions and take maximum no. of enrolments in the July Session.

I look forward for your continued support.

Regards

G. K. SINGH
National President - IIMM
e.mail : s_gksingh@yahoo.co.in
From the Desk of Chief Editor

Dear Members,

Global Economic Growth is moderating as of now due to sluggish Global Trade, Weaker Investments and elevated trade tensions. Borrowing costs for Emerging Market and Developing Economies (EMDEs) have increased. Strengthening U.S. dollar, heightened financial market volatility, and rising risk premiums have intensified capital outflow and currency pressures in some large EMDEs and growth is expected to stand at 4.2% in 2019, 0.5% below previous forecasts.

On the Other hand, Economic Activity continues to be more robust in Asia in particular, India. In India, Economic Growth has accelerated, driven by an increasing consumption pattern and firm Foreign Direct Investments. This mainly reflects strengthening domestic demand in India, benefits of structural reforms such as GST and other policy changes like ease of doing business, and bank recapitalization effect.

Contribution of Services sector in Indian Gross Value Added (GVA) is estimated at 54.4%. India is the second-largest start-up hub in the world with over 3,100 technology start-ups in 2018–19. Industry Sector contributes nearly for 30% of Gross Value Added out of which Manufacturing Sector accounts for 17%. While, Agriculture and allied sector shares 16% of GVA.

Indian Economic Growth is projected to accelerate to 7.1% in 2019 from 7% in 2018-19. The Government has also taken up a series of measures to improve ease of doing business, which has borne results with the position of India improving from 142nd rank in 2014 to 77th rank in 2018. Further, the Foreign Direct Investment policy has been simplified and liberalized progressively and now most sectors are on automatic route.

With the improvement in the Indian Economic Scenario, the M&A activity in India reached record US$ 129.4 billion in 2018 while Private Equity (PE) and Venture Capital (VC) investments reached US$ 20.5 billion. Nikkei India, Manufacturing Purchasing Managers’ Index (PMI) reached a 14-month high in February 2019 and stood at 54.3, which shows an expansion in Manufacturing Sector.

The supply chain industry has a cascading impact on almost all aspects of trade and retail and for India to achieve the status of global manufacturing Hub, a nationwide supply chain reform is required. 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. Introduction of GST, 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 in this Sector.

(DR. M.K. BHARDWAJ)
## CONTENTS

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIRST ADVANCE ESTIMATES OF NATIONAL INCOME, 2018-19</td>
<td>6</td>
</tr>
<tr>
<td>EARTH DAY 2019: 6 WAYS TO “GO GREEN” BY LEVERAGING SUPPLY CHAIN TECHNOLOGY</td>
<td>12</td>
</tr>
<tr>
<td>VISION TO DOUBLE AGRICULTURAL EXPORTS</td>
<td>14</td>
</tr>
<tr>
<td>ACHIEVING SUPPLY CHAIN TRANSFORMATION THROUGH CONSOLIDATION</td>
<td>17</td>
</tr>
<tr>
<td>INDIA: REVISED PUBLIC PROCUREMENT POLICY OFFERS AN OCEAN OF OPPORTUNITIES FOR LOCAL PHARMACEUTICAL SUPPLIERS</td>
<td>20</td>
</tr>
<tr>
<td>“WORLD CLASS SUPPLY CHAIN EXCELLENCE – AMAZING MUMBAI DABBAWALA”</td>
<td>21</td>
</tr>
<tr>
<td>THE BENEFITS OF A CIRCULAR SUPPLY CHAIN</td>
<td>26</td>
</tr>
<tr>
<td>PROCUREMENT AGILITY IN THE AGE OF DIGITALISATION</td>
<td>28</td>
</tr>
<tr>
<td>WTO UPDATE: DG AZEVÊDO: RULES-BASED TRADING SYSTEM IS “IRREPLACEABLE” BUT MUST BE READY TO EVOLVE</td>
<td>31</td>
</tr>
<tr>
<td>HIGHLIGHTS OF DRAFT E-COMMERCE POLICY</td>
<td>34</td>
</tr>
<tr>
<td>THE IMPORTANCE OF BLOCKCHAIN FOR INDIA</td>
<td>36</td>
</tr>
<tr>
<td>WAREHOUSING MAY PULL IN $10 BILLION IN NEXT 4-5 YEARS</td>
<td>37</td>
</tr>
<tr>
<td>PRACTICES FOR SMART SUPPLY CHAIN MANAGEMENT</td>
<td>38</td>
</tr>
<tr>
<td>OPINION: ONE YEAR HENCE, GST TO BENEFIT ROAD LOGISTICS SECTOR IN THE LONGER-TERM</td>
<td>40</td>
</tr>
<tr>
<td>COMMODITY INDEX</td>
<td>41</td>
</tr>
<tr>
<td>TRENDS THAT WILL KEEP YOUR LOGISTICS AND SUPPLY CHAIN BUSINESS AHEAD OF THE CURVE IN 2019</td>
<td>42</td>
</tr>
<tr>
<td>GOVERNMENT E MARKETPLACE (GEM) CLOSES FY 2018-19 ON A HIGH NOTE RECORD FOUR-FOLD INCREASE IN TOTAL VALUE OF TRANSACTIONS IN 2018-19</td>
<td>43</td>
</tr>
<tr>
<td>BRANCH NEWS</td>
<td>44</td>
</tr>
<tr>
<td>EXECUTIVE HEALTH</td>
<td>56</td>
</tr>
<tr>
<td>LIST OF IIMM BRANCHES</td>
<td>58</td>
</tr>
</tbody>
</table>

NO. OF PAGES 1-60

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(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.)
The Central Statistics Office (CSO), Ministry of Statistics and Programme Implementation has released the First Advance Estimates of National Income at Constant (2011-12) and Current Prices, for the financial year 2018-19. These are presented in Statements 1 - 4.

2. The First Advance Estimates of GDP have been released in accordance with the release calendar of National Accounts. The approach for compiling the Advance Estimates is based on Benchmark-Indicator method. The sector-wise Estimates are obtained by extrapolation of indicators like (i) Index of Industrial Production (IIP) of first 7 months of the financial year, (ii) financial performance of Listed Companies in the Private Corporate sector available until quarter ending September, 2018 (iii) 1st Advance Estimates of Crop production, (iv) accounts of Central & State Governments, information on indicators like Deposits & Credits, Passenger and Freight earnings of Railways, Passengers and Cargo handled by Civil Aviation, Cargo handled at major Sea Ports, Sales of Commercial Vehicles, etc., available for first 8 months of the financial year. With the introduction of Goods and Services Tax (GST) from 1st July 2017 and consequent changes in the tax structure, the total Tax Revenue used for GDP compilation include non-GST revenue and GST revenue. For the year 2018-19, the Budget Estimates of Tax Revenue as provided by Controller General of Accounts (CGA) has been used for estimating taxes on products at Current Prices. For compiling taxes on products at Constant Prices, volume extrapolation is done using volume growth of taxed goods and services and aggregated to get the total volume of taxes. Annual forecast of indicators which are available for first 7 / 8 months is based on Regression using seasonal dummies to account for seasonal fluctuations or some indicators like IIP has been compiled by dividing the cumulative value for the first 7 months of the current financial year by average of ratio of cumulative value of 7 months to the annual value of past years. The salient features of the Estimates are detailed below:

A. ESTIMATES AT CONSTANT (2011-12) PRICES

3. Real GDP or Gross Domestic Product (GDP) at Constant Prices (2011-12) in the year 2018-19 is likely to attain a level of ₹ 139.52 lakh crore, as against the Provisional Estimate of GDP for the year 2017-18 of ₹130.11 lakh crore, released on 31st May 2018. The growth in GDP during 2018-19 is estimated at 7.2 percent as compared to the growth rate of 6.7 per cent in 2017-18.

Gross Value Added (GVA) at Basic Prices

4. Real GVA, i.e, GVA at Basic Constant Prices (2011-12) is anticipated to increase from ₹119.76 lakh crore in 2017-18 to ₹128.09 lakh crore in 2018-19. Anticipated growth of real GVA at Basic Prices in 2018-19 is 7.0 percent as against 6.5 percent in 2017-18.

5. The sectors which registered growth rate of over 7.0 percent are, ‘Electricity, Gas, Water Supply and Other Utility Services’, ‘Construction’, ‘Manufacturing’, ‘Public Administration, Defence and Other Services’. The growth in the ‘Trade, Hotels, Transport, Communication and Services related to Broadcasting’, ‘Financial, Real Estate and Professional Services’, ‘Agriculture, Forestry and Fishing’ and ‘Mining and Quarrying’, is estimated to be 6.9 per cent, 6.8 per cent, 3.8 percent and 0.8 percent respectively.

Agriculture, Forestry and Fishing

6. GVA at Basic Prices for 2018-19 from ‘Agriculture, Forestry and Fishing’ sector is estimated to grow by 3.8 percent as compared to growth of 3.4 percent in 2017-18. The GVA estimates of this sector have been compiled using the First Advance Estimates of production of major Kharif Crops for 2018-19 and targets based on Rabi sowing. According to the information furnished by the Department of Agriculture, Cooperation & Farmers Welfare (DAC & FW), the production of food grains during the Kharif season of agriculture year 2018-19 was 141.59 million tonnes as compared to 140.73 million tonnes during the same period in 2017-18. In case of livestock sector, estimates of production, mainly in the form of production targets for milk, egg, meat and wool from the Department of Animal Husbandry, Dairying & Fisheries (DADF), Ministry of Agriculture & Farmers
Mining and Quarrying

7. GVA at Basic Prices for 2018-19 from ‘Mining and Quarrying’ sector is estimated to grow by 0.8 percent as compared to growth of 2.9 percent in 2017-18. The key indicators of Mining sector, namely, production of Coal, Crude Oil and Natural Gas registered growth rates of 9.0 per cent, (-)3.6 percent and (-)0.7 percent respectively during April-November, 2018-19. Annual forecast of production estimated in respect of these items have been used to extrapolate the Provisional Estimates of value of output of Coal, Crude Petroleum, and other major and minor Minerals, respectively. IIP of Mining registered growth rate of 3.8 percent during April-October, 2018-19. The Advance Estimate of IIP of Mining compiled for the current year has been used for compilation. The Private Corporate sector growth in the Mining sector for 2018-19 is estimated using the information available on the performance of major Listed Companies during the first half of financial year 2018-19.

Manufacturing

8. GVA at Basic Prices for 2018-19 from ‘Manufacturing’ sector is estimated to grow by 8.3 percent as compared to growth of 5.7 percent in 2017-18. The Private Corporate sector growth in the Manufacturing sector for 2018-19 is estimated using latest available information on major Listed Companies during first half of financial year 2018-19. The Private Corporate sector growth (which has a share of over 75 percent in the Manufacturing sector) was estimated from available data of Listed Companies with BSE and NSE. The Quasi - Corporate and Unorganized segment (which has a share of over 20 percent in the Manufacturing sector) has been estimated using IIP of Manufacturing. The Advance Estimates of IIP for the current year at 2-digit level is used to extrapolate the previous year’s value added estimates at 2-digit level, separately for the Quasi - Corporate and Household sectors. IIP Manufacturing registered growth rate of 5.6 percent during April-October, 2018-19. The Wholesale Price Index (WPI), in respect of the manufactured products registered a growth of 4.1 percent during April-November, 2018-19.

Electricity, Gas, Water Supply and Other Utility Services

9. GVA at Basic Prices for 2018-19 from ‘Electricity, Gas, Water Supply and Other Utility Services’ sector is expected to grow by 9.4 percent as compared to growth of 7.2 percent in 2017-18. Advance Estimate of IIP of Electricity compiled for 2018-19 has been used for compilation. IIP of Electricity registered a growth rate of 6.8 percent during April-

Construction

10. GVA at Basic Prices for 2018-19 from ‘Construction’ sector is expected to grow by 8.9 percent as compared to growth of 5.7 percent in 2017-18. Key indicators of Construction sector, namely, Production of Cement and Consumption of Finished Steel registered growth rates of 14.2 percent and 8.2 percent respectively during April-November, 2018-19.

Trade, Hotels and Transport & Communication and Services related to Broadcasting

11. The estimated growth in GVA for the Trade, Hotels, Transport and Communication and Services related to Broadcasting services during 2018-19 is placed at 6.9 per cent as against growth of 8.0 percent in the previous year. GVA from Trade sector is estimated using an index of turnover based on Sales Tax. With introduction of GST, Sales Tax data is now subsumed under GST. Therefore, a comparable estimate of turnover based on Sales Tax has been estimated. Methodology of estimation is as explained in the Annexure to the Press Note on estimates of GDP for the second quarter (July-September) of 2017-18 released on 30th November, 2017. Among the Other Services sectors, the key indicators of Railways, namely, the Net Tonne Kilometres and Passenger Kilometres have shown growth rate of 7.4 percent and 0.5 percent respectively during April- November 2018-19. Among the other service sectors, Cargo handled at major Sea Ports, Cargo handled by the Civil Aviation, Passangers handled by the Civil Aviation and Sales of Commercial Vehicles registered a growth of 4.8 percent, 4.3 percent, 15.06 percent and 31.5 percent respectively during April- November, 2018-19.

Financial, Real Estate and Professional Services

12. The estimated growth in GVA for this sector during 2018-19 is placed at 6.8 percent as compared to growth of 6.6 percent in 2017-18. The key indicators of this sector are the growth of Corporate Sector for Real Estate sector and Computer related activities which are estimated using latest available information on Listed Companies for the first half of financial year 2018-19. Aggregate Bank Deposits and Bank Credits have shown growth rates of 9.0 percent and 14.6 percent respectively as on October 2018.

Public Administration and Defence and Other Services

13. GVA at Basic Prices for 2018-19 from this sector is expected to grow by 8.9 percent as compared to growth of 10.0 percent in 2017-18. The key indicator of this sector namely, Union Government Welfare has been used.
Expenditure, Net of Interest Payments and Subsidies grew by 9.7 percent during April-November 2018-19.

Per Capita Income

14. The Per Capita Income in real terms (at 2011-12 prices) during 2018-19 is likely to attain a level of ₹ 91,921 as compared to ₹66,668 for the year 2017-18. The growth rate in Per Capita Income is estimated at 6.1 per cent during 2018-19, as against 5.4 per cent in the previous year.

B. ESTIMATES AT CURRENT PRICES

15. Price Indices used as Deflators

The Wholesale Price Index (WPI), in respect of the groups - Food Articles, Manufactured Products, Electricity and all Commodities, has risen by (-)0.9 per cent, 4.1 per cent, 6.8 percent and 4.9 percent, respectively during April-November 2018-19. The Consumer Price Index (CPI) has shown a rise of 3.9 per cent during April-November, 2018-19.

Gross Domestic Product

16. GDP is derived by adding Taxes on Products net of Subsidies on Products to GVA at Basic Prices. GDP at Current Prices in the year 2018-19 is likely to attain a level of ₹ 188.41 lakh crore, as against ₹ 167.73 lakh crore in 2017-18 showing a growth rate of 12.3 per cent.

National Income

17. The nominal Net National Income (NNI), also known as National Income (at Current Prices) is likely to be ₹167.03 lakh crore during 2018-19, as against ₹148.49 lakh crore for the year 2017-18. In terms of growth rates, the National Income registered a growth rate of 12.5 per cent in 2018-19 as against the previous year’s growth rate of 10.1 per cent.

Per Capita Income

18. The Per Capita Net National Income during 2018-19 is estimated to be ₹1,25,397 showing a rise of 11.1 per cent as compared to ₹1,12,835 during 2017-18 with the growth rate of 8.6 percent.

C. ANNUAL ESTIMATES OF FINAL EXPENDITURES OF GDP, 2018-19

19. Along with the First Advance Estimates of GVA at Basic Prices by economic activity, the First Advance Estimates of Expenditures of the GDP at Current and Constant (2011-12) Prices are also released. These estimates have been compiled using the data from the same sources as those used for compiling GVA estimates by economic activity, detailed data available on Merchandise Trade in respect of Imports and Exports, Balance of Payments, and Expenditure of Central and State Governments. As various components of Expenditure on Gross Domestic Product, namely, Consumption Expenditure and Capital Formation, are normally measured at Market Prices, the discussion in the following paragraphs is in terms of Market Prices only.

Private Final Consumption Expenditure

20. Private Final Consumption Expenditure (PFCE) at Current Prices is estimated at ₹109.99 lakh crore in 2018-19 as against ₹99.14 lakh crore in 2017-18. At Constant (2011-12) Prices, the PFCE is estimated at ₹77.26 lakh crore in 2018-19 as against ₹72.59 lakh crore in 2017-18. In terms of GDP, the rates of PFCE at Current and Constant (2011-12) Prices during 2018-19 are estimated at 58.4 percent and 55.4 percent, respectively, as against the corresponding rates of 59.1 per cent and 55.8 per cent, respectively in 2017-18.

Government Final Consumption Expenditure

21. Government Final Consumption Expenditure (GFCE) at Current Prices is estimated at ₹21.70 lakh crore in 2018-19 as against ₹19.08 lakh crore in 2017-18. At Constant (2011-12) Prices, the GFCE is estimated at ₹15.28 lakh crore in 2018-19 as against ₹14.0 lakh crore in 2017-18. In terms of GDP, the rates of GFCE at current and constant (2011-12) prices during 2018-19 are estimated at 11.5 per cent and 11.0 per cent, respectively, as against the corresponding rates of 11.4 per cent and 10.8 per cent, respectively in 2017-18.

Gross Fixed Capital Formation

22. Gross Fixed Capital Formation (GFCF) at Current Prices is estimated at ₹55.58 lakh crore in 2018-19 as against ₹47.79 lakh crore in 2017-18. At Constant (2011-12) Prices, the GFCF is estimated at ₹45.86 lakh crore in 2018-19 as against ₹40.88 lakh crore in 2017-18. In terms of GDP, the rates of GFCF at Current and Constant (2011-12) prices during 2018-19 are estimated at 29.5 per cent and 32.9 per cent, respectively, as against the corresponding rates of 28.5 per cent and 31.4 per cent, respectively in 2017-18.


