

ISSN 2320-0758

PRICE ₹ 50/-

MATERIALS MANAGEMENT REVIEW



Volume 16 - Issue 3 Date of Publication: 1-1-2020 No. of Pages : 1-60 January 2020



NATCOM 2019

**Mr. Malay Chandan Mazumdar - National President
took over the baton of the IIMM from the outgoing
National President Mr. G.K.Singh**



Lighting of Lamp by the Chief Guest and other dignitaries at NATCOM 2019



Mr. Animesh Chattopadhyay - Chairman NATCOM-2019 presenting the sapling to the National President Mr. G.K.Singh



National President Mr. G.K. Singh presenting Memento to the Chief Guest Mr. Subhasendu Chatterjee - Whole Time Director Haldia Petrochemicals Ltd.



National President Mr. G.K. Singh presenting Hans Ovelgonne Purchasing Research Award to Dr. M.K.Bhardwaj



National President Mr. G.K. Singh presenting the Innovation in Procurement Award 2019 was conferred to Coal India Ltd. Award received by Mr. T.K. Mishra



National President Mr. G.K. Singh and Dr. M.K.Bhardwaj presenting Outstanding Contribution Award for MMR to Mr. Ashok Sharma



Group Photo



Handing over of Natcom Flag by Kolkata Branch to National President

From the Desk of The National President



Dear Members,

Greeting from National President!!

I feel greatly honored to write my first message for MMR after taking over as National President on 29th November 2019 in Kolkatta NATCOM. I am thankful to my immediate predecessor Sh. G.K.Singh for passing on the baton to the new team after taking IIMM to great height during his two years tenure. There has been a significant all-round improvement in the field of education, industry specific courses, streamlining of various statutory compliances as well as improving the overall financial health of the institute. It is now the responsibility of the new team to fast track the various growth initiatives and take IIMM to greater height in next two years.

I am thankful to the team of National Council members and Chairman to elect a new leadership team at the national level which is a great blend of talent and experience. With the collective wisdom of the NEC team and whole hearted support from the National councilors, I am confident that we will be able to fulfill the aspiration of all stakeholders of IIMM.

The new NEC team has already kick started their activities and in this regard a Business plan meeting is organized on 5th January 2020. Detailed deliberations and discussions will be held in the meeting to have a clear vision and mission for next two years for the overall growth of IIMM. The gist of the discussions and deliberations of the business plan meeting will be put forth in the first National Council meeting which will be scheduled subsequently. Every regional VPs have already started their discussion with the representatives of various branches of their respective regions to have a better clarity of the various growth initiatives and various suggestions which will be put forth in the Business plan meeting.

I wish all members of IIMM fraternity Á Very Happy & A Prosperous New Year 2020.

With Warm Personal Regards

A handwritten signature in black ink, appearing to read 'Mazumdar'.

Malay Chandan Mazumdar

National President, IIMM

malay_mazumdar@yahoo.co.in

From the Desk of Chief Editor



Dear Members,

Adaptation of Manufacturing Units towards circular economy is gaining significant momentum across the globe citing the need of protecting and conserving natural resources, which are depleting at much more pace as against the pace of regeneration. Circular Economy is an alternative to a traditional linear economy (often described as a take, make, use, dispose economy) in which we keep resources in use for as long as possible, extracting the maximum value from them while in use, and then recover and regenerate products and materials at the end of each service life.

Second Industrial Revolution is often characterised by the use of Steel for several new areas of Industrial Mass Production and is directly linked to manufacturing Sector and economic growth. However, we should know about the implication of Steel Production in terms of Carbon Emission and how it can be minimised by using concept of Circular Economy. Since most of the Energy required for Smelting process (Extracting Metal from its Ore) in India is Coal Based, Steel Sector alone is significant contributor for Greenhouse gas emissions. However, Steel is a material most conducive for circular economy as it can be used, reused and recycled infinitely and recycling through Electric Arc Furnaces (EAF)/Induction Furnaces (IF) require 16% less Energy, 40% less Water and 58% less Greenhouse Gas Emissions than the Conventional Extraction of metal from Iron Ore.

India is third largest steel producer of the world. The steel sector contributes 2% of India's GDP and provide direct employment to around 5 Lakh people, however, it is characterized by the presence of a large number of small steel producers at various levels. According to National Steel Policy, India has crossed 100MT mark for production of steel in 2016-17 and seeks to achieve 300MT steel producing capacity by 2030 with a contribution of 35-40% from Steel Production from Scrap through EAF/IF route. This shall increase requirement of steel scrap from present level of around 30 million tonnes to more than 70/80 million tons by 2030.

The National Steel Policy envisages to set up Environmentally Sound Management system for ferrous scrap which can encourage processing & recycling of ferrous scraps through organized and scientific metal scrapping centres across India thus by generating around 3 lakh jobs. It will not only minimize dependency on import of scrap but also make India self-sufficient in scrap availability. This will also promote resource efficiency in steel sector and help all stakeholders engaged in collection, dismantling, processing, transportation etc. so that sustainable development of scrap-based steel industry can be ensured

A handwritten signature in black ink, consisting of a stylized 'M' and 'K' followed by a surname.

(DR. M.K. BHARDWAJ)



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

Chief Editor & Publisher:

Dr. M. K. Bhardwaj

Past President, IIMM &
Former Director Ministry of Defence

Core Committee :

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

National President :

Mr. Malay Chandan Mazumdar
ONGC Petra Additions Ltd.

Editors :

Mr. H.K.Sharma, Sr. VP
Dr. Harendra Kumar, VP (North)
Mr. Shivaji Sinha, VP (East)
Mr. Surendra Deodhar, VP (West)
Dr. Rabi Narayan Padhi, VP (South)
Mr. Dharamraj Kumar, VP (Central)
Mr. J.S. Prakash Rao, NS&T
Mr. G.K.Singh, IPP
Prof.(Dr.) V. K. Gupta - IMT, Ghaziabad

Correspondence :

MATERIALS MANAGEMENT REVIEW

**Indian Institute of Materials
Management**

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

Phones : 011-43615373

Fax: 91-11-43575373

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

Website : www.iimm.org

Printed at :

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



MATERIALS MANAGEMENT REVIEW

Volume 16 - Issue 3

(January 2020)

CONTENTS

PAGE NO.

■ WILL MAKE INDIA A BETTER PLACE TO DO BUSINESS	6
■ IMPLEMENTING ENTREPRENEURIAL SUPPLY CHAINS	11
■ INDIA AT LAST FINDING SOME WAYS TO REGULATE IMPORTS-CURBS ON NON-ESSENTIAL GOODS	13
■ BLOCKCHAIN - BOON FOR SUPPLY CHAIN	19
■ COMMODITY INDEX	22
■ HOW WE WANT FUTURE OF PROCUREMENT... TO LOOK LIKE.!	23
■ GST - ANALYSIS AND OPINIONS	26
■ REPORT ON NATIONAL CONVENTION 2019 CHRISTENED "NATCOM 2019" HOSTED BY KOLKATA AND JAMSHEDPUR BRANCH DURING 29-30 NOVEMBER, 2019 AT KOLKATA	27
■ THE ERA OF THE DIGITAL SUPPLY CHAIN TRANSFORMATION	33
■ WHY INDIA NEEDS A SUPPLY CHAIN TALENT PIPELINE	35
■ A NEW APPROACH TO INDUSTRIAL POLICY	37
■ INNOVATION & INFRASTRUCTURE WILL HELP INDIA TO BECOME USD 5 TRILLION ECONOMY: PIYUSH GOYAL	38
■ IMPACT OF TRADE AND ECONOMY IN SUPPLY CHAIN	39
■ COMPETITION COMMISSION OF INDIA - REFLECTIONS ON A DECADE LONG JOURNEY	41
■ HOW CUSTOMIZED WAREHOUSING AND LOGISTICS IS ADDING VALUE TO MODERN MANUFACTURING	46
■ EMERGING IMPACT OF 5G SUPPLY CHAIN - RE-ENERGISE FOR GROWTH !	47
■ WTO UPDATE : MEMBERS URGE CONTINUED ENGAGEMENT ON RESOLVING APPELLATE BODY ISSUES	50
■ BRANCH NEWS	51
■ EXECUTIVE HEALTH	57

NO. OF PAGES 1-60

Edited, Printed & Published by :

INDIAN INSTITUTE OF MATERIALS MANAGEMENT

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

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

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

Website : www.iimm.org

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





WILL MAKE INDIA A BETTER PLACE TO DO BUSINESS

NARENDRA MODI
HON'BLE PRIME MINISTER OF INDIA

P rime Minister Narendra Modi says the private sector must continue to believe in the India story, assuring that he will do his best to make India a better place to do business. In his first interview after assuming office in the second term, the PM tells **ET** that he is working towards long-term growth, not the kind which happened between 2008 and 2014.