## STATEMENT 1: First Advance Estimates of National Income and Expenditures on GDP, 2018-19

(At 2011-12 Prices)  

<table>
<thead>
<tr>
<th>S. No</th>
<th>Item</th>
<th>2016-17 (PE)</th>
<th>2017-18 (PE)</th>
<th>2018-19 (1st AE)</th>
<th>Percentage change over previous year 2017-18</th>
<th>2018-19</th>
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<tbody>
<tr>
<td>1</td>
<td><strong>Domestic Product</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>GVA at Basic Prices</td>
<td>1,12,47,629</td>
<td>1,19,76,155</td>
<td>1,28,08,778</td>
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<td>7.0</td>
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<td>2</td>
<td>Net Taxes on Products</td>
<td>9,48,376</td>
<td>10,34,688</td>
<td>11,43,071</td>
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<tr>
<td>3</td>
<td>GDP (1+2)</td>
<td>1,21,96,006</td>
<td>1,30,10,843</td>
<td>1,39,51,849</td>
<td>6.7</td>
<td>7.2</td>
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<td>NDP</td>
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<td><strong>Final Expenditures</strong></td>
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<td>PFCE</td>
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<td>77,26,295</td>
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<td>VALUABLES</td>
<td>1,59,735</td>
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<td>2,72,619</td>
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<td>Exports of Goods and Services</td>
<td>24,89,079</td>
<td>26,27,923</td>
<td>29,45,401</td>
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<td>11</td>
<td>Less Imports of Goods and Services</td>
<td>26,11,628</td>
<td>29,34,879</td>
<td>33,55,573</td>
<td>12.4</td>
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<td><strong>RATES TO GDP</strong></td>
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<tr>
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<td>Less Imports of Goods and Services</td>
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<td>24.1</td>
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<td>100.0</td>
<td>100.0</td>
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<td>GNI</td>
<td>1,20,51,525</td>
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<td>NNI</td>
<td>1,06,81,594</td>
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<td><strong>Per Capita Income, Product and Final Consumption</strong></td>
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<tr>
<td>25</td>
<td>Population* (in million)</td>
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<td>1316</td>
<td>1332</td>
<td>1.3</td>
<td>1.2</td>
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<td>26</td>
<td>Per Capita GDP (₹)</td>
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<td>98,867</td>
<td>1,04,744</td>
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<td>5.9</td>
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<td>Per Capita GNI (₹)</td>
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<td>97,752</td>
<td>1,03,633</td>
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<tr>
<td>28</td>
<td>Per Capita NNI (₹)</td>
<td>82,229</td>
<td>86,668</td>
<td>91,921</td>
<td>5.4</td>
<td>6.1</td>
</tr>
<tr>
<td>29</td>
<td>Per Capita PFCE (₹)</td>
<td>52,443</td>
<td>55,160</td>
<td>58,005</td>
<td>5.2</td>
<td>5.2</td>
</tr>
</tbody>
</table>

* Relates to mid-financial year  

PE: Provisional Estimates; AE: Advance Estimates

(At Current Prices)  
(₹ crore)

<table>
<thead>
<tr>
<th>S.No</th>
<th>Item</th>
<th>2016-17</th>
<th>2017-18 (PE)</th>
<th>2018-19 (1st AE)</th>
<th>Percentage change over previous year</th>
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<td>Domestic Product</td>
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<tr>
<td>1</td>
<td>GVA at Basic Prices</td>
<td>1,38,41,591</td>
<td>1,51,82,371</td>
<td>1,69,61,365</td>
<td>9.7</td>
</tr>
<tr>
<td>2</td>
<td>Net Taxes on Products</td>
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<td>3</td>
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<td>1,88,40,731</td>
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<td>1,50,34,912</td>
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<td></td>
<td>Final Expenditures</td>
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<td>5</td>
<td>PFCE</td>
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<td>7</td>
<td>GFCF</td>
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<td>8</td>
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<td>1,16,841</td>
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<td>9</td>
<td>VALUABLES</td>
<td>1,76,447</td>
<td>2,52,142</td>
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<td>10</td>
<td>Exports of Goods and Services</td>
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<td>31,94,507</td>
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<td>Less Imports of Goods and Services</td>
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<td>36,94,286</td>
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<td>15.1</td>
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<td>Discrepancies</td>
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<td>13</td>
<td>GDP</td>
<td>1,52,53,714</td>
<td>1,67,73,145</td>
<td>1,88,40,731</td>
<td>10.0</td>
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### RATES TO GDP

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<th>S.No</th>
<th>Item</th>
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<th>Rate 2017-18</th>
<th>Rate 2018-19</th>
<th>Rate Change 2017-18</th>
<th>Rate Change 2018-19</th>
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<td>15</td>
<td>GFCE</td>
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<tr>
<td>16</td>
<td>GFCF</td>
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<td>28.5</td>
<td>29.5</td>
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<td></td>
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<tr>
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<td>0.6</td>
<td>0.6</td>
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<tr>
<td>18</td>
<td>VALUABLES</td>
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<td>1.5</td>
<td>1.4</td>
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<td>19</td>
<td>Exports of Goods and Services</td>
<td>19.3</td>
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<tr>
<td>20</td>
<td>Less Imports of Goods and Services</td>
<td>21.0</td>
<td>22.0</td>
<td>23.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Discrepancies</td>
<td>1.4</td>
<td>1.9</td>
<td>2.1</td>
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<td>22</td>
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<td>100.0</td>
<td>100.0</td>
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### Per Capita Income, Product and Final Consumption

<table>
<thead>
<tr>
<th>S.No</th>
<th>Per Capita Income (₹)</th>
<th>Per Capita Product (₹)</th>
<th>Per Capita Final Consumption (₹)</th>
</tr>
</thead>
<tbody>
<tr>
<td>27</td>
<td>1,17,427</td>
<td>1,27,456</td>
<td>1,41,447</td>
</tr>
<tr>
<td>28</td>
<td>1,16,069</td>
<td>1,26,043</td>
<td>1,39,976</td>
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<tr>
<td>29</td>
<td>1,08,870</td>
<td>1,12,835</td>
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<td>30</td>
<td>1,18,990</td>
<td>1,29,056</td>
<td>1,43,060</td>
</tr>
<tr>
<td>31</td>
<td>69,322</td>
<td>75,337</td>
<td>82,572</td>
</tr>
</tbody>
</table>

*PE: Provisional Estimates; AE: Advance Estimates*
### STATEMENT 3: First Advance Estimates of GVA at Basic Price by Economic Activity
(At 2011-12 Prices) ($\text{₹}$ crore)

<table>
<thead>
<tr>
<th>Industry</th>
<th>2016-17</th>
<th>2017-18 (PE)</th>
<th>2018-19 (1&lt;sup&gt;st&lt;/sup&gt; AE)</th>
<th>Percentage change over previous year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Agriculture, Forestry &amp; Fishing</td>
<td>17,16,746</td>
<td>17,74,573</td>
<td>18,42,873</td>
<td>3.4</td>
</tr>
<tr>
<td>2. Mining &amp; Quarrying</td>
<td>3,71,066</td>
<td>3,81,965</td>
<td>3,85,135</td>
<td>2.9</td>
</tr>
<tr>
<td>3. Manufacturing</td>
<td>20,48,711</td>
<td>21,66,267</td>
<td>23,46,216</td>
<td>5.7</td>
</tr>
<tr>
<td>4. Electricity, Gas, Water Supply &amp; other Utility Services</td>
<td>2,44,934</td>
<td>2,62,496</td>
<td>2,87,109</td>
<td>7.2</td>
</tr>
<tr>
<td>5. Construction</td>
<td>8,78,110</td>
<td>9,28,484</td>
<td>10,11,322</td>
<td>5.7</td>
</tr>
<tr>
<td>6. Trade, Hotels, Transport, Communication and Services related to Broadcasting</td>
<td>21,37,102</td>
<td>23,07,684</td>
<td>24,67,622</td>
<td>8.0</td>
</tr>
<tr>
<td>7. Financial, Real Estate &amp; Professional Services</td>
<td>24,37,857</td>
<td>25,99,927</td>
<td>27,75,970</td>
<td>6.6</td>
</tr>
<tr>
<td>8. Public Administration, Defence and other Services</td>
<td>14,13,103</td>
<td>15,54,759</td>
<td>16,92,530</td>
<td>10.0</td>
</tr>
<tr>
<td><strong>GVA at Basic Price</strong></td>
<td><strong>1,12,47,629</strong></td>
<td><strong>1,19,76,155</strong></td>
<td><strong>1,28,08,778</strong></td>
<td><strong>6.5</strong></td>
</tr>
</tbody>
</table>

*PE: Provisional Estimates; AE: Advance Estimates*

### STATEMENT 4: First Advance Estimates of GVA at Basic Price by Economic Activity
(At Current Prices) ($\text{₹}$ crore)

<table>
<thead>
<tr>
<th>Industry</th>
<th>2016-17</th>
<th>2017-18 (PE)</th>
<th>2018-19 (1&lt;sup&gt;st&lt;/sup&gt; AE)</th>
<th>Percentage change over previous year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Agriculture, Forestry &amp; Fishing</td>
<td>24,84,005</td>
<td>25,94,729</td>
<td>26,92,433</td>
<td>4.5</td>
</tr>
<tr>
<td>2. Mining &amp; Quarrying</td>
<td>3,32,947</td>
<td>3,74,689</td>
<td>4,57,301</td>
<td>12.5</td>
</tr>
<tr>
<td>3. Manufacturing</td>
<td>23,29,220</td>
<td>25,30,311</td>
<td>28,53,986</td>
<td>8.6</td>
</tr>
<tr>
<td>4. Electricity, Gas, Water Supply &amp; other Utility Services</td>
<td>3,63,482</td>
<td>3,87,694</td>
<td>4,52,683</td>
<td>6.7</td>
</tr>
<tr>
<td>5. Construction</td>
<td>10,28,463</td>
<td>11,18,946</td>
<td>12,78,617</td>
<td>8.8</td>
</tr>
<tr>
<td>6. Trade, Hotels, Transport, Communication and Services related to Broadcasting</td>
<td>25,21,813</td>
<td>28,09,748</td>
<td>31,57,709</td>
<td>11.4</td>
</tr>
<tr>
<td>7. Financial, Real Estate &amp; Professional Services</td>
<td>28,57,322</td>
<td>31,64,547</td>
<td>35,55,780</td>
<td>10.8</td>
</tr>
<tr>
<td>8. Public Administration, Defence and other Services</td>
<td>19,24,339</td>
<td>22,01,707</td>
<td>25,12,857</td>
<td>14.4</td>
</tr>
<tr>
<td><strong>GVA at Basic Price</strong></td>
<td><strong>1,38,41,591</strong></td>
<td><strong>1,51,82,371</strong></td>
<td><strong>1,69,61,365</strong></td>
<td><strong>9.7</strong></td>
</tr>
</tbody>
</table>

*PE: Provisional Estimates; AE: Advance Estimates*

*Source: Ministry of Statistics and Programme Implementation, Govt of India, 7<sup>th</sup> January, 2019*
The first Earth Day was in 1970 - since then our population has doubled, we’re emitting 2.4 times more CO2, sea levels have risen 4 inches, but the “Go Green” world has also changed for the “Go Green” Sustainability initiatives and efforts to “go green” are trending through every industry and many are focusing on the supply chain. There are innumerable reasons why companies are prioritizing sustainability. These reasons range from everything from worries about climate change, the need to save money and streamline operations, to increasingly eco-friendly customer bases and the need to please investors that are prioritizing sustainability.

Bloomberg New Energy Finance reported in January that global venture capital investment into startups focused on sustainability jumped 127% to $9.2 billion in 2018, which is the highest seen since 2010. If that increase in investments doesn’t show where the economy is headed, Forbes recently reported on a study which found that:

- 68% of Millennials bought a product with a social or environmental benefit in the past 12 months.
- 87% of consumers will have a more positive image of a company that supports social or environmental issues.
- 88% will be more loyal to a company that supports social or environmental issues.
- 87% would buy a product with a social and environmental benefit if given the opportunity.
- 92% will be more likely to trust a company that supports social or environmental issues.

There is plenty of evidence that sustainability initiatives can improve companies’ bottom lines and strengthen customer loyalty and brand awareness. Finding the opportunities to implement these green initiatives, however, can be seen as a challenge for many organizations unfamiliar with this new terrain.

For most companies selling physical products either B2B or B2C, the low-hanging fruit for environmental change lies within their supply chains. The simplest and most effective way for companies to understand, streamline and make strategic changes to their supply chains is to leverage supply chain technology like transportation management systems (TMS).

With the help of technology, companies can make environmentally friendly changes to their supply chains and add to their overall company sustainability initiatives.

Here are 5 ways supply chain technology can help companies can “go green”:

1. Plan Routes More Effectively: According to the American Trucking Associations, 3 billion gallons of fuel was consumed for business purposes in 2016. That number has likely grown as the gross domestic product (GDP) in the United States increased by 2.3% from 2016 – 2017 as reported by the World Bank. Reducing fuel consumption should be a priority for businesses not only to benefit the environment but also to reduce transportation costs.

Technology can help logistics professionals choose the best route for every load, something that can be nearly impossible to do by hand. Instead of manually comparing routes and consolidating loads one by one, routers and warehouse employees can leverage optimization technology to automatically create the perfect load based on predetermined parameters.
algorithm in the technology will ensure the fewest number of miles are driven for the maximum number of orders per truck, reducing overall fuel consumption.

2. Select the Best Mode: Selecting the best mode for every shipment is another way to ensure less fuel (and money) is used on a shipment. Many shippers don’t have time to compare LTL, FTL, ground freight pricing, and parcel for every order, however. With a transportation management system in place, every available mode type can be easily compared on a single screen. That means orders which would normally be shipped as LTL, for example, may be able to be shipped as parcel. By choosing the best mode type for every shipment, companies reduce wasted space on trucks and save money in the process.

3. Fill Empty Miles: For companies with their own fleet assets, filling empty backhaul and deadhead miles can be a lofty goal. Finding and booking available backhaul freight can be nearly impossible to do manually. It can require one or more individuals to dedicate all of their time to find opportunities, and more often than not those opportunities aren’t repeatable. By connecting to a transportation management system with a large shipping community like Kuebix, fleet owners can be easily matched with available backhaul freight. This means that trucks drive empty less of the time and less fuel goes to waste.

4. Waste Less Fuel Idling in the Yard: Idling is a large culprit of wasted fuel consumption. According to the U.S. Department of Energy, a typical long-haul truck “idles about 1,800 hours per year, using about 1,500 gallons of diesel.” That’s a shocking amount and most certainly cutting into companies bottom-lines, not to mention contributing to overall fuel emissions. While much of this time idling comes from regulated rest periods, some of it comes from long waits at gates and for available docks in yards. Not only are detention fees being racked up, but fuel usage is also as well.

Companies who want to reduce idling time in their yards can leverage supply chain technology like yard management systems (YMS) to streamline operations. Features like gate check, dock scheduling, and hostler optimization can speed up operations in the yard and get drivers in and out quickly.

5. Embrace the Circular Supply Chain: The circular supply chain is about taking apparent waste materials and returned goods and turning them into products which can be resold. Shippers can embrace this level of “reduce, reuse, recycle” by using a transportation management system to help track their orders and returns. Complete visibility to products down to the SKU level can help OS&D and customer service departments understand exactly where returns or damaged products are and turn apparent trash into revenue streams.

6. Reduce the Paper Trail: At their core, supply chain technologies are helping move traditionally operating supply chains to the digital age. That means saying goodbye to the physical paper-trail associated with shipping and instead of keeping track of all operations online. By leveraging cloud-based supply chain technology, companies save paper while also speeding up their operations.

Should My Company “Go Green?”: If you’re asking yourself if your company should try to improve their environmental footprint with a sustainability initiative, the simple answer is yes. No matter why you decide to “go green” there will likely be positive benefits for your company. You’re likely to save money, please customers and investors and make a positive impact on the environment.

A large portion of companies’ carbon footprints stems from the supply chain, making it the obvious place for many companies to begin their green initiatives. With the help of supply chain technology like transportation and yard management systems, the overall environmental impact can be reduced in a smart and simple way.

Source: www.supplychain247.com
The Union Cabinet chaired by Prime Minister Shri Narendra Modi has approved the Agriculture Export Policy, 2018.

The Cabinet has also approved the proposal for establishment of Monitoring Framework at Centre with Commerce as the nodal Department with representation from various line Ministries/Departments and Agencies and representatives of concerned State Governments, to oversee the implementation of Agriculture Export Policy. The Government has come out with a policy to double farmers’ income by 2022. Exports of agricultural products would play a pivotal role in achieving this goal.

In order to provide an impetus to agricultural exports, the Government has come out with a comprehensive “Agriculture Export Policy” aimed at doubling the agricultural exports and integrating Indian farmers and agricultural products with the global value chains.

The Agriculture Export Policy has the following Vision:

“Harness export potential of Indian agriculture, through suitable policy instruments, to make India global power in agriculture and raise farmers’ income.”

Objectives:

Objectives of the Agriculture Export Policy are as under:

> To Double Agricultural Exports from present ~US$ 30+ Billion to ~US$ 60+ Billion by 2022 and reach US$ 100 Billion in the next few years thereafter, with a stable trade policy regime.

> To Diversify our Export Basket, destinations and boost high value and value added agricultural exports including focus on perishables.

> To promote novel, indigenous, organic, ethnic, traditional and non-traditional Agri products exports.

> To provide an institutional mechanism for pursuing market access, tackling barriers and deal with sanitary and phyto-sanitary issues.

> To strive to double India’s share in world agri exports by integrating with global value chain at the earliest.

> Enable farmers to get benefit of export opportunities in overseas market.

Elements of Agriculture Export Policy: The policy recommendations in this report are organized in two broad categories: strategic and operational. The salient features of the agricultural export policy are highlighted below

Strategic Recommendations : Policy Measures: Discussions with public and private stakeholders across the agricultural value chain highlighted certain structural changes that were required to boost agricultural exports. These comprise of both general and commodity specific measures that may be urgently taken and at little to no financial cost. The subsequent gains, however, are aplenty.

The Agri Export Policy thus aims at:
1) Providing assurance that the processed agricultural products and all kinds of organic products will not be brought under the ambit of any kind of export restriction (viz. Minimum Export Price, Export duty, Export bans, Export quota, Export capping, Export permit etc.) even though the primary agricultural product or non-organic agricultural product is brought under some kind of export restrictions.

2) Identification of a few commodities which are essential for food security in consultation with the relevant stakeholders and Ministries. Any export restriction on such identified commodities under extreme price situation will be based on decision of a high level committee. Also, any kind of export prohibitions and restrictions on the identified commodities above would be taken up in a WTO compatible manner.

3) Liberalised import of agricultural products for value addition and re-export.

Infrastructure and logistics: Presence of robust infrastructure is critical component of a strong agricultural value chain. This involves pre-harvest and post-harvest handling facilities, storage & distribution, processing facilities, roads and world class exit point infrastructure at ports facilitating swift trade. Mega Food Parks, state-of-the-art testing laboratories and Integrated Cold Chains are the fundamentals on which India can increase its agricultural exports. Given the perishable nature and stringent import standards for most of the food products, efficient and time-sensitive handling is extremely vital to agricultural commodities.