What is your message to boost investor confidence?

In today's world, any discussion or debate across various forums on development, economic growth or political stability, attention of the world is automatically attracted towards India. Expectations from India are not only from within the country, but even in the context of global growth and development a lot is expected from our country. At the same time, unprecedented mandate given to our government during the recently concluded election in the largest democracy has further raised the hopes and expectations.

Performance of our government during the last five years has shown the scale, speed and direction in which we work. This has given a new benchmark for the country to judge the performance of the government. I consider it a very positive development that there are a lot of expectations from us even though we have not yet completed even first 100 days of the new government.

Strong and sound economic fundamentals coupled with stable government with increased majority — I see these as the reasons for this kind of high expectations. I would request experts to see this government as a government in continuity from last five years, and not in isolation. Similarly, with respect to economic policy, I would request people to analyse the impact of two budgets together — one presented in February and another one in July 2019.

It has been a common practice established over the years in our country to judge a budget based on what it has given or provided for specific sets of people and sector; based on what individual groups get, experts from those groups would analyse the budget. But now, time has come to look at the macro picture of how the budget will propel our country forward and what it will contribute towards world growth, rather than the micro picture of just 'who got what'. I understand that this would mean a paradigm shift from the conventional thinking; but I am sure that in the coming months and years this aspect would find its place in intellectual debate.

Economic pundits may analyse the performance of last five years which would give an indication of our commitment and delivery. Our government has proved that we are fiscally responsible, we have kept the

inflation under tight control. It has good relations with all major economic powers. Interest rates have fallen. Reforms like Goods and Services Tax (GST) and Insolvency and Bankruptcy Code (IBC) have been acknowledged to have benefited the economy. Logistics have become much more efficient. Stressed and stalled assets are getting resolved. Infrastructure is being built at an unprecedented pace.

I consider entrepreneurs as India's 'Growth Ambassadors'. I want to tell them that our government will leave no stone unturned to make India a better place to do business in all aspects. We want entrepreneurs to get better productivity and better profits, we want our industries to grow in speed and scale, we want our businesses to get access to bigger markets, both at home and abroad. We want our investors to earn more, invest more and create more jobs.

Recommended By Colombia : Viewed in a global context, investors can be assured that India is the best destination in the world.

In the last term you implemented broad structural reforms such as the GST and the bankruptcy code and ease of doing business. However, attaining the \$5 trillion goal will require bolder steps. What are the other measures that the government has in mind?

Let us, for a moment, step back and evaluate how big a reform GST was in a complex country, plagued by reform inertia for decades. It set in place a process of formalisation, which is irreversible and self-sustaining. Through IBC, we sent a message that entrepreneurial failure is neither fatal nor final. We put in motion an exit mechanism which is a win-win for the creditors, the workers and the market.

Setting higher goals and objectives and achieving them had been the hallmark of our government during the last five years. Let me take you back to November 2018, when the then President of the World Bank, Mr Jim Yong Kim, commended India's 'historic rise' in the 'ease of doing business' rankings. He said that it was "remarkable that a nation of over 1.25 billion people has achieved a rise of 65 ranks in a short period of 4 years." This kind of performance gives us further confidence in setting still higher goals. Five years ago, who would have thought that:

India can implement GST;

India can achieve status of an open defecation free nation; India can provide electricity connection to all households;

India can provide access to clean cooking to more than 8 crore families;

India can provide health insurance cover of '5 lakh to more than 10 crore needy families.

We have laid a solid foundation for high, sustainable growth over the long run. India has broken the perception that developing countries cannot grow at a higher rate for a reasonable period without getting into the problem of overheating, that is, higher inflation. During the past 5 years, India witnessed the highest average growth rate with lowest average inflation. All the macro-economic parameters such as current account deficit, fiscal deficit, inflation, etc. were brought down to acceptable levels. This helped in restoring confidence in the economy and witnessed unprecedented FDI inflows.

Indian economy was used to growing in a particular manner for almost 45 years after Independence. From 1991, the country tried to change gear and ventured into a different philosophy of growth and development. There was a beginning, but unfortunately due to political instability it never gathered pace which was required to uplift crores of poor people from their state of destitution and deprivation. Thanks to the highest rate of average growth during the last 5 years, we were able to bring crores of poor families out of this situation.

When we talk about economic growth, it means wealth creation for the nation. It does not mean more money into state exchequer, it means more money in the pockets of people. It is wealth creation which will lead to prosperity for all. Experiences of last five years give me the confidence that this country and people of India have everything in them to achieve higher goals and higher objectives. I am confident that 1.3 billion people comprising millions of farmers, lakhs of industrialists, hundreds and thousands of young entrepreneurs and start-ups, women, through their collective endeavour, will take us there.

Through you, I want to motivate our industrialists to believe in the India story and in the long-term potential of Indian market. They should carry on their business and complete their investment plan without any confusion. I reassure all honest and law-abiding businesses of all possible support from our end.

The vision for the next five years is to have investment-led growth. We are targeting '100 lakh crore worth of investment in the coming five years. To achieve this vision, the government is working on policies to promote inflows from domestic as well as foreign sources. This would entail further liberalising our FDI policy, simplification of labour laws, further enhancing ease of doing business, power sector reforms, asset monetisation and asset recycling in public sector, and reforms in banking, insurance and pension sectors. While investment has to be driven by private sector, the government will do its bit to 'crowd-in'. In undertaking all these reforms, the government will work with an open mind in consultation with all stakeholders.

Most MNCs are tweaking supply chains in view of the trade conflict between the United States and China. Experts feel that this represents an opportunity for India to attract FDI. Does the government have a strategy in place to attract such investments? India today offers skilled human resources, rapidly improving infrastructure along with one of the world's biggest

markets. For anyone looking to shift base, India is an ideal location. There is no doubt that the ongoing events are creating opportunities for some economies. But our policies are not designed to get some short-term benefit out of transient disruptions being seen around the world. We are focused on improving our competitiveness through long-term reform measures. It encompasses steps towards improving our ranking in ease of doing business, tax reforms with lowering of tax rates and simplifying procedures, labour sector reforms to encourage formalisation and FDI-related reforms to further liberalise the investment climate.

The key story is about how the Fortune 500 companies see their production shifting. We would like them to diversify more, to do more production in India. We are constantly talking with these firms and understanding the difficulties that they face. We are very focused on creating the financial, regulatory, capital controls, taxation, labour and infrastructure environment to make it convenient for global firms to bring goods in a friction-less manner into India, run factories or service centres here, and re-export the resulting products. As an example, the GST will soon rise to the full 'model GST' treatment of GST-on-imports coupled with zero-rating of exports, which is the most export-friendly indirect tax structure.

The Indian private sector does not seem keen to invest right now. What can be done to change this?

I do not think this is a one-dimensional problem. Indiscriminate lending of the past created excess capacity as well as NPA problems. While we have brought the NPA issue under control, there is a requirement of optimum capacity utilisation for the private sector to make fresh investment. This depends on the domestic and international demand. We are facing some headwinds on this. One of the major reasons for domestic demand being curtailed is the credit constraints. So, it is a vicious cycle, which is at its last stage.

In order to boost credit flow, the plan to recapitalise banks has been set in motion. Further, they are being encouraged to lend to Non-Banking Financial Companies. It is bound to improve availability of credit for the private sector and boost the economy while securing trust of the markets. Also, the government is fully behind the idea of 'minimum government, maximum governance'. Strategic disinvestment of select Central Public Sector Enterprises (CPSEs) remains a priority area for the government. This would open up many new sectors for private investments to chip in.