Need-Gap Analysis of Existing Export Oriented Infrastructure: A comprehensive need-gap analysis of existing export oriented infrastructure across the value chain will be undertaken.

Focus on Export Oriented Infrastructure

Ports are a vehicle for economic development. The focus therefore shall be to:

- Identify major ports where current/projected bulk and container agri traffic demands infrastructure and modernization initiatives.
- Sea Port – development of dedicated perishable berths, agricultural jetties;
- Railway -infrastructure at stations to handle agri products, Reefer Wagons;
- Airport -Identify the challenges of operationalizing existing defunct infrastructure at ports such as the Centre for Perishable Cargo (CPC) and requirement of new CPCs, loaders, designated and sufficient quarantine areas, better Hinterland Connectivity.

Focus on Clusters: Export oriented cluster development across States will be key to ensuring surplus produce with standard physical and quality parameters which meet export demands. The success of such a scheme will depend on State Government infrastructure. It is therefore critical that the Government of India encourage and incentivize the State Governments by strengthening State infrastructure to:

- Identify suitable production clusters
- Conduct farmer registrations
- Digitization of land records
- Promote Farmer Producer Organizations (FPO)

Agri Export Zones (AEZs) & Agriculture Export SEZ: Subject to successful implementation of these clusters, a transition to Agri Export Zones (AEZs) could be thought of to facilitate value addition, common facility creation and higher exports from such zones. The measures towards setting up and functioning of the AEZs would be taken up in WTO compatible manner.

Special Economic Zones (SEZ) facilitate production of goods at a comparatively lower price for exporters aiming to be globally competitive. India has many successful SEZs established in Public and Private sectors in specific sectors like IT, Textiles, Pharmaceutical and some being multi sectoral.

There are opportunities for developing Agriculture Export SEZ mainly aimed at producing value added agriculture commodities for certain countries which are
largely dependent on import of agriculture products. The interest of some countries (having substantial gap in domestic availability of grains, vegetables and fruits) can be explored for bringing in Foreign Direct Investment (FDI) into Agriculture Export SEZ in order to ensure food security of that country.

There can be complete buyback arrangements by the countries which are bringing in FDI thus providing a stable market for Indian exports.

Promoting Value Added Exports

Product development for indigenous commodities and value addition

Promote value added organic exports

> Marketing and branding of organic products
> Develop uniform quality and packaging standards for organic and ethnic products
> Organic products in North East

Promotion of R&D activities for new product development for the upcoming markets

Skill Development

Marketing and Promotion of “Brand India”

Attract private investments in export oriented activities and infrastructure.

> Better quality compliance
> Facilitates smooth logistic handling
> Expansion to Distant Markets

Infrastructure Proposed to Support Agriculture Exports from the Focus States

> Packhouse (grading & primary processing of produce)
> Processing Infrastructure
> Cold Storage
> Exit Point Infrastructure
> Air Cargo
> Infrastructure Abroad

Ease of Doing Business (EODB)& Digitization

> Farm level – digitization of farmer land records
> Market Intelligence cell at DoC and Portal for Information Dissemination
> Trade procedures and facilitation
> Grievance cell

Developing Sea Protocol

Developing sea protocols for perishables must be taken on priority for long distance markets. Export of perishables requires special storage, transportation and handling at desired temperatures. Time is a major constraint and air freight proves costly for exporters while low volumes and poor infrastructure make it unviable for airlines to transport produce.

However, India’s export of fresh produce can grow exponentially if sea protocols are established across exported/exportable varieties of shortlisted commodities. A sea protocol will indicate at what maturity level harvesting can be done for transportation by sea.

Establishment of Strong Quality Regimen

> Establish and maintain single supply chain and standards for domestic and export market
> SPS and TBT Response Mechanism
> Conformity Assessment

Research and Development

> Importing export oriented germplasm
> Testing labs with strong infra in NE region to support export of organic produce

Miscellaneous : Creation of Agri-start-up Fund

Entrepreneurs are to be supported to start a new venture in Agri products exports during their initial period of establishment.

A start-up in the Agri export sector, which is going to work on a new concept / product / project may submit its proposals. All such proposals would be referred to the fund manager for its evaluation and provide funding for the deserving proposals which are going to aid in increasing agricultural exports from the country.

For e.g. use of IT in the agriculture value chain including precision farming, plant health monitoring, use of drones for precision agriculture, packaging, tracking of produce in transit may be supported by the Fund.

Conclusion

The Policy aims at addressing a whole range of issues which could potentially propel India into the top bracket of agricultural exports. It has often been recognized that integration in the global value chain is one of the most certain methods of adopting the best agricultural practices along with attaining productivity gains and cost competitiveness.

The objective of doubling the farmer’s income will invariably require high levels of income as well as improving in the food value chain.

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.
Effective supply chain strategies to drive down costs, improve outcomes, and support high margin of services is necessary to achieve a good transformation through the consolidation in supply chain.

Consolidation in supply chain is the process to reduce suppliers within a specific supply chain market and focusing on the most suppliers, and transforming is mobilizing and coordinating with customers to improve supply chain performance. Consolidating purchase prefers to consolidate the purchase of products or services into a single procurement effectively and transform the process more efficiently.

Consolidation in supply chain can support growth into multiple ways, as some organization grow up in consolidation in the existing segments to transform into market leaders in supply chain, while others consolidate to integrate further down the value chain to capture more value in supply chain. Much organization turns to Merger and Acquisition growth to completely form a safer platform in supply chain.

Supply chain management is a key discipline to balance supply and demand, and provide differentiated customer service by value, potential, which can be captured in a seamless integration (new applicable routine or device that work smoothly) of all the parts of a value chain, especially in a multidivisional organization in a consolidated supply chain.

Industries in overall have high inventories, partially as an information deficiency, between various organizations in a supply chain, and a closer integration through state of the art of demand planning, and forecasting process the basis of all value captured can consolidate the transformation in a supply chain.

Production planning cycle optimizes the lead time reduction, bringing in sales planning, and capacity management, thus transforming transport planning to subsequent cost reduction thus consolidating waste reduction in supply chain.

In today’s commodity environment, low production costs, are perquisites for survival. Real competitive advantage is obtained by offering shorter lead time transforming into small size order size, requirement, and consolidating into high level reliability in supply chain.

The key to market leadership lies in integrating all key functions demand planning, raw material management, production planning, scheduling which transform into logistic management consolidating into supply chain.

All strategic level reliable demand forecast is used to allocate products, and market to the available capacity, in order to have a balance demand and supply, optimize cost on corporate level and provide input for transforming the sourcing process, thus consolidating the supply chain.

At a production level final production schedule are sequenced as raw material, transportation capacity, is replenished to meet the demand, due date, quotation, and hence achieve high delivery reliability thus transforming into customer satisfaction, consolidating reliability in supply chain.

Supply chain transformation is primarily about aligning the supply chain, with the business goals surpassing maximum efficiency and consolidating supply chain, into an objective to combat competition.

A good transformation system will appreciate the duties of stores department, managed by knowledgeable personnel by predicting the upcoming demands, and to ensure good communication as they will also retain orders, approval to control of items, and bring in trust to the system, looking at higher levels of automation and giving more control and consolidating supply chain.

Digitization has touched upon all aspects in business, and supply chain has been beneficial in various operating systems, and technology such Radio Frequency Identification system, Global Position System, sensors have enabled organization to transform their paper based, into information technology supported, and consolidating and achieving the best in supply chain.

Digital supply chain has the capability for extensive
information availability, and a superior collaboration, which result in the process of reliability, agility, and effectiveness for transformation, and consolidating supply chain.

Increasing supply chain efficiency begins with good reporting and providing essential data, for performance, improvement, and initiative to be taken for end to end visibility to the extent of supply chain achievement. However the transformation of various initiative is making globalization achieve advanced analytic driven which can monitor real-time critical events, KPI, with predictive analysis and provide valuable savings in areas of freight for customer satisfaction, and they consolidate the know your customer in a big way in supply chain, making organization visibility for investment to increase supply chain responsiveness, optimize cost, and minimize customer impact in supply chain into one entity.

Procurement transformation includes anticipated results, organization goals, supplier’s delivery, schedules, and the capacity to change as well as the resources required, and the expected return to consolidate investment in supply chain.

Reducing supply cost is always a focus for large scale organization, and it is equally important to continually innovate while making supply chain stability, and transforming the information technology into a growth sector, and consolidate to preserve strong and reliability to keep business in supply chain active.

Supply chain transformation consists of end to end visibility in supply chain, which supports clear data concept, and real-time analytics which consolidate just in time processing in achievement of supply chain.

Responsiveness which needs to explore supply chain data to identify risks causes, issues, and perform analytics to evaluate alternative solution is to transform correlation of data from different sources structured and unstructured, and consolidate them into deep analysis of Big data analytics operations in achieving supply chain.

With the rising need for consolidation, distribution logistics will be more efficient through standardization of trucks, using of pallets, higher containerization, and the use of semi-automated material handling, improve storage facilities, and other modernization technology, the reliability of service providers is expected to transform and improve supply chain significantly.

Supply chain focus consolidates planning, forecasting, purchasing, product assembly, moving, storage, distribution, sales, and customer service, and they are to transform, and are involved in every facet of business process, as they strive to achieve a sustainable competitive advantage by building, and delivering products faster and cheaper.

As supply chain could work, and consolidate in variety of areas including purchase, logistics, new product development, global sourcing and procurement, quality management, inventory control or traffic analysis operations, supplier relationship management, and transform the competitive advantage, pressure and sophisticated demand innovation and speedy solution that characterize global business in today’s environment of supply chain.

Small number of manufactures grow up to control a majority of the market share in an organization, to consolidate into a bigger industry, the time period for transforming into a fragmented market gets concentrated into one organization in a supply chain. A growing consolidation achieves faster growth, being among the largest organization in a supply chain, of which among is the smaller and medium size organization in a supply chain.

Minimizing downtime was a higher priority, than minimizing cost-effectiveness was the concept of maintaining large inventories, excess network capacity, and more so redundant assets were common characteristics of service strategy in supply chain. This was to minimize risk, and to transform cost in supply chain, then consolidate, and pass it on to the customer.

The biggest incentive for transforming change in competition in supply chain, are now the competitiveness in global supply chain, and the consumer have to dispense to consolidate technology with internet, fiber technology, wireless, voice technology, and transform the difficulties to come in near future in supply chain.

For customer service the need for inventory data becomes necessary and should be accurate, and should be far from actionable, and should be located within the sphere of conformity. Radio Frequency Identification, Bar code, and of now Scanners, being used can provide innumerable benefit to tract inventory, transform supply chain into a real-time, objective and consolidate the increased visibility, and substantially improve supply chain, by detecting any order anomalies that occur, thus able to correct mistakes, and reduce errors in supply chain, this can also give maximum control to spare part, materials, components.

Portfolio theory of management is not an invention for purchasing, but it has been employed in other discipline long before it was introduced to the purchasing area.
This section starts with a brief review on portfolio origin, and then a study in two methods, and in other discipline which in certain ways, since it can transform the components or materials, in a portfolio management, and can be a range of distinguished, but correlated items for instant investment in products, customers or qualities of customers, supplier projects and then consolidate technologies in achieving the best in business areas.

Portfolio theory of management explain the suppliers combination play an important role in dispersing supply chain, try to withstand risk constantly, and point on the basis of analyzing the supplies expected return, and risk through choosing certain amount of supplies and distribution to transform the proportion of volume of purchase and consolidate in achieving the best in supply chain.

Customer communication can transform within the service to communicate faster, and more efficiently with customers, and bring in real-time, action in order, tracking, locally material or parts availability and consolidate with the customer needs, and increase the visibility of the organization in achieving the good in supply chain.

Uncertainty in supply chain brings growing competition, shorter cycle time, more demands, customers, and to bring down cost, are just some of the few which transform supply chain into bringing critical measurement, tracking, which manage performance and consolidate supply chain process.

Performance management in supply chain is to consolidate the process methods of technology in order to locate consistent relations between supply chain strategy, planning, implementing, and transforming of controlling in supply chain.

Combination of performance management and intelligence in business can transform supply chain efficiency, accountability, and reduce cost, optimize business cost decision making and consolidation by monitoring the key performance indicators.

Performance management consolidation, business intelligence links people, strategy process, technology, is a platform for improvement in supply chain operations, and transforms information of what happened, and why something has happened, and then take appropriate action in supply chain, since the main process is through monitoring, and analysis of the key performance indicators and alignment are of achieving the best in supply chain.

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.
The Government of India announced that the purchase preferences of pharmaceutical products for its Public Procurement Programme (PPO) will be given to local pharma products and local pharma suppliers. The preferences refer to the percentage (%) of minimum local content in domestically produced drugs, which has been increased from 75% in the ongoing fiscal year to 90% for years 2023-25. Moreover, the percentage of minimum local content for all the pharma products which are not manufactured in India has also been increased from 10% in the ongoing fiscal year to 30% for years 2023-25.

The Department of Industrial Policy and Promotion (DIPP), Government of India, in year 2017, via PPO 2017, had declared that the purchase preferences would be given to domestically produced goods and services and also to domestic suppliers in all kinds of procurements undertaken by procuring authority. The declaration to encourage ‘Make In India’ campaign and promote manufacturing and production of goods and services in the country was well appreciated by local suppliers and manufacturers.  

Key points of revised Public Procurement Policy: DIPP has identified Department of Pharmaceuticals (DoP) as the nodal department for implementing the provisions related to goods, services or works related to pharmaceutical sectors. Now, therefore, the DoP has notified that the purchase preference shall be provided by all government procuring entities to local supplier of pharmaceutical products as per the prescribed minimum local content and Phased Manufacturing Programme:

- For all the formulations which are manufactured in India, minimum local content for all the pharma products shall be as per the table below:

<table>
<thead>
<tr>
<th>Pharma Products</th>
<th>Minimum Local Content (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018-19 2019-21 2021-23 2023-25</td>
</tr>
<tr>
<td>All Pharmaceutical formulations in different dosage forms</td>
<td>75  80  85  90</td>
</tr>
</tbody>
</table>

- For all the formulations which are not manufactured in India, minimum local content for all the pharma products shall be as per the table below:

<table>
<thead>
<tr>
<th>Pharma Products</th>
<th>Minimum Local Content (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018-19 2019-21 2021-23 2023-25</td>
</tr>
<tr>
<td>All Pharmaceutical formulations in different dosage forms</td>
<td>10  15  20  30</td>
</tr>
</tbody>
</table>

The percentage of minimum local content is calculated by following formula:

\[
\text{Percentage of local content} = \frac{(\text{DoM}-\text{BoM})}{(\text{Total BoM})} \times 100
\]

Where, Dom-BoM = Bill of material sourced from domestic manufacturer, and Total-BoM = Total Bill of material

Note - The revised PPO order shall also be applicable to procurement of medicines made by State Government or PSUs under State Government or Local Bodies under Centrally Sponsored Schemes that are fully or partially funded by Government of India.

Conclusion

The Revised Public Procurement Policy order will create a huge opportunity for local pharmaceutical manufacturers and suppliers to show their potential and boost their own growth and country’s economy as well. This amendment in the policy will help the economy of the country to grow. Further this will also help in affordable quality healthcare for all and boost indigenous pharma sector through ‘Make in India’ campaign.

Footnotes


The content of this article is intended to provide a general guide to the subject matter. Specialist advice should be sought about your specific circumstances.

Source: mondaq.com
Abstract: If you are a Mumbaikar, we are pretty sure at some point or another of your life you must have heard about the famous Dabbawalas of Mumbai. The dabbawalas (also spelled dabbawallas or dabwallahs, called tiffin wallahs in older sources) constitute a lunchbox delivery and return system that delivers hot lunches from homes and restaurants to people at work in India, especially in Mumbai.

The lunchboxes are picked up in the late morning, delivered predominantly using bicycles and railway trains, and returned empty in the afternoon. They are also used by meal suppliers in Mumbai, who pay them to ferry lunchboxes with ready-cooked meals from central kitchens to customers and back.

Still in the digital age, an army of Dabbawalas delivers 200,000 lunches to Mumbai’s workers. Hot and healthy food are collected at a small price, in any season, from the residences of workers or from central kitchens, and daily provided to the customers in time.

Based on primary research and more recent literature, this paper provides updated perspectives on the Mumbai dabbawala supply chain business excellence with special focus on the their uninterrupted services of their business model.

Key Words: (Business, Customers Dabbawalas, Excellence, Mumbai, Supply Chain,)

I. Introduction: A Dabbawalais someone who carries a Dabbas, an aluminium cylindrical tin, containing home cooked food. The Dabbawala’s organization started with a hundred men who lunched the delivering service in the years 1890, a period when Bombay saw an influx of people from various communities and regions of India migrating to the city.

Most commonly found in the city of Mumbai, who is employed in a unique service industry whose primary business is collecting the freshly cooked food in lunch boxes from the residences of the office workers, delivering it to their respective workplaces and returning the empty boxes back to the customer’s residence by using various modes of transport. This service not only managed to survive, competing with canteens and fast-food centres, but has also been extended to other cities on India.

Today there are 5,000 Dabbawalain Mumbai, delivering lunch to 200,000 people every day (400,000 transactions every day). At an average of Rs. 200 rupees per lunch box per month, they have a turnover of 500 million rupees per year, despite relatively low in-kind investments in manpower and costs of transports.

The efficient sustainable service is a job daily done without any use of technology and with almost no
errors. The Dabbawala service was registered as a commercial Association in 1968 (Mumbai Tiffin Box Supplier’s Association). The Dabbawala Foundation provides medical cover and security conditions for its employees.

II. History: It was the time when India was under the British rule. British people who came to the colony did not like the local food. A Parsi banker employed a person to bring home-made food to site of work. His colleagues too liked this idea and started availing this service. Started a lunch delivery service with about 100 men in 1890.

III. Origins: In 1890 Bombay, Mahadeo Havaji Bachche started a lunch delivery service with about a hundred men. In 1930, he informally attempted to unionize the dabbawalas. Later, a charitable trust was registered in 1956 under the name of Nutan Mumbai Tiffin Box Suppliers Trust. The commercial arm of this trust was registered in 1968 as Mumbai Tiffin Box Supplier’s Association.

The service was born during the British Raj in 1890s out of sheer necessity. With more and more migrants of varying communities reaching the big city in those days and no fast food culture and office canteens around to calm the hunger pangs at noon, there was a lack of an effective system to ensure that office-workers could eat at luncheon.