We have ensured clean lending and sustainable growth and I think that it is just a matter of a short time before we see the private sector booming again. With capacity utilisation crossing 75%, we would see growth in investment from private sector in the coming months. At the same time, the government will continue to aggressively push public sector investment and accelerate the execution for these projects to 'crowd-in'. We have seen many domestic and international companies across sectors who are seeing growth in the coming quarters and are investing. Various ministries are in continuous dialogue with different industries to enable the private sector to grow at their full potential. We are willing to go as far as needed to ensure that

'animal spirits' are revived and our entire private sector is bullish.

The years between 2014 and 2019 saw a sustained upsurge in FDI. Is the government contemplating further measures to boost FDI?

Even when global value of FDI inflow is declining, we have maintained steady level of about US \$65 billion of FDI inflows. The years between 2014 and 2019 saw a sustained upsurge in FDI. India received US \$286 billion worth FDI between 2014-15 and 2018-19, which is a 50% increase over the previous five years. The budget has envisaged a rise in FDI limits in certain sectors such as insurance. The bulk of FDI decision-making by global companies is no longer influenced by FDI capital controls that India has, as our capital controls against FDI are gone in most sectors. Now the questions are about India as an operating environment. This involves financial regulation, tax policy, tax administration, the behaviour of regulators, predictability of policy, quality of infrastructure. We are constantly talking to MNCs and understanding what difficulties they face while operating in India. We have addressed many of these issues in the ease of doing business effort and the balance of this agenda is the area that we will now focus on.

We have also announced in the budget a scheme to invite global companies to set up mega-manufacturing plants in sunrise and advanced technology areas such as semi-conductor fabrication, solar photo voltaic cells, lithium storage batteries, solar/electric charging infrastructure, computer servers, laptops, etc. and provide them investment-linked income-tax exemptions and indirect tax benefits.

India and US appear to be talking past each other on trade issues. What do you think is the way forward?

India and US are mature democracies with various forums of engagement on trade. Our countries are at different stages of development with different strengths and varied domestic market requirements. We have had pretty constructive dialogues in the last few months on various facets of trade and commerce and we are positive it will result in a win-win situation for both countries.

What is the government doing to boost exports?

Exports form an integral part of our growth model. This is where 'Make In India' is making an impact. Today, for example, some of the coaches of metro trains running in Australia were made in India. It is earning a good name for our country there!

Part of our vision to double farmer income by 2022 is driven by a focus on increasing exports. We are not looking at farmers as just producers but as potential exporters. In this, value addition by way of food processing will play a big role. To strengthen this, we have already set up many mega food parks, and many cold chain projects are being set up.

We are not looking to boost exports by incentives only, we also want to improve the competitiveness of our exporters. Various measures taken to improve the ease of doing business have resulted in an easier regulatory environment, and we are striving every day to make it better. Lower interest rates, improvement in logistics

sector and simplification of GST are some examples. The new automated refund system for GST will help exporters.

The economy is experiencing a slowdown right now. The budget has taken some steps, can we expect more measures? The budget is neither the beginning nor the end of our work in economic policy. My team and I are thinking about these issues all the time and acting on them. The Budget announced '70,000 crores capital in public sector banks to boost credit growth in the economy. Ideas such as asset monetisation, asset recycling and a continued focus on strategic disinvestment are aimed at raising funds for public capital expenditure. These measures will boost growth and crowd-in private investment soon.

The issue is not merely about lowering of policy rates by the monetary policy committee, but also about the cost and availability of credit. The transmission of monetary policy is important. We are working closely with the Reserve Bank and the banking system to remove blockages in the flow of credit, especially to small and medium enterprises. We are also looking to remove all delays in government payments and tax refunds so that cash-flow in the economy revives.

Surplus liquidity in the international financial market provides an opportunity to tap capital at lower rates. This makes lot of investment economically viable. All of us will agree that India needs investment in infrastructure. We remain committed to invest record amounts in urban as well as rural infrastructure, which shall lead to 'ease of living' as well as create more opportunities for people.

Amid a sustained crackdown on corruption, there is also concern about some actions by investigative agencies and tax authorities. What steps are being taken to allay such fears?

For the vast majority of income-tax payers, considerable progress has been made—today refunds are credited to bank accounts automatically within weeks without any need for the taxpayer to go and pursue it with the officer. This has benefited literally crores of people and many have appreciated this. We are starting faceless assessment of income-tax return. This will eliminate human interface to a large extent.

For tax evaders, we gave an amnesty scheme before demonetisation. Those who failed to use it may have suffered. If we look at the number of searches in one year, it is not even 1,000. During 2017-18, number of groups where search operation took place was 582, and in 2018-19 it was 980. When you see this number in the context of total number of tax payers, it will not be even 0.02%. So you can understand how scarce these actions are. However, it is a fact that some black sheep in the tax administration may have misused their powers and harassed taxpayers, either by targeting honest assesses or by taking excessive action for minor or procedural violations. We have recently taken the bold step of compulsorily retiring a significant number of tax officials, and we will not tolerate this type of behaviour.

I have also instructed the revenue secretary to come up with measures to ensure that honest taxpayers are not harassed and those who commit minor or

procedural violations are not subjected to disproportionate or excessive action. The post of member (taxpayer services) will be activated in both the CBIC and CBDT by posting a very senior officer for this charge. They will be responsible for improving taxpayer services and will keep a watch on grievance redressal.

In order to reduce litigation and to effectively reduce taxpayer grievances and litigation, the monetary limits for filing of appeals by the tax authorities have been increased significantly. This limit used to be '25 lakh for appeal in Supreme Court, '20 lakh for High Courts and '10 lakh for income tax appellate tribunals. In the last one year, these limits with respect to income tax cases have been increased to '2 crore for SC, '1 crore for HCs and '50 lakh for appellate tribunals. This will reduce pendency in higher courts and will allow departments to concentrate on litigation involving complex legal issues and high tax effect.

GST was a big reform and we have seen constant tinkering and changes through the last 2 years. Are you satisfied with the evolution of the GST system?

GST was a massive reform of a scope and size not seen anywhere in the world. When such huge reforms involving all states and Centre happen, transitional and teething troubles are inevitable. Compared to the experience of other countries with even smaller reforms, our record is outstanding. But my nature is that I am not easily satisfied. We must improve the system and reduce cost of compliance. Streamlined procedures for return filing and for refunds are being introduced this year. Once these are fully rolled out there will be a substantial easing of compliance. There were some transitional issues. Many have been sorted out. I know that some remain. I have asked officials to work through the GST Council to sort out the remaining pending transitional issues of genuine taxpayers and also remaining MSME issues on a priority basis, taking a sympathetic approach.

One aspect of GST, that is consumers' benefit, has always been ignored while analysing the performance of GST in the country. Thanks to the rate reductions, one study points out that average middle-class family saves about '1,500 per year in the form of lower tax on their household expenditure. We need to encourage digital transactions, which would bring further benefits to consumers and sellers. We need to inculcate habit of asking for bills while doing any purchase.

Through your media house and other people from media, I would request to start a consumer awareness campaign which should also focus on digital payment and bill seeking behaviour.

You may not be aware, if a business does his transactions through digital means, even with a turnover of about '1 crore, he will pay zero income tax. With availing some of the deductions in the form of savings and housing loan incentives, even one with a turnover of about '1.5 crore would end up paying zero income tax.

You have been vocal about the legacy issues of indiscriminate lending, this has also resulted in stress in other sectors. Do you see light at the end of the tunnel?

Five years ago, we inherited a totally broken financial system. I had an option to let the country know the state of affairs in 2014 itself. However, I preferred to do the plumbing job silently as any such disclosure in 2014 would have shattered the confidence of investors who were looking at India with high hopes. I could have got some political mileage but it would have done severe damage to our future growth prospects. The economy between 2008 and 2014 was like a body bloated due to water retention. Do we want that kind of growth, where money just exchanged hands and no sector actually grew. We are taking concrete measures for the long term and I am sure the results will be positive.

Today, we have not only pulled out our public sector banks from disarray, we have also made them stronger and functional. We have provided them the growth capital – almost to the tune of '3 lakh crore, we have ensured functional autonomy, through Bank Board Bureau – the human resource management has witnessed a paradigm shift, we have brought in private sector talent. We have reduced the number of PSBs through well charted consolidation process.