There was also a supply of illiterate workers, who had travelled to the cities due to agriculture not being able to support them. With insufficient education to work as clerks in British homes, but with enough sinew and energy to undertake any hard work, the idea of delivering home-made food was born.

IV. Terminology: When literally translated, the word “dabbawala” means “one who carries a box”. “Dabba” means a box (usually a cylindrical tin or aluminium container) from Persian: while “wala” is an agentive suffix, denoting a doer or holder of the preceding word. The closest meaning of the dabbawala in English would be the “tiffin box delivery man”.

V. Workflow: Lunch boxes are marked in several ways
1. Abbreviations for collection points
2. Colour code for starting station
3. Number for destination station
4. Markings for handling dabbawala at destination, building and floor

A colour-coding system identifies the destination and recipient. Each dabbawala is required to contribute a minimum capital in kind, in the form of two bicycles, a wooden crate for the tiffins, white cotton kurta-pyjamas, and the white Gandhi cap (topi). Each month there is a division of the earnings of each unit. Fines are imposed for alcohol, tobacco, being out of uniform, and absenteeism.

A collecting dabbawala, usually on bicycle, collects dabbas either from a worker’s home or from the dabbawala makers. As many of the carriers are of limited literacy (the average literacy of Dabbawallahs is that of 8th grade), the dabbas (boxes) have some sort of distinguishing mark on them, such as a colour or group of symbols.

The dabbawala then takes them to a sorting place, where he and other collecting dabbawalas sort the lunch boxes into groups. The grouped boxes are put in the coaches of trains, with markings to identify the destination of the box (usually there is a designated car for the boxes).

The markings include the railway station to unload the boxes and the destination building delivery address. Some modern infrastructure improvements such as the Navi Mumbai Metro are not used in the supply chain, as cabins do not have the capacity for hundreds of tiffins.

At each station, boxes are handed over to a local dabbawala, who delivers them. The empty boxes are collected after lunch or the next day and sent back to the respective houses. The dabbawalas also allow for delivery requests through SMS.

Since 1890, Mumbai Army of 5,000 Dabbawalas fulfilling the hunger of almost 200,000 Mumbaikars with home-cooked food that they lug between home and office daily their core service is Dabba delivery i.e. delivering home cooked food from your house/mess to your work place.

VI. Mumbai Dabbawalas operate pan Mumbai from Virar to Churchgate and from Ambernath to Dadar. It’s not as simple as it sounds, Battle with time and weather our day ends with an emotional satisfaction and happiness because we firmly believe in the philosophy of “Anna daan is mahadaan” (Donating food is the best charity).
No worries if you are not from Mumbai, No worries if there is no one at your house to cook food for you. They have the solution for all food related issues because we love foodies, moreover they love vegetarians! They provide healthy home cooked food straight away from their kitchen to your table which would be appealing to your eye & to your palette too. Be it Dal or be it a gravy, our food is prepared under hygienic conditions using refined oil which best takes care of your heart, because for us your little heart is utmost important. So the struggle for healthy food gets over, Contact Mumbai Dabbawalas for wide variety of options.

VII. Corporate Culture: Most tiffin-wallahs are related to each other, belong to the Varkari sect of Maharashtra, and come from the same small village near Pune. Tiffin distribution is suspended for five days each March as the tiffin-wallahs go home for the annual village festival.

VIII. Movies: The 2013 Bollywood film The Lunchbox is based on the dabbawala service.

IX. Six Sigma Performance: In 1998, Forbes Global magazine conducted a quality assurance study on the Dabbawalas’ operations and gave it a Six Sigma efficiency rating of 99.999999; the Dabbawalas made one error in six million transactions. 6-Sigma refers to a quality improvement and business strategy concept started by Motorola in the United States in 1987. In statistical terms, 6-Sigma is the abbreviated form of 6 standard deviations from the mean, which mathematically translates to about 3.4 defects per million.

X. Discipline:
- Reporting to duty on time.
- Behave properly.
- Respect the customers.
- No alcohol drinking during business hours.
- Wearing white cap during business hours.
- Carry identity cards.

XI. Latest Marketing Strategy: Marketing pamphlets in the “Dabba”. Star TV hired the services of Dabbawalas to distribute the pamphlets of Amitabh Bachchan anchored “KBC” reaching 2 lakhs Mumbaikars in just 4 days. Maharashtra government propagates HIV awareness through Dabbawalas channel. Campaigns done for many companies in Mumbai. Dabbawalas are the fastest and most economic method to reach the nook and corner of Mumbai. This brings additional earning for Dabbawalas.

XII. Organisational Structure & Working Style: The Nutan Mumbai Tiffin Box Suppliers’ Charity Trust had a very flat structure with only three levels, the Governing Council, the Mukadams and the Dabbawalas. From the Governing Council, a president, a vice president, a general secretary, a treasurer & directors were elected. The Governing Council held meetings once a month which were attended by the Mukadams (Supervisers) and Dabbawalas. At these meetings, the Dabbawalas discussed their problems and explored possible solutions. The problems could be with the police, Municipal Corporation, customers, etc. They also adjudicated disputes among Dabbawalas using their own system. The Trust collected Rs.15 from each Dabbawala every month to maintain a welfare fund.

XIII. Organisational Structure of NMTBSA

XIV. Supply Chain of Dabbawala: A collecting dabbawala, usually on bicycle, collects dabbas either from a worker’s home or from the dabbamakers. As many of the carriers are illiterate, the dabbas have some sort of distinguishing mark on them, such as a colour or group of symbols.
The dabbawala then takes them to a designated sorting place, where he and other collecting dabbawalas sort the lunch boxes into groups. The grouped boxes are put in the coaches of trains, with markings to identify the destination of the box (usually there is a designated car for the boxes). The markings include the railway station to unload the boxes and the destination building delivery address.

At each station, boxes are handed over to a local dabbawala, who delivers them. The empty boxes are collected after lunch or the next day and sent back to the respective houses.

Organisational Structure of NMTBSA

**Case Study: NMTBSA**

*Nutan Mumbai Tiffin Box Suppliers Association*

**How do they do it…?**

- Organizational Structure
- Operations
- Coding System
- War against

**Time**

(9 a.m. to 12:20 p.m.)

**Codings:**

- VLP: Vile Parle (suburb in Mumbai)
- EX: Express Towers (building name)
- 9EX12: Code for Dabbawalas at Destination
- 12: Floor no.
- E: Code for Dabbawala at residential station
- 3: Code for destination Station eg. Churchgate Station (Norman Point)

**The Flow Logic**

**XV. Supply Chain of NMTBSA**

**Coding System**

Lunch boxes are usually marked in several ways:

1. abbreviations for collection points,
2. colour code for starting station,
3. number for destination station and
4. markings for handling dabbawala at destination, building and floor.

The dabbawalas have started to embrace technology, and now allow for delivery requests through SMS. A colour-coding system identifies the destination and recipient.

**XVI. Uninterrupted Services:** The service is almost always uninterrupted, even on the days of severe weather such as monsoons. The local dabbawalas and population know each other well and often form bonds of trust. Dabbawalas are generally well accustomed to the local areas they cater to, and use shortcuts and other low profile routes to deliver their goods on time. Since 1890, when the dabbawalas formally came into existence, none of them had ever gone on strike until 2011 when themembers decided to head towards Azad Maidan to support Anna Hazare in his campaign against corruption.

**XVII. Economic Analysis:** Each dabbawala, regardless of role, is paid about eight thousand rupees per month. One month’sDiwali bonus from customers. The New York Times reported in 2007 that the 125-year-old dabbawala industry continues to grow at a rate of 5–10% per year. Zero % fuel, zero % investment, zero % modern technology, zero % disputes, 99.9999% performance & 100 % customer satisfaction.

**XVIII. SWOT ANALYSIS:**

**STRENGTHS:**

100% Achievements in-

- Teamwork, discipline, honesty
- Time management
- Ownership & Pride in work
- Customer satisfaction
- Low operational cost, process consistency
- Service delivery of six sigma
- Service commitment (No strike since inception)
- Satisfaction of team member (due to low attrition)
- Full proof delivery model through colour coding
- Financial independence.
- Just in time approach

0 % dependence upon-

- Fuel in last mile service delivery
- Technology related process complexities
- Investment
- Documentation

**WEAKNESS:**

- Highly dependent on Mumbai local trains
- Limited fund flow of the association limits the governing body to implement welfare schemes
- Limited Access to Education, limit diversification of members to other business jobs
OPPORTUNITY:
- Tie up with caterers to serve variety of meals i.e. diet food, Chinese/continental food, food for fasting
- Opportunity on the expansion of services on the routes of Mumbai metro & BRTS
- Generating revenue by promotion of other brands
- Expanding networks in other cities
- Booking of service through internet & SMS

(Recently started – needs to be popularized)

THREAT:
- Threats from fast food joints & small restaurants
- Flexi – timing \ work from home culture
- Food courts at mall \ mega structures
- Catering services offering tiffin services
- Paper food vouchers & smart cards i.e. food plus by HDFC

Competitors : The major competitors of Mumbai dabbawala are Magic-o-meal, Food plus by HDFC, Fast Foodchains, restaurants, road-side vendors, Udipi chain, food box etc. Competition is different here no manufacturing, only distribution.

But, Home food – The USP of Dabbawala nullifies the threat.

XIX. AWARDS AND FELICITATION:
2. Documentaries made by BBC, UTV, MTV, ZEE TV, AAJ TAK, TV TODAY, SAHARA SAMAY, STAR TV, CNBC
3. TV 18, CNN, SONY TV, TV TOKYO, NDTV.
4. Included in a subject in Graduate School of Journalism University of California, Berkeley.
7. Invitation from CII for conference held in Bangalore, IIML, IIMA, CII Cochín, CII Delhi, Dr. Reddy’s Lab.,
9. Name in “GUINESS BOOK of World Records”.
10. Part of the “Community of Cooked Food distributors from Mumbai”.
12. Registered with Ripley’s “believe it or not”.

14. World record in best time management.

XX. Conclusion: In this highly technologically advanced time ‘dabbawalas’ are working absolutely without technology. They have an excellent supply chain, despite the fact that they don’t even know what it means. Most of the people working with themare semi-literate but still they read the tiffin code correctly and deliver it. Their attitude of competitive collaboration is equally unusual, particularly in India. Their excellent sense of deep commitment, sense of work ethics and unparalleled time managementsystem are best in place.

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Reverse supply chain management has received greater industry interest in recent years, driven by growing concerns about environmental protection issues, recycling, sustainable development, and safety regulations. These issues have spurred organizations to think about how their product will impact the environment, and what sort of carbon footprint it will leave.

A growing number of manufacturers accept product returns at the end of their initial post-consumer lives and reuse the products to get more value from the product. Some Companies are adopting this green influence on reverse supply chain because customers have shown they value companies with strong social and environmental corporate policies.

Other companies have adopted greener policies because, not only does it improve customer opinions on the company, but also provides a competitive advantage by reducing costs.

**Countries taking the circular approach**

The increased importance of reverse supply chain as a source of value has led companies to adopt a circular supply chain approach, which reduces waste, provides an alternative source of inputs, and takes advantage of the original forward supply chain investment. The move towards circular supply chains by organizations is being pushed forward by important international regulations and new environmental approaches:

The current government in India has launched a slew of ambitious programmes with certain rudiments of circularity present in them. These are anticipated towards leading India to a more sustainable and high economic growth paradigm. These programmes and policies have reflected India’s commitment towards United Nations Sustainable Development Goals (SDGs) and the Paris Accord. However, these policies still focus on areas and themes in isolation, tend to be disintegrated, and are deficient of a systemic approach. This leads to confusion for businesses that are interested in adopting circular business models. All of these schemes and policies of the government has the potential to harness a circular economy in India. These are the building blocks constituting an initial assortment of tools which could be harmonized into an ambitious circular economy plan.

There is a need for a coherent roadmap that ushers mutually complementary and boosting transition towards a circular economy. This is an opportunity which India should harness, to take the lead in a circular model of development—sans sacrificing economic growth.

European Union Packaging Directive: Initiated in 2001, this directive requires all countries in the E.U. to recycle 50 per cent of their packaging waste or incinerate it to provide energy.

Japanese recycling laws: In Japan, businesses are responsible for recycling packaging materials into reusable.

California recycled content laws: California requires manufacturers to recycle 25 per cent of all plastic containers.

UK Landfill Directive: In 2007, an addition was made to this legislation that requires all UK-based companies to recycle or treat their waste products, regardless of their size and turnover.

The European Commission has adopted a Circular Economy Package with ambitious 2030 targets. It includes revised legislative proposals on waste to accelerate Europe’s transition towards a circular economy.

The switch will increase global competitiveness, foster sustainable economic growth, and lead to the creation of new jobs.

Consumers hold the power - Another reason for the growth in reverse supply chain management strategies
is consumer power.

With a global market and Internet commerce, customers have a wider range of companies to purchase from than ever before. Consumers are also becoming more informed about the products they purchase and are showing increasing concern about the conditions under which products are manufactured and disposed. Customers now expect to be able to return products they do not like or were purchased in error. They expect to be able to exchange older goods for new products so they do not have to be concerned with disposal or recycling issues. Repairs and warranty service are an accepted part of customer service. Slow or poorly managed service in these areas can result in the loss of customer loyalty and negative publicity.

The transition from a linear supply chain to a circular supply chain requires organizations to rethink how they imagine their supply chain. They must envision it as a network with materials and goods circling through the chain in various ways. Some considerations for creating circular supply chains include: Outputs become inputs because goods don’t end their lives with customers, but become an input into the supply, this means accounts payable and accounts receivable processes will form a loop instead of a straight line.

The use of information communication technology (I.C.T.) to coordinate all the moving parts a circular supply chain requires action in real time, otherwise a circular supply chain is not Assessing reuse opportunities requires researching suppliers and working with the top tier for a common vision towards a circular supply chain while ensuring Corporate Social Responsibility (C.S.R.) standards are The cash flow demands of a circular supply chain, compared to a linear one, may be The margins might improve, but a supplier’s need for cash may change.

The management of components, such as the evidence, materials, production information, and components for the entire life cycle, requires making a detailed plan.

The Circular Economy

The new sharing economy business model, the move to circular supply chains, and the move to find more environmentally friendly ways to deal with waste, are a part of the circular economy movement. A circular economy can be understood as an economy that is restorative and regenerative by design and aims to keep products, components, and materials at their highest utility and value at all times. A circular economy is alternative to the traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extracting the maximum value while the product is in use. When the product has reached the end of its life-cycle, then core materials are recovered and regenerated.

**Conclusion:** The circular economy is waste-free and resilient by design. It is a new economic model that is ambitious as well as practical. Designing the economy in such a way that is restorative of ecosystems, ambitious with its innovation, and impactful for society, is a bold challenge. But it is achievable when guided by these simple principles.

Ecosystems support rebuilding Use resources to generate value, and not just financial value Support healthy societies and cultures Raw materials can be cycled indefinitely Support human health and happiness The circular economy is built on the concepts of “making more with less” and “modelling life cycles in the natural world”, as a network of interdependent, on-going cycling systems.

At the root of these circular economy definitions are the concepts of innovation, collaboration, waste reduction, regenerative ecosystems, and reuse and recycling.

Is your organization making the transition toward a circular supply chain?

**Why or why not?**

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

**References:** Internet and The Senior Associate’s Review.

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PROCUREMENT AGILITY IN THE AGE OF DIGITALISATION

Procurement teams face two very different and challenging objectives: the need to improve efficiency and do more with less; and mastering new digital technologies.

These challenge demand different resources, different ways of thinking and different leadership approaches, which can leave procurement teams in an almost untenable bind. Essentially, functions need to contribute more without the necessary capabilities to assimilate new technologies that could help solve those issues.

This was why, in 2017, the Beyond Group focused the fifth of its Think Tank Series on growing digital and agility capabilities to drive efficiency in procurement. Along with a dozen member organisations, we looked at:

- Why there is a burning platform for agility.
- The dimensions for growing agility.
- Whether growing a digital capability helps solve the issue of agility.

- The key topics of debate in the digital sphere such as:
  - What are big data and the internet of things (IoT) and how will these technologies affect procurement activities?
  - What is artificial intelligence (AI) and how can procurement leverage this technology?
  - What is robotic process automation (RPA) and will it replace the majority of transactional and operational tasks?

- Whether global business services are enabled or obviated by digitalisation.
- Where procurement is on the journey to a digitally enabled future.
- Who leaders are when it comes to digital enablement.
- How a function can best assemble a digital roadmap.
- The talent needed to drive a digital strategy forward.

We spent our first session probing the issue of agility and the elements procurement teams need to master. The conversations suggested it is not just about flexibility but, rather, a never-ending cycle of thinking-planning-action – all in a devolved approval matrix. To find out more, read my blog Agility – Making flexibility look like the plan.

We were able to identify the four pillars of procurement agility: anticipation; analytics; responsiveness; and collaboration.

Digitalisation as enabler of agility: Nowhere did the notion of digitalisation emerge as a leading activity for procurement chiefs to pursue in order to develop an agile function. Rather, the group recognised that while digitalisation underlies many of the elements that procurement needs to master, in and of itself, digitalisation is only a tool that enables agility. When viewed in this context, the rush to become digital is less of a frenetic all-out race to do something digital and more a selection from a menu of enabling technologies that will help most teams achieve their business goals.

To tackle the digital topic, given the lack of overall maturity and a dearth of best practice examples, we sought the latest thinking from a broad spectrum of experts and companies operating in this space.

We worked closely with advisory firm EY to get a handle on the impact of digitalisation on procurement. EY presented its model, which links the concept that new technologies are the foundation of operational and tactical activities with a recognition that these technologies exist in a world driven from the top and aligned with functional and organisational strategies.

While procurement is tasked with dealing with a broad range of new technologies, however, it must also continue to focus on its traditional mandates.

Bertrand Maltaverne, JAGGAER’s ‘procurement digitalist’, challenged the group with a perfect storm analogy. As procurement evolves towards digital mastery, it must still manage complex supply chains, reduce risk, become more efficient, expand its influence and become a trusted business adviser. The enormity of these tasks has created a prioritisation conundrum for procurement teams.

The depressing upshot of this problem is that procurement teams have not taken a leadership position with respect to digital technologies, opting instead to be a receiver of mandates that result from broader digital technology implementation efforts. The data shows most functions are either unprepared or have taken a ‘wait and see’ approach to digital technologies.

Organisations that have started to use these technologies were found to have adopted them in a haphazard or uncoordinated way. The sheer number of available technologies that must be evaluated for their utility and then implemented seems to have prevented the function from plotting an effective roadmap. Not knowing where to go means functions are unable to move forward.

The issue, of course, is twofold. First, there must exist specific knowledge within procurement about the technologies that are available. Secondly, the leadership team must be aware of those technologies and how they fit together in the strategic landscape. Then, and only then, can a framework be developed to prioritise how and when to implement any chosen solution.
Today, most procurement organisations are not rising to the challenge in either of these areas.

**Out of the function’s hands:** While many of these technologies are becoming standard, the fact remains many teams are either addressing these technologies in a piecemeal fashion or are not at all. Often, the digital solutions that promise the quickest way of making transactional processes more efficient are no longer within procurement’s brief.

These activities have been subsumed into other, often larger, business service functions. While we have long been advocates of moving transactional activities to other functions, the continued erosion of procurement’s remit – combined with automation technology – could easily foretell the doom of the function as we know it.

The logical conclusion is that procurement steadily evolves towards a two-tier function – one where an enhanced set of operative activities is managed through digital technologies and another is much more strategic, focusing on issues such as supply continuity, risk management, collaborative value creation and sourcing innovation.

Several recent reports, including Michael Henke’s work with the Fraunhofer Institute, *Procurement 4.0: The digitalisation of procurement*, notes this trend.

The issue for the functions that embrace the digital revolution plan is how they can develop an effective roadmap that ultimately puts and keeps them in the driver’s seat.

Much of the discussion, both inside the Think Tank sessions as well as wider conversations, centred around this topic. From this, a model was developed to show how organisations move from the lowest level of automation to a fully digitalised environment.

The model seeks to describe the journey procurement organisations are taking by acquiring new technologies and skills. One path leads towards excellence in operational activities and the other fulfils the need for greater insights to make more strategic decisions.

Our membership vigorously challenged us to collectively build a real-world model of how organisations must construct a digital path forward. A particularly useful insight was that no organisation can progress separately upwards through either of the technological towers onward to a digital nirvana.

The real-world path is one that is not sequential. Organisations need to cross from one tower to the other as knowledge is gained in one arena, operational efficiency, that supports the objectives of the other tower – the application of better insights.

The implication of this is that while procurement teams should be stepping away from operational tasks, they cannot separate themselves from the decision-making process through which technologies will be acquired. The technologies that will drive operations in the future will be the foundation of new insights. Procurement teams must be in a position to decide which of these technologies get purchased.

**The model explained:** The foundation for creating a digital pathway should always start with a fundamental ‘why’.

It is important to identify the strategic digital imperative that must be addressed, such as increased customer satisfaction, better innovation, improved quality and higher margins. Only then can an organisation begin to decide which technologies to adopt.

**TOWER ONE: OPERATIONAL EFFICIENCY**

1. **Individual automation:** Optimise single ‘pieces’ at a user level.

2. **Functional automation:** Integration (people, process, technology) at functional/cross-functional level. This can be done without today’s digital offering.

3. **Smart workflows/RPA:** Based on models and templates, where technology performs standard activities, and people control parameters but act on exceptions.

4. **Cognitive computing/AI:** Self-learning, new knowledge, proactive collaboration in decision-making.

**TOWER TWO: DATA INSIGHTS**

1. **Descriptive:** Reporting what has happened. Used for control purposes, as well as fraud prevention. This is typically outsourced or automated.

2. **Diagnostic:** Understanding what happened and why.

3. **Predictive:** Anticipating what will happen. This supports growth and innovation, as it uses data to seek out new opportunities. It is helpful at this stage for a procurement intelligence operation to have a dotted-line into business intelligence.

4. **Prescriptive:** Automating decisions on what the team should do. This requires acceptance from the business and trust from users, which can be obtained through reliability.

Automation tends to begin at the individual or functional level – stages one and two of the operations tower. This allows teams to gather and analyse data while freeing up resources to use data for descriptive and diagnostics insights – stages one and two of the insights tower.

From better data, smart flows and RPA can be developed, releasing more resources, which can increase the amount and quality of data to enable predictive insights – stage three of the insights tower. In turn, this allows further progress to reach the top of the two towers. This develops into a continuous improvement loop between cognitive/AI technologies, which enables progressively more complex prescriptive insights.

At this point we consider a function to be digitally enabled.

**The skills agenda:** The group’s discussions also centred on the skills required to drive digital forward. Few procurement functions have a digital strategy or roadmap in place, partly due to the broad range of technologies now available.

Even fewer functions have the right talent and leadership in place to run a digital transformation. It is imperative procurement chiefs builds their own digital roadmaps to
address specific technologies in a sequential format, one aligned with the company’s overarching digital strategy.

It is essential to understand, recruit and develop specific digital skills at all levels and recognise these skills are usually most lacking within the senior leadership team.

A recent publication by the Hackett Group, *The digitally savvy CFO*, outlines the issue clearly. The same thing stands for procurement.

We fully concur that there are four key attributes required from procurement professionals to adequately embrace and drive the digital transformation:

- **Intellectual curiosity**: To deliver faster insight and build sophisticated models for business decisions, analytical skills will be in demand. In addition to modelling, people need to know how to ask the right ‘why’ questions, detect patterns in data, find cause and effect relationships, and challenge the status quo.

- **Technologically savvy**: Buyers do not need to become data scientists or programmers, but they do need to be familiar with new technologies so they can have intelligent conversations with staff in the IT department and quickly adopt new tools that do not require IT staff to intervene.

- **Business acumen**: Staff assigned to partner with the business—in some cases, embedded in business units—need to have a thorough understanding of the company, its operations, its value drivers and the environment in which it operates.

- **Storytelling**: Data is the mechanism that makes digital business possible, but the delivery mechanism is a story. Even the best pattern recognition software won’t change the mind of an executive if the results are not expressed in the form of a story, a business problem or solution.

**A broader perspective**: In looking at the level of digital progress within procurement, a picture emerged that is consistent with other studies.

**Digital procurement 2017**: Just hype or the new standard?, published by JAGGAER, found approximately half of those surveyed already have the basics covered. They use e-sourcing, e-procurement and supplier relationship management solutions. The study also found their next priority for investment is how to get better insights from their digitalised core processes.

These organisations are on the path highlighted in the digital roadmap model:

- Moving from enterprise/functional automation in the operations tower to the descriptive/diagnostic steps in the insights tower.

- They are already planning their next investments in technology within the operations tower—smart workflows and RPA.

- They have recognised the digital journey is the product of a strategic plan closely that links technological and insight enablement.

Digitalising processes is a massive opportunity—real challenge is to integrate technology and insights in a way that is both progressive and supports business needs.

Too many organisations view the automation of processes as an endpoint in itself without reaping the strategic benefits from the insights gained. Sadly, the outputs of automated processes do not automatically link to the strategic processes that depend on them.

An inability to ‘connect the dots’ has huge consequences for procurement. Functions either spend a lot of time manually collecting data or simply do not use it because it involves too much effort. This affects effectiveness.

Such issues are especially critical in category management, where decisions are complex and rely on multiple dynamic factors and inputs. Having complete, up-to-date, real-time information is required to become truly agile. It is the Holy Grail that organisations should target with their digital roadmap more than the simple automation of processes.

**The way forward**: The digital enablement field is wide open, with no right answer on the way to proceed. However, there are things procurement chiefs can do to plot a way forward. CPOs must first define a roadmap for change and align it with enterprise-level digital transformation initiatives. This involves three steps:

1. **Define a digital roadmap and vision**: Strategy needs to support an organisation’s overall approach to leveraging digital technologies and ensure each investment will have a beneficial outcome. Favourable benefits will help drive a new cycle of investments. These, in turn, will create wider benefits.

2. **Align with organisational strategy**: Big data, predictive analytics or any of the other ‘digital’ enablers are not valuable on their own. Outcomes need to help businesses make decisions and drive actions that are consistent with the company’s overall objectives and any digital strategy. Any discrepancies between the two can create ‘technology islands’ and put procurement at odds with corporate objectives.

3. **Build a digital competency**: This needs to be done within the function to understand, master and lead the prioritised acquisition and implementation of digital tools.

While we closed out 2017’s series acknowledging that most organisations are at the beginning of their digital journey, it appears procurement teams have an intense desire to lead this effort in concert with the organisation’s overall digital strategy.

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*This contributed article has been written by a guest writer at the invitation of Procurement Leaders. Procurement Leaders received no payment directly connected with the publishing of this*

Source: Procurement Leaders
DG Azevêdo: rules-based trading system is “irreplaceable” but must be ready to evolve

At a speech delivered to the Peterson Institute in Washington DC on 11 April, Director-General Roberto Azevêdo underlined the critical importance of the WTO to the stability and predictability of the global trading system. At the same time “it is clear that the WTO has to be better, faster and more responsive” to the challenges facing the organization and the system as a whole. This is what he said:

Remarks by DG Azevêdo

Introduction : Good afternoon everyone – and thank you to the Peterson Institute for the kind invitation. It is a pleasure to be here. These are strange times in global trade. Old certainties are being turned on their heads. This was brought home to me last week when I saw pictures of campaigners in the UK holding up signs that read “I love the WTO.”

Of course, this is just a quirk of the Brexit debate, but for those of us that remember Seattle, it illustrates that we are in unfamiliar territory. Trade policies are changing. Perspectives are changing. And the international trading system is changing as well. I want to share some views on where this process of change might take us. Let’s start by considering the state of trade and global economic cooperation today. The state of play in global trade

Clearly tensions remain high – including between the US and some of its key trading partners. Over the last year we have seen new tariffs put in place affecting a range of widely-traded goods. Restrictive measures were imposed by WTO members last year on trade worth around 580 billion dollars. That is over seven times the level of the preceding year. And it is hitting trade growth. We published our outlook last week.

In 2017 trade growth stood at 4.6%. At that point we were optimistic that there was renewed dynamism and momentum in global trade. But that has not materialised. Trade underperformed in 2018 with growth of 3%. The final quarter of 2018 saw the biggest drop in 10 years.

And we are forecasting a modest performance in 2019, with growth at just 2.6%. These numbers should surprise no one. Trade simply cannot play its full role in driving GDP growth when levels of uncertainty are so high. Greater uncertainty means lower investment and consumption. Investment, in particular, has a more pronounced impact on trade, and this is reflected in these numbers. There is potential for a slight improvement in 2020 – but that is at least in part dependent on an easing of trade tensions. It is important to acknowledge that these tensions have not materialised out of thin air. They are fuelled by the genuine cares and concerns of citizens around the world.

Workers are being squeezed by the lingering after-effects of the 2008 crisis and the 4th industrial revolution which is transforming the labour market. Together these forces are fostering a heightened sense of fear and uncertainty about the future. This has helped to create an upsurge in anti-trade and, even more broadly, anti-foreign sentiment.

One important element here is the perception that trade is taking people’s jobs and sending them overseas. In reality the key driving force behind job losses is innovation and higher productivity enabled by technology – not trade. But, regardless of the causes, it’s clear that people feel left behind by the pace of economic change. And this happens despite the fact that this modern economy is creating more jobs than it is destroying. So, the story is not about job losses, but about the lack of skills to fill the new positions. This requires real action in domestic policy to help workers adapt. Governments are seeking to respond to this in their own way. But no one is going to be helped by choking off trade. Trade is part of the solution.

It has helped to build a more prosperous world and we must ensure that it continues to do so – in an ever more inclusive way. If the trading system needs to evolve to achieve this, then evolve it must. I’ll come back to this in a moment. Clearly there are significant challenges to address. We need to set trade on a more positive path. And let’s be clear – there are some encouraging signs as well.

We are hearing positive reports of progress in discussions between the US and China. Meanwhile there has been progress in numerous new agreements. Of course, there is the USMCA which is currently in the process of ratification.

And there are a number of other major agreements which have recently come into force, or are set to do so soon – for example the CPTPP, the EU-Japan Economic Partnership Agreement, and the African...
Continental Free Trade Area. In addition, there is a lot of activity at the WTO in various areas. We are trying to finalize – by December – an agreement to reduce subsidies that lead to overfishing. In January a group of over 70 WTO members committed to launch negotiations on e-commerce. And much more is happening in Geneva. That brings me to the state of play at the WTO.

The state of play at the WTO

All of the challenges I’ve highlighted so far are reflected in Geneva.

Governments – including the US – are bringing their disputes and disagreements to the WTO. We are doing all we can through the system to help deal with members’ concerns and urgently reduce tensions. Some see reforming the WTO itself as an important step towards resolving some of these issues; some of these trade tensions.

The G20 leaders issued a strong statement on this at their summit in December. The Leaders’ Declaration called for “necessary reforms” of the WTO, while also recognising the important contribution that the multilateral trading system makes. I have now attended six G20 summits as WTO Director-General, and let me tell you, this was a real shift in tone.

Out of a potential crisis, a once-in-a-generation opportunity to renew the trading system is beginning to emerge. This has to be a positive thing. There is momentum behind these discussions. Some have concerns about the direction these conversations may take. But inaction would compromise the relevance or even the existence of the system as we know it. So there is real energy for reform – but that gives rise to the more difficult question: what is reform? At present, nobody knows – there is no single answer to the question.

The debate on wto reform

From my conversations with members I think there are a few over-arching principles. First, whatever the precise steps Members want to take, it is clear that the WTO has to be better, faster, and more responsive. Second, no one is talking about tearing apart what we have. Rather, they are focused on taking necessary, practical, concrete steps that can have a rapid impact in driving our work forward.

Third, members are not talking about bundling things up into some kind of new package. Instead, we should harvest what we can when we can and move on. So that’s the broad approach.

And in terms of substance, I think members’ conversations fall into 3 broad areas:

The first is how to strengthen the work of the WTO’s regular bodies and committees to improve areas such as notifications and transparency. The second area members are looking at is how to improve the Dispute Settlement System and address the impasse in the appointments to the Appellate Body. Our dispute work is a fundamental pillar of the organization and of the global economy.

It helps to depoliticize issues by focusing on the technical elements, and therefore helps to dissipate tensions. For that reason it is currently the busiest it has been for two decades. Finding an urgent resolution in this area is absolutely critical for the system.

The third area members are considering is how to improve WTO negotiations so that we can keep delivering new agreements with real economic impact. Negotiations were stalled for many years at the WTO.

We got the engine running again in 2013 and delivered a series of major agreements over the subsequent years, including the Trade Facilitation Agreement, the expanded Information Technology Agreement, and the elimination of agricultural export subsidies. Now we’re working to implement those deals.

We’re also continuing to work on longstanding issues where progress has proved more difficult – including agriculture, food security, domestic regulation in services, and development. As I mentioned earlier, members are also negotiating an agreement on fisheries subsidies. This is a hugely important piece of work – and we are doing everything we can to meet the end-of-2019 deadline.

Notwithstanding all this, I recognise the frustration that many have felt – and the need to speed things up. Multilateralism should not be synonymous with paralysis. And this frustration is now translating into action. Members are engaging in different, more flexible and creative ways at the WTO.

This seems to be an obvious path for a system with 164 members of different sizes, different priorities and different stages of development. At our Ministerial Conference in 2017, groups of WTO members announced what they call ‘joint initiatives’ to pursue discussions in a number of areas of emerging economic importance.

They include:
- electronic commerce,
- small and medium enterprises,
- facilitation of investments,
- and also the economic empowerment of women.

Not all WTO members are part of these initiatives. But they are open to anyone who wants to join. And the initiatives are gaining momentum. Take the Joint Initiative on e-commerce which I mentioned earlier...

77 WTO members are now signed up, accounting for 90% of global trade. The group includes the US, China, EU, and others from around the world – large and small, developed and developing. Together they are setting the stage for the launching of negotiations on new e-commerce rules and disciplines under the WTO.

This is of real economic significance.

And it is of real systemic importance as well. Members
are exploring innovative ways to deliver through the WTO. This is a quiet revolution in our working practices. We need this process of strengthening and improving the WTO to work, because we need trade to work.

The rules-based system

Trade matters to us all. Indeed, I think the world needs contributions and analysis from institutions like the Peterson Institute to make this case and increase understanding. Your work is of tremendous value.

I know I don’t have to rehearse the benefits of trade here in this house. But allow me to give a quick summary...

- Trade helps consumers by lowering prices on the shelves. It brings greater choice and connects us with other cultures.
- It helps to create jobs – and these jobs tend to be better paid as well.
- It opens opportunities to sell goods and services abroad.
- It increases the supply of affordable and high-quality inputs to the domestic industry.
- It helps to underpin stronger, more stable and sustainable economic growth.
- Trade means that consumer expectations are globalised. They expect the best the world has to offer. And the same is true of business.
- Exposure to the latest technologies and to global competition is necessary for any truly efficient, competitive economy.

I want to be very clear about what I mean here. When I say that “trade” brings these benefits, I am not talking about untrammeled free trade. And I will not be making the argument that free trade is a magic potion that, by itself, cures all economic afflictions.

But I do firmly believe in the need for rules-based trade.

If the WTO was a free trade agreement it would have been written on a single piece of paper instead of the many tens of thousands of pages that make up our rules and commitments.

And these are not rules given from on high. These are agreements and commitments that governments negotiate with each other and enter into freely, on the basis of shared interest.

Nations need a way of cooperating on trade issues and holding each other to agreed standards. And they need a forum in which to do so. That is what the WTO provides.

We can argue over the specifics and how things should change and improve – and we do.

But I think the need for this system is beyond reasonable doubt.

Consider a world without rules on trade – without the WTO...

- Tariffs could be raised without restraint and without warning.
- Outdated practices such as quotas and export subsidies could make a return.
- There would be no common disciplines on subsidies or services or intellectual property, and no forum to air grievances and resolve disputes.
- Businesses would have no certainty. Investment would decline, trade would decline, growth would decline, jobs would be lost.
- Minor technical conflicts could quickly escalate to become trade wars. And trade wars would threaten political stability.

To my knowledge no comprehensive work has ever been done to model a world without the rules-based trading system.

Our economists have assessed the impact of a full, global trade war. They have isolated the potential impact of tariffs being set unilaterally, instead of cooperatively in the WTO. This scenario would knock around 17% off global trade growth and cut global GDP growth by around 2%. This has the same order of magnitude as the damage caused by the 2008 financial crisis.

And yet this scenario is far less negative than a world without the WTO.

CONCLUSION

The WTO represents 70 years of accumulated effort, cooperation and trust.

It is irreplaceable.

But the WTO is not an end in itself. It only matters as a means to deliver growth, development, job creation and stability.

That’s where our focus should be.

A US business leader who is very supportive of the WTO told me recently that he finds himself spending too much time these days defending institutions.

I couldn’t agree more.

We need to get back to delivering new agreements which reflect the changing global economy, create new opportunities, and improve people’s lives.

That’s what the world needs to see from the WTO – and any reform that our members pursue should be judged on that basis.