Due to all these measures, the credit growth has revived during the last one and a half years, but a lot more is still desired. I appeal to all the bankers to meaningfully pass on the benefits of low inflation to borrowers. They should also make use of significant surplus liquidity available in the system at the aggregate level. No growth is possible if bankers stop taking decisions on day-to-day basis. I reassure the banking fraternity that all their decisions taken in good faith with sound business rationale would not face any witch hunt.

Sectors such as automobiles, real estate and mining are experiencing slowdown. Are specific measures in the works to turn around the situation?

Demand in these sectors will revive with the acceleration of economic growth in the coming period. A continued focus on ease of doing business, availability of lower cost credit, stability in policy environment are key to sustaining long-term demand in these industries.

Let me start with the mining sector. The whole world has acknowledged that after the scams of the previous regimes the natural resources allocation mechanism was in need of a massive clean-up. We have done that successfully and put in place transparent mechanisms for these allocations. This was a disruptive reform and naturally the system will take some time to stabilise. Notwithstanding that, in 2018-19, the mineral sectors apart from oil, gas and coal grew 9% in volume terms and double digits in value terms. Nevertheless, we are focused on the few problems identified in this sub-sector and are doing everything necessary.

We are focused on reviving the housing sector, ensuring sustainable growth for developers while protecting the interest of the home- buyers. RERA was a massive step in this direction. As a result of this step, trust in the market, which was in short supply due to the actions of a few black sheep, is returning. Further, as you saw in the budget, we announced many measures to stimulate the housing sector. Interest paid on housing loans is allowed as a deduction to the extent of '2 lakh for self-occupied property. We announced an additional deduction of up to '1.5 lakh for interest paid on loans

for the purchase of an affordable house up to '45 lakh. Last year, we had also seen how the GST council reduced rates for under-construction housing. These are all demand boosting measures. We have also come up with a model tenancy law, to further stimulate rental housing. The government is actively talking with the stakeholders of the housing sector to make the sector sustainable while making it profitable for developers and affordable for home-buyers.

On automobiles, the finance ministry has had a constructive dialogue with the industry. The slowdown is transient, accentuated by credit constraints, some regulatory changes and passiveness in demand. I believe that both demand and the industry will bounce back strongly and soon. I would like to assure everyone that India has a large enough market and big enough policy space to ensure growth of internal combustion engine (ICE) based automobiles as well as electric vehicles (EVs). There is no need to speculate about the growth of either of the two. We are in a unique situation where both ICE and EV based automobiles can co-exist, co-create and learn from each other.

We see a growing debate around data privacy, protection and its commercial exploitation. What are your thoughts on this issue and the economic opportunity it presents?

The way I see it, the profound impact that the domain of software and information technology had on India's economy in the nineties, will be replicated by the domain of data and related ecosystems in India in the near future. We must look at data as an opportunity. The massive amount of data being generated, stored and understood is creating its own huge ecosystem of jobs, companies and businesses around it. With its talented youth, growing economy, conducive government and massive market, India can become the hub of data science, analytics and storage.

Data privacy and protection is an evolving paradigm around the world. We believe that personal data protection for every single citizen is a must and we are in the process of evolving a framework for the same. We see Right to Personal Data in the Machine Intelligence Age in a manner akin to Right to Private Property at the dawn of Industrial era, as not merely a mechanism to protect but also as an enabler to spur commerce in ways we haven't fully foreseen.

You have identified water conservation as big objective of your second term. Is your larger economic goal to reduce the dependence of the Indian economy on the monsoon. If so, how?

Your paper is linked to the economy, so it is natural that you are looking for economic angles on this issue. We are currently celebrating Gandhi150 and especially at such a time we should not forget his trusteeship model. Our model should be based on 'Sarvajan Hitay, Sarvajan Sukhay'. In our last term, we ran a huge movement for Swachh Bharat and focused on eliminating open defecation. There was an economic angle to that as well, toilets constructed gave jobs, etc but more important was the goal of building a healthy society.

We played a big role in the formation of the International

Solar Alliance. We should not look at it from the limited prism of investment, this was a big shift to protect our natural resources. So, it would be a mistake to limit water to only the economic angle. Just like in increasing the forest cover we do not merely look at the economic angle, similarly in a large and populated country like ours, water conservation should be in the nature of the common man. To take India ahead, economic steps are as important as behavioural change. When a farmer chooses drip irrigation, there is an economic angle of sale of sprinklers, etc, but more importantly water is conserved. Economic benefit of water saved is a natural byproduct.

Media publications like yours played a big role in making Swachh Bharat successful. I would urge you to similarly adopt the cause of water conservation and educate your readers about its benefits and importance, its impact on our GDP growth, decreasing malnutrition, decreasing diseases, etc. Jal Shakti Abhiyan is not intended as a mere government initiative. It is a mass-movement, driven by the partnership of the Centre, states and the 130 crore people of India.

What was the government thinking behind the decision to withdraw Article 370?

I want to be clear that our decision on Article 370 is purely a domestic one. Let me tell you I have taken this decision after great deal of thought and I am quite certain about it and will take it forward for the benefit of the people.

You called for investments into Jammu & Kashmir during your address to the nation on Thursday where you gave a call to build a 'Naya Kashmir'. How optimistic are you about this happening?

I am very confident of this happening. In fact, leading entrepreneurs have already expressed their interest in investing in Jammu & Kashmir. In today's world, economic growth cannot happen in a closed environment. Open minds and open markets will ensure that the youth of the region will put it on the path of greater progress. Integration gives a boost to investment, innovation and incomes.

Investment needs certain conditions: stability, market access, predictable laws being some of them. The recent decision on Article 370 has ensured all these are present and so investment will definitely flow, especially since the region offers investment opportunities in various domains like tourism, agriculture, IT, healthcare to name a few. This will help develop an ecosystem which will give better rewards to the skills, hard work and products of the people in the region.

Better avenues of education like IIT, IIM, AIIMS will not only give more educational opportunities to the youth but also give the region a better workforce.

Connectivity related projects like roads or new rail lines, modernisation of the airports, all of these are being accelerated. Better connectivity, better linkages and better investment will help products of the region reach across the country and the world, leading to a virtuous cycle of growth and prosperity to the common man.

● ● ●



IMPLEMENTING ENTREPRENEURIAL SUPPLY CHAINS

DR.C.SENGOTTUVELU, CPM(ISM-USA)
PROFESSOR, DEPT. OF PG MANAGEMENT STUDIES
ACHARYA BANGALORE B-SCHOOL, BENGALURU
sengottuvelu138@gmail.com

Abstract : This paper emphasis on the need for creating entrepreneurial supply chains. Growth and innovation are two important goals in achieving the entrepreneurial supply chains. This paper also highlights the 5 ways of about entrepreneurial supply chains. Opportunities for entrepreneurial focus such as: our company sits in the middle, along with our current suppliers and our current customers are explained with a framework. Further, a framework for implementing entrepreneurial supply chains and its five components and their five steps process are also discussed. Finally, the entrepreneurial supply chains require focus and strategic alignment throughout the company such as the people, business processes, resources and tools are also discussed.

Keywords: Entrepreneurial supply chains, opportunity focus, strategic alignment

Introduction : Entrepreneurial supply chains can look innovation and revenue opportunities wherever they may be found upstream on the supply side and downstream on the demand side, or with competitor in the middle. Entrepreneurial supply chains reach out from the business in both directions-to suppliers and customers. Entrepreneurial and innovative ideas thus can enhance the growth objectives of natural partners in the supply chains. Many supply chains need a major transformation to make them more entrepreneurial.

Definition : 'An entrepreneurial supply chains connects customers' customer with suppliers' suppliers and incorporates innovative entrepreneurial activities. Entrepreneurial activities should recognize and respond to opportunities and needs that appear from time to time along the supply chain and that call for entrepreneurial responses (Lee, 2019)'.

Key Idea: If the U.S Postal Service had originally been more entrepreneurial and innovative, competitors FedEx, UPS and other delivery services may never have come into existence. Similarly, in India, if the India Posts had originally been entrepreneurial and innovative competitors Professional Courier, DTDC, Blue Dart Express and other delivery services would not have come into the business. These are some of the entrepreneurial supply chain cases.