Thank you.

Source: WTO Website
The government released the much awaited draft national e-commerce policy. The primary focus of the draft policy is centralisation of data arising in India and promotion of its use for the country’s development. The 41 page long draft has been termed as a protectionist draft replete with emphasis on securing data arising in India and treating it as a ‘national asset’. The main concern of the stakeholders about the policy is the extent to which the policy can be effectively implemented and the extremely short time (i.e. till March 9, 2019) given for public consultation. It is also apprehended whether the present government will be able to introduce the finalised policy before the elections as the model code of conduct will set in soon and freeze the legislative activities of the government.

The draft policy has been divided into 6 categories – Data, Infrastructure Development, E-commerce marketplaces, Regulatory issues, Stimulating the domestic digital economy and Export promotion through e-commerce. Let us look into the strategies suggested in the draft policy under each of these categories:

1. Restrictions on Cross border flow of Data Stricter restrictions are sought to be brought in through the draft policy on the cross border flow of data collected by ‘Internet of Things(IoT)’ devices installed in public space and data generated by users in India from various sources, including e-commerce platforms, social media, search engines etc. The draft restricts sharing of sensitive data which has been collected or processed in India and stored abroad to other business entities outside India or third parties even with the customer consent. Such data cannot be made available to a foreign government, without the prior permission of Indian authorities and immediate access to all such data is to be given to Indian authorities upon request. These restrictions seek to exercise sovereignty over data and has been termed as a highly protectionist move. Further, the extent of implementation of these restrictions have been doubted.

2. The draft exempts restrictions on cross-border flows for (a) data that is not collected in India (b) B2B data sent to India as part of a commercial contract between a business entity located outside India and an Indian business entity (c) Software and cloud computing services involving technology-related data flows, which have no personal or community implications; and (d) MNCs moving data across borders, which is largely internal to the company and its ecosystem, and does not contain data that has been generated by users in India from various sources, including e-commerce platforms, social media activities, search engines etc.

2. Establishment of Data Authority As per the draft policy, a data authority shall be set up along with a suitable framework for sharing of community data that serves ‘larger public interest’. The term larger public interest, as admitted in the draft itself is an ‘undefined and emerging concept’ and can be problematic in the future.

3. Infrastructure Development The focus of the government is on development of infrastructure to store data in India. A sunset period of three years has been promised to the industry to develop data storage facility. Data centres, server farms, towers and tower stations, equipment, optical wires, signal transceivers, antennae etc. will be accorded ‘infrastructure status’ as per the draft policy. By mooting for setting up of data centres in India, the draft policy aims to create more jobs and investment at domestic level. It may be noted that even though the draft policy encourages setting up of local data centres, there is no outright ban on storing of data abroad.

4. FDI In tune with the current FDI policy for e-commerce, the draft policy emphasises on the allowance of FDI only on marketplace models and not inventory based models. As per the draft policy, all product shipments from other countries to India are to be channelized through the customs route.

5. Mandatory Registration in India The draft policy mandates that all ecommerce sites/apps which are available for download in India have to be registered in India as the importer on record or as the entity through which all sales in India are transacted. Further, local representatives are also to be appointed by the companies. The predominant intention of this move is for promotion of home grown e-commerce industry. At present, certain Chinese e-commerce companies are operating in India without having a registered entity or local representatives in India. This proposal in the draft policy is intended to reign in activities of such
6. Curtailing the Gifting Route The draft policy has taken into consideration the grievance of the domestic retailers regarding the large scale misuse of the Rs. 5000 exemption limit by foreign e-commerce companies which send cheap items to Indian customers under the guise of gifts. The draft policy proposes to impose ban on all parcels through the gifting route with the exception of life-saving drugs.

7. Crackdown on counterfeit goods To give more power to trademark owners, the draft policy proposes all the seller details to be made available on marketplace website for all products. Further, the sellers are to give an undertaking to the platform about genuineness of their products which shall be accessible to consumers. The trademark owners can also register on the e-commerce platform and they shall be notified each time a trade-marked product is uploaded for sale on the platform. Upon the option of interested trademark owners, the e-commerce platforms shall not offer for sale any of her products without prior concurrence. The primary aim of this strategy is to give more control to trademark owners in preventing counterfeiting of their genuine goods online. The draft policy also envisages all complaints of counterfeiting to be informed to the owner within 12 hours and once the owner confirms such counterfeiting, the seller shall be notified and the listing shall be taken down if the seller is unable to defend the genuineness of her product. Seller found to be selling counterfeit products shall be blacklisted by the marketplace for a specified period.

8. Anti-piracy measures Besides countering online piracy by putting the burden on intermediaries to take steps such as identification of trusted entities, expeditious removal and disablement of access to the alleged content. Rogue websites i.e. websites that mostly host pirated content shall be identified and listed separately.

9. Prevention of Sale of Prohibited Items In order to prevent sale of prohibited items, the websites and applications have to display a list of prohibited products and the sellers have to give an undertaking to the intermediary that they are not engaged in transacting prohibited products. If a prohibited item is found to be sold or a complaint in that regard has been received, immediate removal of item from listing on the platform and blacklisting of seller shall be made by the intermediary.

10. Proposed Regulatory measures a. Regulation has been proposed on advertising charges in e-commerce for helping small enterprises and start-ups. This move will immensely hurt big e-commerce players as a major chunk of their revenue is earned from advertising charges. b. The policy states that ‘Significant economic presence’ shall be the basis for determining ‘permanent establishment’ for the purpose of allocating profits of multinational enterprises between ‘resident’ and ‘source’ countries and expanding the scope of ‘income deemed to accrue or arise in India’ under Section 9(1)(ii) of the Income-tax Act, 1961. c. Online dispute resolution and establishment of e-consumer courts to address grievances online have been stated in the draft policy. d. The draft policy underlines the need for enactment of regulation for unsolicited commercial messages on various platforms such as SMSs, emails, calls etc. e. The draft policy suggests facilitation of online customs clearance by adopting Customs Electronic Data Interchange (EDI) platform, integrating all the Departments concerned such as Department of Posts, DGFT and RBI, and other stakeholders, eliminating manual processes under ease of doing business. In addition, provision will be made to source Export Data Processing and Monitoring System (EDPMS) data from RBI for confirmation of payments, instead of Bank Realization Certificate as per the draft policy. Shipper KYC will be mandated to identify foreign exporters and track suspicious activities such as sample shipping, gifting etc. Samples or gifts will be capped to a certain value per shipper per month, with any value above the threshold being subjected to duties. E-commerce will also be included in the National Integrated Logistics Plan with focus on faster delivery with emphasis on lower costs.

11. Export promotion through e-commerce As per the draft policy, the recorded trade deficit indicates the need to promote exports in India. Moreover, the draft policy recognises the difficulties faced by start ups, small manufacturers and MSME's to participate in exports. To promote exports through e-commerce the draft policy has suggested taking into account the needs of the e-commerce sector in the proposed National Integrated Logistics Policy, increase of the existing regulation exemption limit of INR 25,000 for consignments through courier mode, simplification of documentation for exports, fastracking of implementation mode of Electronic Data Interchange (EDI), removal of provisions for collecting fee on applications submitted to claim export benefits to reduce the transaction costs for MSMEs and start-ups, setting up of Air Freight Stations (AFS) off the air ports to do cargo processing in airports itself and leveraging of India Post negotiate lower costs with international freight carriers. (In https://www.livelaw.in/columns/highlights-of-draft-e-commerce-policy-143201 Source : www.livelaw.in)
THE IMPORTANCE OF BLOCKCHAIN FOR INDIA

TANVI RATNA AND NITIN SHARMA ARE RESPECTIVELY, POLICY COUNSEL AND FOUNDER INCRYPT BLOCKCHAIN

The unprecedented exuberance around blockchain is due to its promise of a completely new Internet—the Internet of Value. Beyond today’s Internet of information, what if the ownership of digital assets of any type—money, deeds, government records, financial instruments, or art—could be securely stored, tracked and transacted? Blockchain technology is considered revolutionary for its ability to enable the secure movement of assets, without intermediaries, with its economic impact projected to exceed $3 trillion in the next decade.

Globally, we are still in an exciting but nascent stage of blockchain’s evolution as it moves from the protocol stage to infrastructure, before mass consumer interfaces and application layers are dealt with. This is the perfect juncture for a rising power such as India to pay careful attention and capitalize on the enormous opportunities of this new Internet. Sectors such as financial services, agriculture, healthcare, real estate and utilities—all crucial for an emerging economy like India—can see tremendous benefits from the application of blockchain technology.

There are two worlds to blockchain—public chains that create trusted transaction networks between entities that do not know or trust each other, and private networks that are only between known entities. While private distributed ledger implementations may have incremental value, the essence of blockchain is in the power of decentralization. This is because the true value of blockchain is in creating consensus and trust between strangers. It is extremely important to understand that blockchains without cryptocurrency incentives (tokens) are just data networks, not value networks. Cryptocurrency tokens perform three key functions—maintaining decentralization by providing the necessary economic incentive for network nodes to validate transactions, enabling developers to build decentralized applications on top of blockchain networks, and allowing early-stage projects a new way to crowd-source capital and users.

Public blockchains offer tremendous opportunity for India across four dimensions, jobs, capital, solutions to India’s problems and global strategic positioning. When juxtaposed with the shrinking IT sector of India, slowing tech jobs, and India’s laggard status in emerging technologies, the advantages that blockchain offers cannot be taken lightly by Indian policymakers.

Gains for India: Blockchain is now the fastest-growing skill set demanded on job sites, with job growth rates at 2,000-6,000% and salaries for blockchain developers 50-100% higher than regular developer jobs. The decentralized nature of projects with distributed teams can translate into lakhs of high-paying jobs from all over the world being available to Indian developers.

Blockchain-based initial coin offerings (ICOs), when done correctly, open up a whole new channel for startup funding and tap into more than $20 billion raised through the ICO route. With its strong IT ecosystem, India can become a leading blockchain development hub and a major net beneficiary of global capital inflows. Solving Indian problems: Decentralized applications on public blockchains can solve myriad Indian problems, such as eliminating middlemen, providing data security, reducing corruption and tampering of financial ledgers, and improving the speed of service delivery by governments and corporations.

India’s global positioning as a technology powerhouse: Different emerging technologies, such as blockchain, artificial intelligence, and the internet of things will not work in silos but will converge. That is the space where the next Googles and Amazons of the world will get created. Blockchain is a foundational data/transaction layer and missing out on it will hurt India’s overall tech competitiveness.

Regulation in India: The current debate in India has, unfortunately, focused too heavily on trading and speculation, looking at cryptocurrencies as an investment tool, rather than understanding the potential of core blockchain technology and the basic role of cryptocurrencies as an incentive mechanism to secure decentralized transactions.

As core developers/shapers of this technology in India, we are fully cognizant and sympathetic to government concerns of money laundering, tax evasion, investor protection and capital flight. However, the blockchain sector is especially sensitive to regulation. Any regulatory action on cryptocurrencies that misses the nuance of separating speculative activity from core software development inadvertently shuts down core development as well. There are sufficient global examples of countries that have taken nuanced and cautious steps in regulating the technology, and are focusing on stopping illegal activity without hurting innovation.

In the current regulatory environment, Indian developers do not have to ability to develop open blockchain solutions at scale. Serious blockchain professionals are migrating rapidly to countries with more friendly regulations. As a result India’s ability to benefit from jobs, capital, local innovation and positioning is all curtailed without the talent ecosystem in place.

The government has legitimate concerns around money laundering, tax evasion and capital flight using cryptocurrencies. However, regulating the space is not too difficult with a light touch and intelligent policies.

Source: livemint
Riding on structured reforms including the infrastructure status and the implementation of Goods & Services Act, Indian warehousing and logistics sector is estimated to attract nearly $10 billion investments over the next 4-5 years. With addition of around 200 million sq ft warehousing space across India, total supply is expected to nearly double by 2022, estimated JLL India.

With e-commerce players expanding operations across the country, there has been a corresponding rise in demand for space from these companies in both tier I and II markets and this is expected to add to robust growth in Delhi NCR, Mumbai, Pune, Bengaluru and Chennai markets.

Warehousing and logistics sector has been growing steadily since 2017, when it was granted an infrastructure status. Structured reforms such as the implementation of Goods and Services Act, the formation of a Logistics Department under the ministry of commerce and industry and various other policy changes have directly or indirectly resulted in sector’s growth of the sector,” said N Srinivas, managing director, industrialservices, JLL India.

A key trend emerging now is the growing demand for warehousing and logistics space from tier II cities like Coimbatore, Guwahati, Lucknow, Jaipur & Ludhiana.

While the year 2018 witnessed a 22% year-on-year growth in total stock in Grade A & B warehousing space in top eight cities at 169 million sq ft compared to 138 million sq ft ft year ago, absorption clocked an unprecedented growth of 60% year-on-year growth to nearly 32 million sq ft last year from around 20 million sq ft in 2017. The robust growth in absorption reflects demand outstripping supply significantly and vacancies dropping below 10% level for the first time ever. showed data from JLL India.

With 24% share of total platform level investments in India in 2018, warehousing and industrial segment is expected to retain strong momentum over the next few years.

A number of private Indian developers are already considering investments into the investable grade real estate. These include Musaddilal, Panchshil, GWC, FWS, Hiranandani, Lodha Group, Jalan Group, Srijan, Apeejay, AllCargo among others.

Established and newer foreign funds-managed developers are considering different entry strategy. These include joint ventures, joint developments and acquisition of existing portfolio. Some of these names include Altico Capital, Ascendas FirstSpace, ESR, Hindustan Infralog (DP World + NIIF), IndoSpace, Embassy, LOGOS India, Morgan Stanley and Proprium.

Among sectors, third-party logistics (3PL) companies, ecommerce, auto & ancillary, retail and fast moving consumer goods (FMCG) companies accounted for around 60% of the absorption during the year.

Delhi NCR, Mumbai, Pune, Bengaluru and Chennai continued to be the top Hive markets in terms of demand & absorption. While Chennai, Pune and Ahmedabad registered significant demand from the manufacturing sector, Kolkata emerged as a major logistics hub due to its consumption and distribution advantage.

A dearth of good quality and ready supply in the market has forced occupiers to go for Built-to-Suit (BTS) developments that accounted for almost 26% of total absorption in 2018. However, in line with the demand and requirements, the developers are also aligning themselves to focus on creating quality spaces.” Srinivas said.

The year 2019 has started on a positive note for the sector.

Source: The Economic Times

WAREHOUSING MAY PULL IN $10 BILLION IN NEXT 4-5 YEARS

KAILASH BABAR
The Supply chain domain can be analysed in 7 key areas where management can exert a positive influence for the success of the organisation.

1. Picking the Right leaders: Management would never appoint a person with little or no manufacturing background to become the senior leader responsible for manufacturing. Nor would on the job training ever be appropriate for the head of sales or finance. It is seen that in several large companies where the senior supply chain person came into the role with no supply chain background!

   In an informal poll conducted of SCM executives working at large companies, about 52% SCM executives had no trainings or experience in the SCM discipline before they took up the assignment!

Supply chain today has become a complicated set of activities touching many business functions and processes, reaching beyond the company, powered by fast changing technologies and presenting a range of strategic opportunities that it can’t be completely managed by the unqualified executives, no matter how generally capable they might be. Senior supply chain executives need to have a background in SCM, with a formal education, significant prior experience or both.

2. Initiating Benchmarking and devising Metrics: The most effective supply chains achieve the greatest possible availability of goods at optimal levels of Inventory, transportation, and warehousing cost. Specifying the goals for improvement in these areas, requires knowing where you stand now. The management should be able to know where the company stand currently and push to do supply chain benchmarking and best practices analysis and must review the results periodically.

   However, may firms fail to conduct external best practices benchmarking. Many firms measure only what they can assess easily. They typically count only on interest cost, ignoring the cost of obsolesce, warehousing and draining investment of capital away from other more profitable projects (opportunity costs).

   When metrics are accurate and functionally aligned, wonders can happen. For example, put in place a set of metrics to track the effectiveness of SCM in reducing the working capital.

   The management must ensure that any tool ensuring to evaluate the customer service, assesses the company’s performance from the customers viewpoint. Then make sure the metric’s effectiveness is confirmed directly with several of the company’s best customers. Total assets employed including both physical and working capital should be measured and analysed in relation to supply chain performance. Furthermore, the evidence should be seen, that goals are based on benchmarks of the best practices and that they are shared cross functionally.
3. Setting Incentives for supportive behaviour: Having set up the best practice benchmarks and set up appropriate goals and to an effective measurement system in place, management should also establish reward and incentive programme to encourage employees to behave in ways that benefit the overall firm, not just the function.

Also, the key suppliers who will fully cooperate and the company improvement goal are achieved, should also be incentivised by such means as, not to press for price cuts, etc. Further, any savings to the firm that is directly attributable to the supplier’s efforts would also be shared 50:50. In essence, the suppliers are being fully compensated to help the company make its supply chain strategy work.

4. Keeping up with supply chain technologies and trends: Many of the most promising supply chain opportunities are made possible by sophisticated technologies that a company should take time to understand. Supply chains today are dense and complex. They involve cross functional participation and also deliver cross functional benefits. Major software advances have enabled companies to optimise distribution and production planning, inventory management, warehousing and transportation systems. Also, many technologies like RFID, chips and systems used in more innovative ways, advanced bar codes and others have emerged to make SCM more sophisticated.

There are now new developing technologies like, Block Chain technology, Internet of things, Artificial Intelligence etc. It is more important to make sure if the organisation requires these technologies, does it make business sense to invest and likely benefits of them in the long run, before we embark on any project implementation. Also, powerful process tools such as Lean and Six sigma are not being applied to the entire supply chain. Most companies that have adopted the leading supply chain system acknowledge that they use only a fraction of the promised capability.

This has to be improved with more user buy in and making certain that proper supplier support, adequate training and other resources are in place.

5. Eliminating the cross functional crossed wires: Can we explain the roles of each of our company’s functions in driving the results in a cross functional area? The management should be personally involved in developing a mature S&OP process. SKU (Stock keeping unit) complexities should be tracked and decreasing, as should be the obsolete inventory. The operations and supply chain function should be held equally accountable along with the sales and marketing for customer service and inventory. The management should also thoroughly understand, so that it can help harmonise the interplay of cross functional and supply chain priorities.

6. Adding supply chain insight to business planning: Any business initiative should ensure that no key information is missing from the planning stage. Supply chain consideration and expertise should be core components of business planning in addition to sales and marketing plans and promotions and of contract negotiations with customers and partners. That’s because lack of clarity can undermine the best strategic intentions.