Need for an Entrepreneurial Supply Chains : Entrepreneurial supply chains involve asking a set of questions, such as: Why do we want supply chains to

be entrepreneurial? What are our goals? What kinds of strategies do we need to put into place? Can we actually implement an entrepreneurial supply chain? So on.

In answer to the above questions, growth and innovation may be two of our goals. A supply chain should contribute the company's growth or to add to its innovation capability.

Michael Treacy (2003) writes on corporate growth, asserts:big chunks of Corporate America, along with their counterparts in Asia and Europe, have fallen victim to no-growth paralysis – a broad, profound, systemic illness worsened by constant denial. It represents a serious threat to the health of the business community here and around the world.

Thinking About Entrepreneurial Supply Chains : Five ways of thinking about entrepreneurial supply chains, are as follows:

- i. Customer –focused thinking,
- ii. Competitor-focused thinking,
- iii. Supplier-focused thinking,
- iv. Innovation-focused thinking and
- v. Internal process –focused thinking.

There are numerous approaches to linking suppliers, customers, competitors, innovations and internal processes with action items.

Some of the key issues concerning are: i. Start-ups, ii. Acquisitions, iii. Alliances, iv. Coalitions, v. Collaboration, vi. Consortia, vii. Franchises, viii. Joint ventures, ix. Licences, x. Mergers, xi. Outsourcing, xii. Partnerships, xiii. Reverse supply chains and xiv. Divesting, exiting and harvesting.

Why 'Entrepreneurial 'Supply Chains : "We mean to have less of government in business as well as more business in government (Warren G. Harding, 1921)". It is said that entrepreneurship needs a free-enterprise government to thrive, and a free-enterprise government cannot endure without entrepreneurial ventures.

Entrepreneurial supply chain matters on two accounts: First, supply chains matter because entrepreneurship matters. Second, supply chain matter because they represent a very good way to implement entrepreneurial activities.

Opportunities for Entrepreneurial Focus : Opportunities for entrepreneurial focus are shown in Figure 1. Our company sits in the middle, along with Our Current Suppliers and Our Current Customers. Both suppliers and customers could present entrepreneurial opportunities for growth and or innovation for multiple reasons. Each suppliers or customers may have innovative technology. They may be purchased on an entrepreneurial basis, or there may be opportunities for joint ventures and other combinations. Across the bottom of the figure are other possible suppliers, our competitors and other possible customers- which also present entrepreneurial opportunities for growth and innovation. Like 'our suppliers and 'our customers' these enterprises may have technology, may be purchased, or may contain opportunities for joint ventures and other combinations.

In addition, 'other sources of innovation' could be possible in other companies, institutions, 'idea

factories' and trade associations, which do not fit into the classifications of suppliers (current possible), customers (current and possible), or competitors (current and possible). These other sources can also present entrepreneurial opportunities.

Other Sources of Innovations (Companies, Institutions, ' Idea Factories, Trade Associations and so forth)

Our Current Suppliers	Our Company	Our Current Customers
Other Suppliers	Our Competitors	Other Possible Customers

Figure 1 Opportunities for Entrepreneurial Focus (Lee, 2019).

Implementing Entrepreneurial Supply Chains : A framework for a formal change program is presented in Figure 2. It has five components, corresponding roughly to five steps in the process.

Key Steps

Details

1. Assess Readiness for Change from the ' As-is' State	In the case of a form trying to move its supply chain to become an entrepreneurial focussed organization, the as-is circumstances may be bureaucratic, transactions-oriented, and error-prone. Culture, knowledge level, and dissatisfaction may be considered for readiness.
2. Define the ' To-Be' State	Explain the rationale for the end state of where we are going and specify how the organization, business processes, and systems must work together in the to-be state.
3. Perform a Gap Analysis	The gap analysis compares the current as-is situation with the desired to-be situation. Five important steps are; i. Prepare for the project, ii. Develop blueprint for entrepreneurial supply chains, iii. Perform initial implementation tasks, iv. Pre-launch and v. Launch.
4. Determine How to Implement the Change Levers	Leadership, communications, commitment, education and training, workforce and organizational transition, and results orientation.
5. Select the Change Agent Teams	The focus should be on strategic alignment of people, business processes, resources, and tools

Figure 2 Framework for Implementing Entrepreneurial Supply Chains

Strategic Alignment : The focus should be on strategic alignment of people, business processes, resources and tools, as shown in Figure 3. Entrepreneurial supply chains require focus and strategic alignment throughout the company. The people, business processes, resources and tools should all be aligned simultaneously.

Conclusion : An entrepreneurial supply chain approach is more than just a strategy- it is s system. Entrepreneurial supply chains can drive innovation, and growth and vice-versa. The key issues concerning entrepreneurial supply chains are introduced in order to stimulate thinking about how entrepreneurial supply chains may be represented. Implementing change that is sustainable, visible and effective is vitally important to create innovative and entrepreneurial supply chains in existing organizations. In order to

ensure successful implementation, a formal program of change management is recommended. Innovative and Entrepreneurial Supply Chains require focus and strategic alignment throughout the company. FedEx, UPS, DTDC, Blue Dart, Professional Courier etc are good examples for entrepreneurial supply chains. The people, business processes, resources and tools, all these four elements of change should be focused and kept together.

References

1. Michael Treacy (2003). Double –Digit Growth: How Great Companies Achieve It-No Matter What? New York Portfolio.
2. William B. Lee (2019). Creating Entrepreneurial Supply Chains- A Guide for Innovation and Growth. J. Ross Publishing Inc., USA.

● ● ●



INDIA AT LAST FINDING SOME WAYS TO REGULATE IMPORTS-CURBS ON NON-ESSENTIAL GOODS

S N PANIGRAHI

GST CONSULTANT & CORPORATE TRAINER

sn panigrahi1963@gmail.com

Imports are foreign goods and services that are produced in a foreign country and sold to domestic residents of a country. If a country Imports more than it Exports it runs a **Trade Deficit**. When a country has a trade deficit, it must borrow from other countries to pay for the extra imports. India is traditionally a Trade Deficit Country.

Impact of High Levels of Import: Imports make a country dependent on other countries' political and economic power. That's especially true if it imports Commodities and consumables, such as household items, daily consumables, electronic gadgets, food, oil, and industrial materials. **It's dangerous if it relies on a foreign power to keep its population fed and its Domestic Industry humming and droning. It's even more perilous when Non-essential and daily used consumables are also imported leading the economy to fall & perish.**

India's imports are growing faster than exports. This means that unless India is careful, it could end up digging a big hole into which it could trip and fall - **worsening India's balance of payments (BoP).**

Countries with high import levels must increase their Foreign Currency Reserves. That's how they pay for the imports. That can **affect the domestic currency value, inflation and interest rates and therefore economy may shackle.** Domestic companies with many constraints, restrictions and uncompetitive environment must compete with the imports. **Small businesses that can't compete will fail and collapse.**

The large number of employment opportunities are created with use of relatively less capital in the MSME sector. Though MSMEs are small investment enterprises, their contribution to the Indian economy is very significant. MSME Contribution of **output** (about 45% of manufacturing output), **exports** (about 40% of the total exports) and **employment** (about 111 million persons)

As per the National Sample Survey (NSS) 73rd round conducted during the period 2015-16, MSME sector has been creating 11.10 crore jobs (360.41 lakh in Manufacturing, 387.18 lakh in Trade and 362.82 lakh in Other Services and 0.07 lakh in Non-captive Electricity Generation and Transmission) in the rural and the urban

areas across the country.

Since they create around 65 percent of all new jobs, that will **affect employment if Non-Essential Imports are continuing to flood into the Country.**

As sales volumes dwindle, Domestic Companies may also lose Competitive Advantage and may fall in Financial Crunch. **The Spiral impact of un-controlled imports are being seen for many years in India, resulting in closure of enterprises specially, small manufacturing units, increased un-employment, stressed finances, increased NPA of Banks for non-repayment of loans by businesses, down fall of economy etc... etc....**

India's Overall Imports : India's overall imports in April-November 2019-20* are estimated to be USD 408.02 billion, exhibiting a negative growth of (-)5.30 per cent over the same period last year, however still very high compared to exports of USD 353.96 billion for the same period. India's Total Merchandise Imports recorded 38.1 bn USD in Nov'2019, compared with a value of 37.4 bn USD in the previous month. The data reached an all-time high of 46.6 bn USD in May'2019.

Non-oil imports in April-November 2019-20 were USD 233.78 billion which was 7.33 per cent lower in Dollar terms, compared to USD 252.27 billion in April-November 2018-19.

Why Import from China: Visit any Market Place in India or go to any Shopping Mall or visit any online retail site, you will find attractive and cheap Chinese products everywhere whether it's electronic gadgets, crackers, decoration items, electrical goods, kitchen items or other daily consumables, you will find a cheaper Chinese version for almost everything.

Due to cheap prices, wide availability and attractive outer look and huge profit dissemination to the dealers, Chinese Products becoming best choice for business as well as for Indian consumers. Chinese firms focus on the mass production and consumption strategy, which is the main reason why their products are low cost. On top of that, the Government of China has export-friendly policies and flouts many international norms and laws. Although, these cheap products that usually come at the price of 10-70 percent

lower than their original counterparts, help consumers save their hard-earned money; however, they are impelling a negative impact on the Indian economy.

Bilateral trade between India and China increased from USD 38 billion in 2007-08 to USD 89.6 billion in 2017-18. While imports from China increased by USD 50 billion, exports increased by USD 2.5 billion only during the same period. This has **widened India's trade deficit. Trade gap with China is becoming uncomfortably large. Trade with China constitutes more than 40% of India's total trade deficit.**

Import from China & Export to China Values in bn USD

	Import from China	% of Total Import	Exports to China	Trade Deficit with China
2019-20 (Apr-Oct)	41.77	14.69	9.95	31.82
2018-19	70.32	13.67%	16.75	53.57
2017-18	76.38	16.41%	13.33	63.05
2016-17	61.28	15.94%	10.17	51.11

Source : Commerce Ministry

Realizing adverse impact of fast growing non-essential Imports, India at last taken some measures to lower the in-discriminate imports from China, that has already resulted in narrowing trade deficit (difference between imports and exports) with China to USD 53.56 billion in 2018-19 from USD 63 billion in the previous financial year and further in the current fiscal also the declining trend is seen.

Chinese products are affecting not just the domestic businesses and industrial market, but also the export market of India as many people are **replacing Indian goods with Chinese ones**. The **Made in China** label has become the most preferred choice in India and other countries due to price factor and availability large varieties.

Talking about how **Cheap Chinese Non-Essential Imports** affecting the Indian economy largely is one of the major concerns and let's now discuss some of the effected MSME sectors:

Chinese Kites in the Indian Skies: Flying kites is a time-honoured tradition during Sankranti season played mostly in Gujarat, Madhya Pradesh, Punjab, Rajasthan and some parts of Telangana also. Chinese imports hit India's Rs 1,200 crore kite market - dwindling fortunes of the **kite industry in India**.

Indian kites are mostly square-shaped while Chinese kites are triangular. The foreign kites are also high on decoration and available in the shape of eagles, dragons and so on. Unlike the paper-made Indian kites, they are made of nylon and have a stronger manja (thread),

which also uses nylon. Chinese kites are preferred for their stability and attractive varieties.

Chinese manjha was banned in the national capital by the government on January 10, 2017. The notification put a ban on sale, production, storage, supply, import and use of kite flying thread made out of nylon, plastic or any other synthetic material — including 'Chinese manjha' and any other kite flying thread that is sharp and laced with glass and metals. Though the ban was imposed, the authorities have failed to implement the ban, as sale of Chinese Kites are seen the Indian Skies.

Indian Festive Celebrations with Chinese Crackers: Diwali Lights Delighting Chinese Economy:

Unchecked Import of Chinese Crackers having very nice-looking and packed are drawing attention of customers due to their low price. A majority of buyers get attracted to these products for which the revenue of the India's domestic cracker industry has to bear the brunt. The Domestic Firecracker industry which is valued at over Rs 6,000 crore, and is one of the most labour-intensive industries was dented beyond recovery. The industry which has over 1,000 manufacturing units around Sivakasi - a major hub for fireworks unable to sustain the Chinese competition. **Chinese Import has affected the livelihood of over 5,00,000 households in Sivakasi and 4,00,000 small factories in West Bengal.**

Chinese origin Fireworks are known to contain Sulphur and other Hazardous substances like potassium chlorate, a highly explosive chemical which is banned in India. The colour inducing chemicals and Nitrates when mixed with Sulphur, an important ingredient for manufacture, becomes extremely reactive and create a lot of pollution in the country and also creating health related problems. The Chinese Crackers are not only dangerous for the environment but are also against Explosive Rules, 2008 as they contain other banned chemicals like red lead, copper oxide and lithium among others.

"The import of firecrackers is 'Restricted' in terms of the 'Foreign Trade Policy' and is **allowed only against an import license** issued by the Director-General of Foreign Trade. As soon as the ban was in effect, an illegal trade began with China because Chlorate is much cheaper than its alternatives. It has also been observed that in order **to circumvent the licensing requirements, unscrupulous importers are indulging in the illegal import of firecrackers by any misdeclaration and concealment**. The Government is warning against the purchase of such illegal crackers not only because it harms the Indian Industry but also because it is extremely dangerous for health.

After a gloomy 2018 in the wake of the **Supreme court banning** the conventional crackers on pollution grounds, the Domestic industry which provides livelihood to eight lakh people in and around this arid

town – sivakashi is struggling in meeting the demand for green crackers.

The Court defined ‘green cracker’ as something that could be an improved formulation or an all new formulation. The Council of Scientific and Industrial Research (CSIR) and National Environmental Engineering Institute (NEERI) began work on designing a green cracker.

The changeover to green crackers after extensive experiments is a great challenge. While the Domestic Industry is Struggling to Comply with Regulatory Requirements on one side and Combat Cheap Chinese Import other side, huge quantity of hazardous Chinese Fireworks is continued to reaching India illegally ahead of Diwali time.

Directorate of Revenue Intelligence (DRI) has warned all investigating and intelligence agencies that “It is requested that the field formations under your jurisdiction may be sensitized and suitably alerted to carefully assess and examine consignments of consumer and miscellaneous goods imported by traders from China and other countries in order to rule out the possibility of such illegal imports.” However these warning are proving ineffective. **Regulations and Restrictions are more for Domestic Industry and lenient towards Imports.**

Chinses Made Indian Gods : Gaily coloured resin figurines of Deities –beautifully rendered images and Idols of Hindu Gods / Goddesses are bountifully overflowing in India and available everywhere. Most shopkeepers do not know where the figurines were manufactured or originated, or sometimes even though know the source will not tell and conceal the truth considering sentiments and faith of some sects. **Unfortunately, we Indian Hindus often unaware of or knowingly unknown take of facts that the Chinses Made Indian Gods adorn our Pooja Rooms & Mandirs – a Sanctum-Sanctorum.**

Even it is shame, that diyas (deepam, pramida - an oil lamp usually made from clay, with a cotton wick dipped in ghee or vegetable oils) and agarbattis (Incense sticks) are being Imported from China and Prayed before Gods / Goddesses.

Increasing imports of mass-produced idols of Hindu deities from China – by the millions flooding since several decades – early 2000. Though the sale of Chinese goods has witnessed a major drop in this festive season, as about 60% less Chinese products were sold this year, however, Indians still purchased Chinese goods worth about Rs 3,200 crore while items worth Rs 8,000 crore were sold in the country during the Diwali last year, industry body CAIT said in a statement.

Chinese Toys – Indian Joy for Kids : The toys industry in India is primarily in the unorganised sector,

comprising about 4,000 small and medium enterprises. About **85 per cent of toys are imported** in the country, with maximum coming from China. It is followed by Sri Lanka, Malaysia, Germany, Hongkong and the US.

Many of the Chinese Products are of Poor Quality, but the Indian Consumers are Very Price Sensitive and so Imports Continued to peaking up and Indigenous Industry almost vanished – simply now we have no other Alternative – Forced Dependency Syndrome.