7. Resisting the Tyranny of short-term thinking: Sometimes a near term focus leads to tactical decisions that conflict with one another, creating unintended and costly consequences in the supply chain. Management should guard, in particular, against allowing quarterly pressures to dictate the unprofitable long-term trends.

Analyse how unnecessary quarterly variability disrupts the flow of goods to the market place. In some cases, the sluggish sales for most of the quarter will be capped by end of quarter surge. The reverse case also can occur. Both the phenomena are caused by sales tactics that are misaligned with the supply chain planning objectives.

Evaluate the outcome: At the end we should carry out self-evaluation in structured way to measure the quality and depth of the involvement in supply chain strategy by assessing the programmes that we have or haven’t put in place.

Listed below are actions to be initiated if we don’t score well (High expectations) on the evaluation.

1. Start by hiring the best supply chain professional available.
2. Get personally involved in cross functions issues like S&OP, complexity CEO and working capital management.
3. Lead the company away from quarter end disruptions.
4. Reward the supply chain actions that benefits the entire company.
5. Invest time in learning about recent advances, including new technologies in the supply chain field.
6. Use bench marking and get advice from outside experts.

If we have scored well, don’t waste time dwelling on success. Build aggressively on the company’s supply chain strengths and dedicated to increasing the advantage over the competition.
It has been one year, since the Goods and Services Tax (GST) was implemented on July 1, 2017. The new unified tax regime is having a far-reaching effect on different industries, more so on the roads logistics sector, which is in focus. As had been expected, GST has resulted in the abolition of state-level VAT check-posts which in turn has reduced truck turnaround time (TAT).

Earlier trucks used to get stuck for days together at the check posts, but now it is not the case.

Another benefit that was expected from the implementation of GST on the sector due to increased compliance was a gradual shift towards organised players from small and fragmented transporters. There was also a likelihood of companies consolidating their warehousing network thereby bringing in efficiencies in overall supply chain management.

Examining the impact of GST on the road logistics sector, the following key changes are noticeable. So far there has been about 18-20% improvement in trucks TAT because of GST.

The removal of inter-state check-posts has led to significant reduction in waiting/idle time for trucks, thereby improving their TAT and efficiencies. In a recent survey, this was confirmed by 60% of transporters. The TAT reduction is more noticeable in states previously having a bad reputation of high waiting time spent at their inter-state borders – such as Kerala, West Bengal, Maharashtra, Madhya Pradesh and Bihar.

Similarly, since the GST came into force, companies are evaluating revamping their supply-chain networks and consolidating their warehousing network. GST was expected to spur consolidation of warehouses as need for tax-based warehouses got eliminated. However, consolidation has been restricted and has varied from sector to sector and; company to company.

The trend so far has been mixed – industries where it is possible to do so, have already implemented whereas in industries where there are logistic complexities to be considered, are somewhat slow. Logistics efficiency is one of the most significant factors influencing the location of warehouses, plus there are sector-specific factors that have also influenced the extent and pace of consolidation in each sector.

Industries like cement and tile manufacturing which have a more predictable demand that can be catered to from a centralized location, are quick.

One of the leading tile producers has already consolidated its warehouses, from 16-17 depots pan India to 2 post-GST and; is supplying directly to dealers, resulting in reduction in storage costs.

Also in this industry, logistics costs as a percentage of sales are significant at 20-30%. Hence, companies have strong focus on reducing their logistics costs, through measures including reducing warehousing costs.

On the other hand, an FMCG company had consolidated less than 10% of depots. In the case of consumer durables and some other sectors, maintenance of de-centralized warehouses remains necessary.

While for finished goods, the depots maintained for stock transfer can be reduced and direct billing from factories to dealers can be done, for spare parts, companies normally prefer to maintain some de-centralized warehouses so as to ensure part availability and timely customer servicing.

Close to 50% of the consumer-oriented companies are yet to consolidate their warehouses or are in process. Many companies are interacting with supply chain management companies who would help them redesign and revamp their networks going forward.
Consolidation of warehouses has mandated use of bigger trucks to move larger consignments to the bigger warehouse. However, the impact is yet to be seen as so far, the demand for big trucks has been driven primarily by stricter implementation of overloading restrictions in the last one year.

Nevertheless, many companies have reported increased demand for big trucks because of the need to expand operations due to increased demand for GST-compliant transporters.

Currently logistics costs average 13-14% of GDP and bringing the same down is one of Government’s key focus area. The implementation of GST and the full benefits of the same are bound to reduce long term costs due to reduced transportation costs, savings on warehousing costs and the associated efficiencies. Currently, only a small fraction of the companies surveyed have indicated cost reduction while others reported that costs are increasing.

Higher compliance costs related to GST due to technological upgradation, up-skilling of workers, penalty charges etc. have added to the cost-burden of transporters, which coupled with the increasing diesel prices, have taken a toll on their profitability.

These are short-term pains as reduction in truck TAT and setup of efficient warehousing networks would improve the overall efficiency in the system and bring about a reduction in logistics costs, over a longer period.

The implementation of the E-way bill from April 2018 is also favourable for the longer-term. A lot of transport companies have said their operations have become more systematic, and there is considerable time savings and paperwork reduction due to the digitization of processes. Although few companies faced difficulties due to teething problems like technical glitches, limited awareness etc., the overall response to E-way bill has been positive.

In conclusion, it can be said that the overall impact of GST has been positive on the Indian road logistics sector. Reduction in turnaround time, companies gradually moving towards the hub and spoke model of transportation, with warehouses being setup with logistics efficiencies in mind rather than tax savings augers well.

Although costs have increased over the near term, over the long-term, logistics efficiencies due to GST implementation would lead to reduction in costs. Additionally, implementation of E-way bill also will have an overall positive impact on the Indian road logistics sector going forward.

Source : ET AUTO

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### COMMODITY INDEX

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<th>Commodities</th>
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Source: ETIG Database dated 25th April, 2019
TRENDS THAT WILL KEEP YOUR LOGISTICS AND SUPPLY CHAIN BUSINESS AHEAD OF THE CURVE IN 2019

KUSHAL NAHATA
CEO, RESPONSIBLE FOR DRIVING THE VISION, STRATEGY AND GROWTH AT FAREYE

The year 2018 has been one of transformation for the sector, owing to the remarkable use of technology and the parallel growth of multiple other industries, especially ecommerce. The year 2018 has really been one of transformation for the sector, owing to the remarkable use of technology and the parallel growth of other sectors that depend upon logistics for their appropriate functioning. It is only natural that 2019 will see a meteoric transformation. Technology has moved from being an enabling function to a driving function. Here are the key trends that we believe will transform logistics & supply chains in the coming year:

Blockchain - The use of blockchain growing steadily in 2018 could prove to be a real game-changer in this space moving ahead. The use of this breakthrough technology allows industry players to efficiently track all types of transactions safely and securely. Besides this, the biggest advantage of using blockchain network is that it ensures complete transparency of logistics operations throughout the entire process, until the goods are finally delivered. All this builds a greater level of consumer trust, and saves time and cost in a great way. Currently, there are only a few companies that have implemented the use of this one-of-its-kind technology. However, moving into 2019, we would see a growing number of industry players leveraging the same to impart efficiency to their operations.

Hyper-personalisation & hyper-localisation: In continuation of chatbots, we saw a basic implementation of these bots at several instances in 2018. But the real challenge is how to humanise and hyper-personalise the experience. With email filters and SMS filters for ‘Notifications’, you don’t want the result of your million dollars of tech investment ending up in a place where they don’t even get noticed. Eighty percent of customers stick to a brand because they have managed to create personalised experiences. How do you create near-human experiences with the help of technology? We all know clearly that a one-size-fits-all approach just doesn’t work in any scenario. Pushing the limits of AI-based bots with hyper-personalisation on top priority will be an interesting trend to watch.

Hyperlocalisation has been established as a growing need in today’s world, as the consumer demand for instant personalised services has been only growing with time. Businesses are therefore expected to be fast in delivering products, and are focusing on building robust supply chains that are located close to both, buyer and seller. Various big ecommerce players are already using hyperlocalisation as a part of their strategy, and this is going to continue in 2019.

Lightning deliveries amidst capacity crunches: Same-day deliveries and expedited deliveries are the new normal. According to industry reports, customers are even willing to pay extra for these deliveries. However, brands cannot afford to place them at such a high premium to cover the entire cost of delivery – until and unless logistics becomes cheaper. The reality is that companies are facing serious challenges with regards to capacities. Volatile demand patterns, throat-slitting competition, rising fuel costs, expediting deliveries is, if anything, but a serious dynamic cost. Brands, especially consumer-facing ecommerce brands, need to find a way to balance hyper-fast deliveries in a consistent manner without eating much into their capacity. Having real-time and predictive visibility, intelligent capacity planning and flexible process control mechanisms go a long way in helping them strike this balance.

Building your logistics arm: Walmart in the past few years acquired a couple of logistics companies. Amazon is expanding its logistics capabilities. This brings up an important question: should all retailers have their own logistics arm? And is that the world we are gradually getting into?

As large players have started building their own logistics, then it can be safely assumed that it’s important and can generate significant business value. The kind of customer experience a business can provide by leveraging their own logistics arm will surely be better than someone else doing it for them. In other words, it’s always better to own a customer’s delivery when you own the customer.

Predictive multi-modal visibility: With global supply chain networks, multimodal transportation networks are only expected to grow. With this increasing complexity of such mesh networks, getting real-time and predictive visibility will be a core area for organisations to focus on. Even with the rising complexities, organisations can no longer take a reactive approach to managing exigencies and zero-day emergencies as it will have a domino effect in inventory management, service to the clients and go-to-market time. How cutting-edge, modern visibility platforms fit into traditional, manufacturing practices such as JIT and Kanban, and how they adapt to each of these specific scenarios is an interesting thing to watch out for.

Optimised reverse logistics: It is interesting to note that as much as 30 percent of all orders placed online are returned compared to only 8.89 percent when purchased from brick-and-mortar shops. Large volumes of returns can put unprecedented pressure on supply chain processes, especially in terms of logistics expenses. Poorly planned reverse logistics can cost businesses upto $260 billion. Optimising reverse logistics can not only save logistics costs but also help manage inventory better and increase an organisation’s ability to retain customers. Here’s one easy tip to plan reverse logistics better by leveraging analytics: businesses can align supplier and carrier data of a returned product with a reason behind the return. This can help businesses understand what’s exactly causing the returns and predict the same when they look like they will recur.

Omnichannel collaboration: Users are empowered with several ways and means to communicate, interact and engage with brands. Ensuring a consistent omni-channel experience and also continuity of dialogue across multiple channels is a challenge. For example, a user may have a query about delivery and may post it on Twitter. The updates and notifications that follow should automatically be coherent with his query and not stick to default formats. Artificial intelligence could be of great help here and the rise of chatbots will go through a whole new evolution in ensuring a seamless, consistent experience across multiple channels. These are some of the key trends that will impact the supply chain and logistics industry in 2019. But only time will tell where we will be by the end of this new year. Till then we hope your business keeps thriving and innovating as it did this year.

(Disclaimer: The views and opinions expressed in this article are those of the author and do not necessarily reflect the views of YourStory.)

Source: YourStory
GOVERNMENT E MARKETPLACE (GEM) CLOSES FY 2018-19 ON A HIGH NOTE RECORD FOUR-FOLD INCREASE IN TOTAL VALUE OF TRANSACTIONS IN 2018-19

Government e Marketplace (GeM), the national public procurement portal offering end to end solution for all procurement needs of Central and State govt. departments and PSUs has closed the FY 2018-19 on a high note. The year witnessed a four-fold increase in total value of transactions on the portal and doubling of number of sellers in the marketplace. There has also been an overall growth in other dimensions like number of categories, products and buyers. Despite such phenomenal growth in transactions, average rejection rate of supplies remained below one percent, which is proof of high quality of products/services offered on the portal.

Significant Milestones achieved in FY 2018-19:

- Grossed over Rs. 23,000 crores in Gross Merchandise Value (GMV) through more than 17 lakh transactions on the platform.
- Made over 8.8 lakh products available on its platform through a network of over 2 lakh sellers and service providers.
- These products and services are being bought by over 34,000 government organisations (Central, State Governments and PSUs) registered on the platform.
- 42% of transactions by volume are done with MSMEs registered on the platform.
- Buyers from across 36 States and Union Territories (UTs) are buying on the platform. 24 States and UTs have signed a formal MoU with GeM to adopt it as the core procurement portal in their respective territories.
- Average savings of more than 25% achieved across transactions on the platform.
- Integration with Quality Council of India (QCI) for ensuring quality compliances of the products and services offered through GeM.
- Traffic on GeM website has increased by 50% in FY 2018-19 Vs. 2017-18

During the year, GeM was awarded Digital India Platinum Award for ‘Exemplary Online Service’ by the Ministry of Electronics & IT (Meity). It was also nominated for the prestigious UN-ITU WSIS. GeM had taken up some special initiatives to spread awareness, train prospective users and promote inclusiveness in the marketplace. One such mega initiative was National Mission on GeM, organized during the months of September-October 2018. Launched on 5th September 2018, the Mission witnessed 315 capacity building exercises across 187 districts of 31 states/UTs.

Apart from the States, UT, Central Ministries and CPSU events, 18 dedicated theme-based events, which included technology architecture, services, credit facilities, legal framework, localization etc. were held to steer the future roadmap for GeM and strategize exponential growth. As a part of inclusive agenda, another special initiative was launched to enable Women Entrepreneurs and Women led Self Help Groups to showcase and sell their products on GeM. The initiative is aptly named as ‘Womaniya’.

Another programme like SWAYATT- an initiative to promote Start-ups, Women and Youth Advantage Through e-Transactions, was launched in February 2019. In association with Start-up India, GeM Start-up Runway has been initiated to facilitate Start-ups in selling innovative products and services to government buyers.

Since its inception on 9th August 2016, GeM has transformed public procurement in the country by leveraging technology and making procurement contactless, paperless, and cashless. GeM facilitates procurement at the right price, right quality and right quantity in a transparent and efficient manner. The platform reduces manual process inefficiencies and human interventions in procurement and enables increased coverage, access, and efficiency of faceless standardised public procurement.

Source : PIB, 15th April 2019
AURANGABAD BRANCH

IIMM Aurangabad has inaugurated Materials Management Week 2019 on 13th April 2019 at Hotel Ajanta Ambassador, Aurangabad; by Mr. Prasad Kokil - Managing Director of Sanjay Techno Products Pvt Ltd, Aurangabad. Faculty for the program was Mr. Seshasayee - Past Vice President, Mahindra Farm Equipment.

Chief Guest Mr. Prasad Kokil, has nicely articulated the theme “Operational Efficiency and Reducing Waste in Supply Chain and Moving Towards Circular Economy”, which is need of an hour now.

Mr. Seshasayee, presented the ‘Chakravyuh’, the Wheel of Life is an innate part of the Indian ethos. Accordingly, to complete the circle in every action blends with our psyche. With this backdrop, Mr Seshasayee endeavored lay out as how, our society has increasingly embraced consumerism, we have deviated from the path of conservation, and how, at this point, many corporates, driven by the desire to do good; by our environment; are coming back to ensuring a zero-sum with respect to their products. From the basic 3Rs – Reduce, Reuse, Recycle, how many companies and societies today are stretching this to incorporate the LCA – Life Cycle Assessment from the design stage. He interspaced his presentation with examples from the corporate world.

Proceeding for this program was done by Executive Committee member Mr. M. Phani Kumar and vote of thanks were offered by Vice Chairman, Mr. Sushant Patare. Branch Chairman Mr. K. Srihari briefed about IIMM and appealed delegates to avail IIMM life membership.

Alongwith with them, Vice President West Mr. Jitesh Gupta, NC Members, Mr. S.J. Sanghai, Dr. Narendra Joshi, Treasurer Mr. Lalit Lohade, Course Coordinator Mr. R.D. Jaulkar and Executive Committee Members, Mr. Shrikant Muley, Mr. Sudhir Patil, Mr. Santosh Pande, Mr Sunil Ved, Mr. Yogesh Koshe, Mr. Sushil Pande, Mr.
Ravi Kathavi, Mr. Ameya Kolte, distinguished Member Mr. N.B. Warade and others took efforts to make this program successful. Around 135 delegates attended this program.

**AHMEDABAD BRANCH**

**Report on 07th April 2019:** From the awesome feedback for our last session organized by Ahmedabad Branch with demand from our members, we organized a half-day workshop on “Life Transformation” By Mr. LOMESH DAVE, who is Entrepreneur, at “TRANSFORMATION Institute of Management” in Hotel Planet Landmark on 07th April 2019. Audience consisted of 79 professionals with family members who enjoyed the program.

Branch Chairman Mr. Pankaj Panchbhai and EC team Welcomes all participants. Member’s Family and guest enjoyed workshop. Participant’s age were ranging 11 years to 75 years. In first session, Mr. Dave elaborated on Focus and Mind state. In post lunch session he has demonstrated How to conquer our fear by small demonstration of cotton ball fire eating. Almost everyone tried it. Afterwards he has shown the right way of meditation for maximum health benefit. Workshop ends with appreciating to each participant with a medal having tag line “WHO AM I? ………… I AM A CHAMPION “

**Synopsis of Mr. Lomesh Dave’s workshop on “ Life Transformation “** is as follows.

**Belief System**:

There are three primary ways you can create self-confidence at any moment:

1. The quickest way is to make a radical change in your physiology: intense, radical changes in breathing, gestures, movement, and facial expressions.

2. Control your mental focus. The fastest way to change what you’re focusing on is to change the questions you’re asking yourself. Change from, “What happens if I fail at this?” or “Why do I always screw these things up?” to “What’s the best way to get this done now?” or better yet, “What’s the best way to get this done and enjoy the process?”

3. Change your core beliefs. Change from, “I’ve never done it before so I don’t see how I could do it today,” to “If I can imagine it, I can achieve it”

The Belief System Behind Successful People [YouTube Video](https://www.youtube.com/watch?v=N9GwS0I1OeM&t=24s)

**The Success Cycle:**

![Success Cycle Diagram](image)

Family members enjoyed the session and were keen to learn with fun throughout the sessions. Following remarks after session are self-explanatory.

From Mr. Indu Acharya our life member: Thanks to all the executive members of Ahmedabad Chapter... As usual today’s program was also excellent, my sincere thanks to the Chairman who took pain to attend all the participants one by one... Feeling proud to be a life member of IIMM Ahmedabad. It was really a motivational session for one and all regards, Indulal, CEO, Kel India Filters, Ahmedabad.
From Mr. Nitin Kediya our EC member Thanks Pankajbhai for ur kind words...but all possible due to
ur efforts, management, coordination...and the most important is that u always accepts team suggestion...and believe in team work...thanks Pankajbhai once again....

From Mr. Sudhir Shah our Distinguish member and member since past 4 decay: Heartly congratulations to dear Pankaj Chairman for this wonderful programme .I have seen for the first time in last more than four decades

From Mr. Dipak Goswamy our Distinguish member and member since past 4 decay: Well begun is half done
A good and right beginning always assures success.

First ever paid training program event saw over 70 participants would give a lot of encouragement to the branch to conduct more and bigger events. Well done, young team.

From Mr. Aakash Bhavsar our life member: Super Function and Great experience.

From Mr. Talpesh Patel our EC member: Only 1 word to mention the event!! Excellent from venue selection to organizing and execution.. One man army again.. Pankajbhai who has always given his best for all programs. Gaurangbhai and team supported well. Great Show Again!! Total Value for Money. Let’s have repetitions of such events! Thanks to all who were parts of today’s event.

From Mr. Malay Bhavsar our EC member: Observing transformation since yesterday... Truly STATE CHANGING seminar... Thanks to Sh Pankajbhai, Org Committee n IIMM colleagues...

From Mr. Suresh Kamdar our life member: Pankajbhai, Chairman and IIMM committee, it is a very nice programme have attended such programme first time. Do arrange such programme in future.

ALWAR BRANCH

Indian Institute of Materials Management, Alwar Branch Organized Two Seminars on "Effective Materials Management a tool to Increased Profitability for Industries " with Bhiwadi Chamber of Commerce and Industries on 15/4/2019 and Bhiwadi Manufacturers Association on 18/4/2019. At Bhiwadi Chamber of Commerce and Industries Mr. R N Choudhary , President , BICCI Inaugurated the Seminar. About 30 Members of BICCI attended the Program. Mr. V K Jain former National President IIMM and Mr. Lalit Raj Meena delivered the talk on the subject. Mr. V D Gupta , Chairman , Alwar Branch and Mr. Gulab Singh Rathore Jt. Secretary of the branch was also present in the seminar. Mr. V K Jain and Mr. L R Meena made brief presentation about IIMM, its courses, training , consultancy and allied activities . Mr. R N Singh President in his opening remarks made aware to the attending delegates about the importance of Stores and purchase and its impact on the profitability of an Industry.

HYDERABAD BRANCH

LOOKING FORWARD TO GO AHEAD FURTHER
1. As on the date of making this report by IIMM Hyderabad Branch, all branches in India have celebrated MM day 2019 and we congratulate all. We place on record our appreciations to each and every branch for carrying on MM day celebrations in a befitting manner. We once again thank the NHQ for selecting FUTURE TREND theme, keeping in view the Supply chains crucial role, needing to become circular to drive smarter strategies, eliminate waste and enable companies to maximize the value of their products and in the present trends, as linear processes are getting replaced by digitally driven networks coupled with Circular Economy with sweeping advances in technology, capturing new value for Business, and adding extra dimensions to Supply Chains.

2. Branch activities and beyond: We are proceeding with finalization of 2018-19 accounts and carrying out institute business by having regular monthly EC Meetings. Keeping in view our culture, at IIMM Hyderabad branch, we have celebrated Vikari Nama Samvatsara Ugadi festival – Telugu New Year Day by having traditional Ugadi patchadi. This aspect we are bringing out in branch news to promote our cultural heritage besides IIMM professional activities. We have also organized pooja in view of Sri Rama Navami festival.
3. **MM day 2019 Celebrations:** With all professional touch, involving industrialists, heads of few organizations, esteemed IIMMians of Hyderabad Branch, Executive Committee Members, Our Students, Our Former Chairman, and finally our VP South, Celebrated Materials Management Day on 21-04-19. We also had no. of inhouse programs deliberating on MM day 2019 theme.

The celebrations were commenced with Welcome address by Mr. A. Preetam Kumar, Chairman by inviting Mr. P. Mahender Kumar, VP (South), Mr. BHS Murthy, Vice Chairman, Mr. Md. Ziauddin, Hony. Secretary & Course Coordinator and Mr. DD Reddy, NC Member on to the dais followed by prayer by Ms. S. Suvarna, EC Member.

4. As per the program Mr. Md. Ziauddin, Hony. Secretary & Course Coordinator has placed on record about evolution of IIMM/MM Day, about IIMM education specially AICTE approved PGDMM courses with only 2 years duration. Also taken to the notice of august gathering about IIMM membership. Requested all to promote IIMM education and Membership by sponsorship more number of SCM executives to join in above PGDMM courses. Also invited the executives to become Life Members and Organizations/Companies to become Institutional Members.

And VP (South), Mr. P. Mahender Kumar, address the gathering very precisely and pointedly on the theme and about IIMM.

5. **Release of Souvenir:** We continued the process of making and releasing of souvenir during this MM day 2019 also, by collaborating with esteemed Vendors/Organizations with their Advertisements publishing in Souvenir. Besides this, published - message from National President, VP South, Chairman and Hony. Secretary. We have taken on 2 technical papers on the theme of MM day 2019, penned by Ms. S. Suvarna, EC member (Future of Business, Circular Economy: Role of Supply Chain – A Brief) and by Mr. Md. Ziauddin, Hony. Secretary, (Supply Chain – Gaining a competitive Edge through Today’s Circular Economy – to enhance Business Strategies) importantly included a brief on IIMM and Educational Courses. All appreciation goes to our Chairman Mr. A. Preetam Kumar in rolling out the Souvenir. The Souvenir was released by VP (South) in association with Members present on dais and in presence of all off the dais.
6. The keynote address and presentation on MM day 2019 theme: This main event was shouldered by none other than extempore spokesman our Chairman A. Preetam Kumar. He has taken the gathering technically to the fold of our MM day 2019 theme - Future of Business: Circular Economy: Role of Supply Chain by making an excellent presentation covering – Future of Business (The changing nature of Global Trade and Impact of Digitalization), Linear economy, Principles and Benefits of Circular Economy, recommendations to guide Enterprises, Role of Supply Chain and very apt case studies and finally ended with the following Take away - “Embracing sustainability as a major business driver, partnering with sustainable suppliers, and ensuring traceability to enable transparency, are all expected to pave the way for a truly sustainable world”.

7. The program was concluded with vote of thanks to all by Mr. Md. Ziauddin, Hony. Secretary & Course Coordinator, followed by Networking discussions and Dinner.

8. Photo Gallery:
9. We thank the Chief Editor – MMR and Chairman BoS for his advice to MMR team to take on to MMR board by publishing our Branch news leading to further development of IIMM Hyderabad Branch.

JAMSHEDPUR BRANCH

1. Inauguration of GDMM Classes: GDMM regular classes were inaugurated at the Centre for Excellence library. Mr. Rajeev Kumar welcomed all guests and students on this occasion. Chairman Mr. Shambhu Shekhar inaugurated the session by lighting the lamp and said that the world is changing fast with the speed of information sharing. The days to come will be highly demanding the supply chain professionals. I congratulate all of you to take the right decision by selecting to go for GDMM. The course is very comprehensive and the course materials are well written. You will be highly benefitted by this course. We have highly experienced faculty to take classes who will do justice with the subjects. Should you have any problem you may contact our course coordinator MR. G D Pandey or me. Mr. N K Mishra spoke about the various rules and regulations that have to be followed. Mr. Sarosh Vazifdar presented a vote of thanks.

2. Lecture Meeting : A lecture meeting was arranged on 16.03.2019 at 6.30 pm at CFE Library. Large number of students and members were present at the lecture meeting. At the outset Chairman Mr Shambhu Shekhar welcomed the audience and speaker Cdr. Mr. Sanjeev Raman. He requested NC Mr. G R Murti to present a flower bouquet to formally welcome Mr Raman. Chairman introduced the speaker.

Speaker Cdr. Mr. Sanjeev Raman spoke on “Perform to Deliver”. He gave various examples through a power
point presentation and said that it is very important to perform in the present world for survival. If you do not perform and deliver the result in terms of cash to the organisation, be it your own or where you are hired, not only the organization will suffer but also you will suffer too. He gave examples of many MNC companies who were closed due to non-performance of their employees. He also gave examples of some other MNC Companies who flourished due to good performance.

The lecture followed a very lively discussion session where question answer and discussion took place. Mr. C. Khan presented a vote of thanks in a very befitting manner.

MUMBAI BRANCH

The CPO Roundtable IX Edition of IIMM Mumbai Branch was held on 22nd February 2019 at Hotel Lalit, the theme being “CPO Strategies for Thriving in a Turbulent World”. The CPO started off with the Indian National Anthem being played and thereafter a two minutes silence in respect of the memory of martyrs at Pulwama was observed.

The lighting of lamp was done by Mr. Satish Palekar, Mr. Ravindra Sharma, Mr. Ashwini Nagia, Mr. Bala Iyer and Mr. Surendra Deodhar with Ganesh Vandana being played in the background and followed by a welcome address by Mr. Satish Palekar Chairman IIMM, Mumbai Branch. There after the convener of CPO roundtable Mr. Bala Iyer welcomed all participants, panellist and Mr. Ravindra Sharma – Director-Value Realization (SAP Ariba) who made a presentation on the theme of “CPO Strategies for Thriving in a Turbulent World”.

The panellists for the panel discussion were Mr. Ashok Sharma Executive Director &CPO (Marketing) - Bharat Petroleum Corporation Ltd., Mr. Shrirang Pangarkar, Head - Direct Procurement -Pidilite Industries Limited, Mr. Rupesh Agarwal - Procurement Director, Digital Transformation (Global) -Hindustan Unilever Ltd. and Mr. R. Janakiraman – Director – Global Procurement–UPL. The panel discussions held on topics namely, biggest disruption in various Industries and its impact on current stakeholders making organization more agile, strategy for thriving in uncertainty etc.

The significance of this forum for procurement and supply chain professionals dwells in the fact that the procurement function can have a significant impact on financial results, negotiating beyond price reduction while strengthening both the supply chain supplier relationships. The role of the CPO as a Strategic business partner has solidified over the past several years and within mature organization their mission has evolved into one of the key architects of forward facing strategy with the goal of unlocking value across the organization. Within this role the CPO now assists the organization in navigating through a global business environment characterised by exciting opportunity as well as rapid changes.

This forum provided opportunity to network share and learn best practices from the CPO of well reputed private and public sectors such Larsen & Toubro, Reliance, Godrej, Bayer India, Hindustan Unilever, Indian Navy, ONGC & BPCL among the major thirty organisations.

The Digital Brochure of DISHA 2019 was officially realised by Mr. Ashwini Nagia- Executive Director – Chief MM (ONGC). The CPO concluded by a vote of thanks given by Mr. Virendra Mantri, Treasurer – IIMM, Mumbai Branch.

NEW DELHI BRANCH

Delhi Branch of IIMM organized a Materials Management Day Evening Lecture on “Future of
Business: Circular Economy: Role of Supply Chain” at Chelmsford Club, New Delhi on April 23, 2019. Prof. (Dr) Saurabh Agarwal, Prof. & Dean, Indian Institute of Finance, Special Invitee of Economy & Supply Chain was invited to give a talk on the above subject. His varied experience and efforts in the field of SCM were highlighted by Dr. M.K. Bhardwaj, Chairman Board of Studies IIMM. The programme was attended by Professor, Past Chairman & Other members and students of IIMM. Mr. G Ajay Kumar Chairman Delhi branch welcomed Past Chairmen, Distinguished Members & Former National Presidents.

The vote of thanks was proposed by Mr. M K Mittal, Hony. Treasurer, IIMM Delhi Branch.

ROURKELA BRANCH

Indian Institute of Materials Management Rourkela Branch celebrated Materials Management Day and seminar on GeM Portal on 23rd April 2019 at Indo German Club Rourkela sec-2. Shri Dipak Chattaraj, The CEO of Rourkela Steel Plant has given his kind consent to grace the occasion as Chief Guest. all the Ed, GM, DGM of Rourkela Steel Plant and all the members of IIMM, Rourkela Branch had joined to make the celebration successful. Presentation given on GeM Portal by key note speaker Mr. Sudhnsu Pradhan (Busines facilitator, GeM).
VISHAKHAPATNAM BRANCH

IIMM, Visakhapatnam Branch has conducted Materials Management Day Celebrations on 23.04.2019 on the theme “Future of Business: Circular Economy: Role of Supply Chain”. at Hotel Diamond Pearl Visakhapatnam Steel. Senior Executives from various Industries and Like RINL Vizag Steel, NMDC, DCI, HAL, NALCO, CMA, BIOCON, Dr Reddy Labs, Indian Navy, RVR, NTPC, Defence, Railway and different sectors attended the Galaxy event.

It was explained to the participants by slide show and a short film that, IIMM is a premier professional body recognized by Govt. of India for promoting the profession of Materials Management through its wide network spread over the length & breadth of the country. IIMM is a Charter Member of International Federation of Purchasing and Supply Management (IFPSM), USA. IIMM, Visakhapatnam branch has been conducting the Professional courses GDMM (RG), PGDMM, CPSM, MBA [MM], DSM, DIT & PGDLM in the field of Materials Management.

Branch Chairman Sri N.Udayabhanu lead the event and Sri N.Ram Prasad, General Manager (MM), RINL, Vizag Steel Plant was the Chief Guest. Dr.Rabi Narayan Padhi, Hindustan Aeronautics Ltd (HAL), National Councilor, IIMM Vizag, Key note Speaker of the theme, Sri.V.K.Praviraj, General Manager (Materials ) DCI, Vizag, NC-IIMM Vizag, Course Director Mr. B.Durga Prasad, and Hon. Secretary Mr. A. V. Rajendra kumar participated the meeting. During this event various competitions were conducted to inculcate the importance of Materials Management profession and to match the upgraded needs of Indian industries.

Quiz competition was conducted at 4.30PM. Chief Guest and the Branch chairman delivered excellent speeches about the main theme of the event. The chief Guest presented mementos to Dr.Padhi, Meritorious students and Quiz winners. Vote of thanks was delivered by Mr.Rajesh kumar. The event was ended with a delicious dinner.
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EXECUTIVE HEALTH
SIMPLE WAYS TO LIVE A HEALTHY LIFESTYLE
PAIGE WAENNER

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.

MDP on “Digital Edge for Competitive Advantage”
Organised by CRIMM in Collaboration with IIMM Kolkata Branch on 6th April 2019
## AICTE APPROVED COURSES

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Programs</th>
<th>Approved By</th>
<th>Eligibility</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Post Graduate Diploma in Materials Management</td>
<td>AICTE</td>
<td>Graduate in Any discipline from any Recognised Univ.</td>
<td>2 Years</td>
</tr>
<tr>
<td>2</td>
<td>Post Graduate Diploma in SCM &amp; Logistics</td>
<td>AICTE</td>
<td>Graduate in Any discipline from any Recognised Univ.</td>
<td>2 Years</td>
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## IFPSM & WORLD BANK APPROVED COURSES

<table>
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<tbody>
<tr>
<td>3</td>
<td>Graduate Diploma in Materials Management</td>
<td>IFPSM Accreditation</td>
<td>Graduate or Diploma in Engg./Pharmacy/Hotel/Hospital + 2/3 Yrs Exp.</td>
<td>2 Years</td>
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<tr>
<td>4</td>
<td>Professional Diploma in Public Procurement</td>
<td>World Bank</td>
<td>Graduate in any Discipline or Diploma Holders</td>
<td>6 Months</td>
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## INTERNATIONAL COURSES

<table>
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<tbody>
<tr>
<td>5</td>
<td>Certified Purchase and Supply Manager (CPSM)</td>
<td>ISM – USA</td>
<td>4 years degree + 3 years of Relevant experience OR 3 years Degree + 5 years of Relevant experience</td>
<td>6 Months</td>
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<tr>
<td>6</td>
<td>International Purchasing &amp; Supply Chain Management</td>
<td>ITC – Geneva</td>
<td>3 Year Degree + 2 Years of Relevant Experience</td>
<td>11 Months – Modular Program</td>
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## IIMM SKILL DEVELOPMENT CERTIFICATE COURSES

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<tbody>
<tr>
<td>7</td>
<td>Certificate in Supply Chain Management</td>
<td>IIMM</td>
<td>Graduate or Diploma in any Discipline with 2 Years Exp</td>
<td>6 Months</td>
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<tr>
<td>8</td>
<td>Certificate in Contract Management</td>
<td>IIMM</td>
<td>Graduate or Diploma in any Discipline or 10+2 with 3 Years Exp</td>
<td>3 Months</td>
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<tr>
<td>9</td>
<td>Certificate in Logistics &amp; warehouse Mgmt.</td>
<td>IIMM</td>
<td>Graduate or Diploma in any Discipline or 10+2 with 3 Years Exp</td>
<td>3 Months</td>
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## IIMM PROFESSIONAL COURSES

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<tbody>
<tr>
<td>10</td>
<td>Professional Diploma in Stores Management</td>
<td>IIMM</td>
<td>10+2 with 2 Year Exp. Or degree in any discipline</td>
<td>2 Semesters</td>
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<tr>
<td>11</td>
<td>Professional Diploma in International Trade</td>
<td>IIMM</td>
<td>10+2 with 2 Year Exp. Or degree in any discipline</td>
<td>2 Semesters</td>
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### PROSPECTUS CAN BE HAD FROM FOLLOWING IIMM OFFICES

- **ALWAR** 09731245655 / 07877745655
- **AHMEDABAD** 09374012684 / 9909999711
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- **BHILAI** 0789-2892948/222170
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- **CHENNAI** 044-23742195/3742750
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- **DEHRADUN** 0135-2754588/9410397734
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- **DURGAPUR** 0343-2574303
- **GANDHIDHAM** 0283-2317111/231745
- **GOA** 0942307106 GREATER NOIDA 09816434359
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- **JAIPUR** 0741-2993817
- **JAMSHEDPUR** 0657-2224670/2223530
- **JAMNAGAR** 0288-2750171 / 9824238689
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- **KOLKATA** 033-2287971/22834963
- **LUCKNOW** 0522-5212288
- **Mumbai** 022-26863376/26864522
- **MUNDA** 09866927799
- **MYSORE** 0821-4202124
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- **NALCONAGAR** 09437081128
- **NASIK** 0253-2314206
- **NEW DELHI** 9818664267 / 9818030427
- **PUNE** 0241-2487143 / 08885501056
- **SURAT** 0261-2202682
- **TRIVANDRUM** 0471-2724952
- **UDAIPUR** 0294-2411969/2421530
- **VADODARA** 0265-2359090
- **VAPI** 9825113864

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**Ph**: 022-27571029, email: immedu@iimm.co.in

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