According to the ASSOCHAM, the Indian market is full of Chinese toys, so the Indian toy industry is struggling hard to survive. **Nearly 40 percent of Indian toy companies have been closed in the last five years**, and rest 20 percent are struggling to break even. In fact, the Chinese toy market is the largest in the world. Cheap Chinese products have become the reason for the shutdown of **nearly 60 percent of the industrial units in Bhiwandi and Thane.**

Made in China Tricolor – Flying in India as National Flag ‘Tiranga’

It’s a great shame to the nation that even our National Flag is also being imported from China and we proudly celebrating our Independence Day and Republican Day by flying high our Tricolour.

Indian Medicines : Surviving with Chines Support

Heavy Dependency on Chinese Intermediates and Raw Materials for Industrial Use : A rise in imports of intermediates and raw materials reflect growing economic activities. However, inbound shipments of final goods impact domestic manufacturers.

China accounted for 67.56 per cent of total imports of bulk drugs and drug intermediates in 2018-19 at \$2,405.42 million. The import of bulk drugs and drug intermediates from China stood at \$2,055.94 million in 2017-18, accounting for 68.68 per cent of their total import.

India imports bulk drugs / active pharmaceutical ingredients (APIs) for producing medicines including certain essential medicines. According to Pharmexcil, in 2018/19, India imported Rs 17,400 crore worth of APIs from China and exported APIs worth around Rs 1,600 crore. This shows India still has to cover a long distance in substantially reducing its China dependence. The department of pharma has identified 125-130 items which are banned but are being imported as chemicals.

Now we reached a stage where without Chinese Import Support Indian Pharma Industry can’t survive. As India is a signatory to the WTO and TRIPs agreement, as such the import restrictions have been removed.

However, Chines Regulations on API firms may be an Opportunity for Indian Industry to make it sufficiently self-reliant in end-to-end indigenous drug

manufacturing and become globally competitive, provided the policies of the government are designed to minimise the country's dependence on imports and to give fillip to indigenous manufacturing.

As per new Chinese regulations become effective from Jan'2017, API firms that pollute will have to pay a tax to local Government. China's environmental tax will mean higher costs for drug and API firms that rely on intermediates made in the country. The tax replaces the previous "pollution discharge fee" system that saw local environmental authorities collect fees based on the volume

Rising Import of Garments from Bangladesh – A Serious Concern : India's second-largest job provider, the Textile Sector continues to gasp for growth. The Textile and Apparel Exports have declined from \$38.60 billion in 2014 to \$37.12 billion in 2018 while **imports have increased from \$5.85 billion to \$ 7.31.**

A huge jump in duty-free garment imports from Bangladesh under the free trade agreement has put the domestic industry in a fix. This comes amidst slowing domestic demand and banks curtailing credit to 80 per cent of MSMEs (micro, small and medium enterprises) in the sector.

Import of garments from Bangladesh was up 82 per cent to \$365 million last fiscal. It has been growing steadily at a CAGR (compounded annual growth rate) of 52 per cent and is expected to touch \$3.6 billion by 2024-25. This will render about 10 lakh people jobless with most of the small garment industry shutting shop.

Anything that's Foreign is Crazy to Indians - Imports of Consumer Durables Soaring up

In fiscal year 2019, India imported electronic products valued at nearly four trillion rupees. This sector of imports accounted for nearly 11 percent of all imports into the country that year. Products include computer hardware, consumer electronics, electronic components and instruments and telecom instruments.

India imported nearly \$2 billion of finished televisions, washing machines, refrigerators, vacuum cleaners, digital cameras and mixer grinders in FY18. Moreover, these imports have been rising rapidly—up 35% in FY18. Mobile phone imports touched \$3.5 billion.

Despite all the noise government has been making around 'Make in India', imports of consumer durables have significantly risen in FY19 and are several times higher than exports. The increase in import duties on Chinese goods last year has not helped much, as the free trade agreements with a few countries is still marring domestic production.

As per the DIPP data, imports of refrigerators are 150 per cent higher than exports. In FY19, the country imported Rs 3,919.71 crore worth refrigerators against

exports of Rs 1,568.47 crore. While the imports went up from Rs 3,497 crore in FY18 to Rs 3,919 crore in FY19, the exports declined from Rs 1,578 crore to Rs 1,568 crore.

The situation is not different for other durables. India's imports of washing machines and laundry machines are 484 per cent higher than exports. In 2018-19, the country imported Rs 1,670.78 crore worth machines against exports of Rs 286.24 crore. While the imports went up 33 per cent from Rs 1,258 crore in FY18 to Rs 1,670 crore in FY19, exports dipped 10 per cent from Rs 320 crore to Rs 286 crore in one year's time.

In the case of air conditioners, even production in the organised sector came down from 38.08 lakh units to 35.23 lakh units in FY19. The imports worth Rs 8,343 crore were 624 per cent higher than exports worth Rs 1,152 crore. Imports went up from Rs 7,495 crore in FY18 to Rs 8,343 crore in FY19.

Last year, India had doubled import duty on a few Chinese products, including air-conditioners, refrigerators and washing machines, from 10 to 20 per cent. The duty hike happened in September and by then most of the imports for festive sales had been made. Hence, the impact of duty hike did not reflect on the import figures. This year also the trend is not declined as expected. **Chinese products are still finding an easy way into the market through countries like Thailand with which India has a free trade agreement.**

Anything You Pick that May have Chinses Tag : Chinese items such as gifting, electrical gadgets and other items, fancy lights, kitchenware and appliances, plastic items, home decoration goods, toys, wall hangings, lamps, home furnishing items, footwear, garments and apparels etc are being sold in India, **killing the indigenous small industry – most of them are home made cottage business mostly engaged by women. On the other side, trade gap between India and China is quite alarming hitting hard the economy.**

The unsafe Chinese goods are of inferior quality and do not come with any guarantee or service. These products are not even long-lasting. There are many manufacturers in India that import cheap Chinese goods and then sell them under their own label. **India fast becoming a Dumping Ground for Foreign Goods mostly from China. Indian Manufacturing Units and Business Premises are being Converted to Godowns to Stock Imported Foreign Goods. As a Consequence, More and More Jobs are being Created for Security Persons to Guard the Godowns and Delivery Boys to House Deliver the Foreign Goods sans Decent Employment.**

Before it gets too late to act, Government must consider taking actions to reduce the import of these cheap and inferior quality Chinese goods to save its MSME units and economy. The government should encourage country's small businesses to reduce the foreign goods

and should also bring some serious changes in the policies, infrastructure, technology, and duties to protect the domestic manufacturers from these Chinese dumping.

Government Sets Up High-Level Committee to Reduce India's Import Dependence : The government has set up a committee to implement policies required to reduce dependence on imports in the month of June. The committee is headed by Cabinet Secretary PK Sinha and have Secretaries from departments of commerce, industrial policy and promotion, skill development, revenue, defence production, steel, petroleum, electronics and telecommunications.

India is unveiled a number of steps to curb imports of several **non-essential items**.

The government has **identified restrictions on non-essential imports as one of the ways in which to rein in the current account deficit and reduce pressure on the rupee**. The products have been identified based on the recommendations of a committee and some actions are already taken and results showing up.

Government aims to restrict the import of goods such as gold, finished electronics, certain textiles, automobiles and high-end consumer products. The ministry is also looking at stricter quality control norms for toys industry by explicitly stating definition of toys to minimise evasion from compliance, the official added.

As a result of recent actions, Imports to India slumped 12.71 percent from a year earlier to USD 38.11 billion in November 2019, dragged by transport equipment (-48.53 percent), coal, coke & briquettes (-23.21 percent), organic & inorganic chemicals (-21.07 percent), petroleum, crude & products (-18.17 percent), electronic goods (-3.98 percent). In April-November, imports dropped 8.91 percent to USD 318.78 billion compared to the same period in the previous fiscal year. source: Ministry of Commerce and Industry, India

Some of the Measures to Curb Import

Ø **Import of Agarbatti Restricted**

Import policy of Agarbatti and other odoriferous preparations which operate by burning under Exim code 33074100 and "Others" under Exim Code 33074900 of ITC (HS) 2017 — Schedule — 1 (Import Policy) is revised from 'Free' to 'Restricted'. Notification No. 15/2015-2020; Dated the 31 August, 2019

Ø **DGFT Amends Import Policy for Toys / Dolls**

Notification No. 33/2015-2020; Dated: 2nd December, 2019

Govt taking steps to ensure import and sale of quality toys in India. Quality control order on toys is one of

the ways to stop flow of cheap sub-standard toys in the market.

To ensure import of quality toys, the notification prescribes that samples will now be randomly picked from each import consignment and will be sent to NABL accredited labs for testing and clearance.

If the sample fails to meet the required standards, the consignment will be sent back or will be destroyed at the cost of importer.

These measures are being implemented on the back of a study conducted by the Quality Council of India. According to the study, about 67 per cent of toys failed all safety and standard tests, while about 30 per cent of plastic toys failed to meet the safety standards of admissible levels of heavy metals and phthalates. Similarly, 80 per cent of these toys failed on mechanical and physical safety properties. In case of soft toys, 45 per cent failed on admissible levels of phthalates and 75 per cent of electric toys failed on mechanical standards.

Ø **Government prohibits imports of unregistered, non-complaint electronics and IT goods**

Notification No. 5/2015-2020; Dated 7 May, 2019

Import of electronics and IT goods without registration with the Bureau of Indian Standards (BIS) is prohibited, according to the notification.

Under the Electronics and IT Goods (Requirement of Compulsory Registration) order 2012, imports of these goods is allowed through the registration with the BIS or on specific exemption letter from the ministry of IT and electronics (MeitY).

"Import consignment without valid registration with BIS shall be re-exported by the importer failing with customs shall deform the goods and dispose them as scrap under intimation to ministry of IT and electronics

Ø **Amendment in import policy of Iron & Steel and incorporation of policy condition in Chapter 72, 73 and 86 of ITC (HS), 2017, Schedule — I (Import Policy).**

Amends the import policy from 'free' to 'free subject to compulsory registration under Steel Import Monitoring System (SIMS)' for the following items under Chapter 72, 73 and 86 of ITC (HS). 2017. Schedule — I (Import Policy) and insert a new policy Condition to these three Chapters – 284 Items at 8 Digit ITC (HS) level.

Notification No. 17/2015-2020; Dated: 5 September, 2019

The Steel Import Monitoring System (SIMS) shall require importers to submit advance information in an online system for import of items in the Annex and

obtain an automatic Registration Number by paying registration fee of Rs.1 per thousand subject to minimum of Rs.500/ and maximum of Rs. 1 lakh on CIF value. The importer can apply for registration not earlier than 60th day and not later than 15th day before the expected date of arrival of import consignment. The automatic Registration Number thus granted shall remain valid for a period of 75 days.

Importer shall have to enter the Registration Number and expiry date of Registration in the Bill of Entry to enable Customs for clearance of consignment.

The SIMS will be effective from 21.11.2019, i.e. Bill of Entry on or after 21.11.2019 for items as listed in the Annex to this Notification (284 Items at 8 Digit ITC (HS) level) shall be governed by SIMS. (Notification No. 32/ 2015-2020; Dated: 13th November, 2019)

Ø Registration of Imported Vehicles in Compliance with Central Motor Vehicles Rules 2018

Registration of vehicles imported by the vehicle manufactures or through their authorised representatives in India or by the organisation / citizen for personal use, demonstration, testing, research or scientific use etc. shall comply with the Central Motor Vehicles (Eleventh Amendment) Rules, 2018.

Notification No. 14/2015-2020; Dated the 28 August, 2019

Ø Gold & Silver : Free Trade Agreements (FTAs) : Measure to Curb Misuse

Notification No. 36/2015-2020; Dated: 18 December, 2019

Misuse of Free Trade Agreements (FTAs) by certain unscrupulous traders of gold and silver could end with the government amending the import policy conditions of gold and silver under Chapter 71 of the Indian Trade Clarification (ITC).

Gold and silver in any form, other than monetary gold and silver in any form, has been moved from free to restricted list, a government notification dated December 18 said. The imports under FTA were at a nominal duty against present rate of 12.5% import duty and 3% IGST on gold and silver. India has signed FTAs with Asean countries, Japan and South Korea.

Unscrupulous importers would import gold plates, kettles , pots etc , melt and make them into bars. They would sell the bars in the domestic market at the applicable duty, making a windfall.

Under the revamped Import Policy of gold in any form, other than monetary gold and silver in any form, like in powder, sheet, plate, tubes and pipes and other unwrought forms is amended from 'Free' to 'Restricted' and will be allowed only through nominated agencies

(banks) as notified by RBI and those approved by DGFT. However, import under advance authorisation and supply of gold directly by foreign buyers to exporters under para 4.45 of the Foreign Trade Policy 2015-2020 against export orders have been exempted.

Ø Import of Indian National Flag – Prohibited if Not Comply with Specifications

"Import of Indian National Flag not adhering to the specifications prescribed under Part – I, Section 1.2 of Flag Code of India, 2002 is Prohibited."

Notification No. 24/2015-2020; 11th October, 2019

Other Proposals in Pipeline:

Ø India for 'Made in' Tag on all Imported Items

This Move is to aid customs curb imports that do not meet quality standards or are in violation of trade norms.

India could make it mandatory for all imports to carry 'made in (country)' tag declaring their place of origin as it looks to tackle large scale dumping and entry of sub-standard goods and give a fillip to local manufacturing.

Ø Government mulls New Duty on Imports-Betting on BAT

Ahead of the Budget, the commerce department has asked the finance ministry to levy **Border Adjustment Tax (BAT) on imported goods** to offset the impact of levies such as electricity duty, clean energy cess, levies on fuel and royalty that are not part of goods and services tax (GST).

Likewise, many Measures are being taken to regulate imports. An import management strategy is being worked out to check imports flooding the Indian market, otherwise trade deficit will become unsustainable. India has also been forced to look at remedial measures such as anti-dumping, safeguards and countervailing duties to curb such imports since China does not seem keen to bridge the widening gap.

More and More Tariff and Non-Tariff Measures need to be taken to Regulate Non-Essential Imports on war foot basis, otherwise, Import into India becomes the norm sans Make in India – major casualty to MSME Sector and also Balance of Payment (BoP) may deteriorate denting the economy.

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.

● ● ●



BLOCKCHAIN – BOON FOR SUPPLY CHAIN

CHIRAG KALARIA, PROCUREMENT PROFESSIONAL - AMUL INDIA

chiragkalaria@live.com

In the current connected and competitive world, Supply Chain plays a crucial role for every sector and every organization as it decides cost-effective and timely delivery of materials starting from suppliers to production house to the customer. In this era of Industry 4.0, Internet of Things (IoT), Artificial Intelligence (AI) and Machine Learning; optimization in all production processes has been achieved and now entire pressure for cost optimization and timely supply is now on Supply Chain. Hence, Supply Chain will be a key focus area for any organization who wants to lead in the industry.

Supply Chain is a system of organizations, people, activities, information and resources involved in moving a product or service from supplier to customer. Any supply chain progresses by initially delivering the raw materials from a supplier to a manufacturer and eventually ends by delivering the final product to the consumer. Proper implementation of supply chain management can result in benefits like increased sales and revenues, decreased frauds and overhead costs, quality improvisation. Moreover, this will also lead to accelerating production and distribution.

Maintaining a supply chain is a tedious task even for small businesses. The interconnectivity of different elements in the supply chain gradually becomes more inefficient when a business grows. In order to resolve these inefficiencies and save a company's money, different technologies like AI and Machine learning are being applied to SCM. Amongst these, blockchain is exploring new ways to change the overall game.

Current issues in traditional Supply Chain are as follows:

- Lack of the latest management tools.
- Efficiency in sharing or managing data – How to sharing and managing information between parties decide the efficiencies in the operations.
- Lack of visibility in supply operations
- Inadequate mastery of provision and information flows
- Lack of trust between suppliers and customers
- Fraudulent activities
- Optimized Transportation and Logistics? – Addressing the same is a key variable to efficient supply chain management. Smart contracts with a

small human intervention can play a great role.

- Feedback of Quality Improvement
- Building Long-term Stability

What is blockchain?

Blockchain is a data structure that holds the transactional records with security, transparency, and decentralization. It is a chain of immutable blocks and not controlled by a single authority. It is an append-only, decentralized and distributed ledger technology that is operated by a peer-to-peer network mechanism that records and validates data by retroactively referencing a list of previous records using hash functions. You may find complete details on Blockchain in my previous article "Blockchain – The next of Everything!!!"

Most Evident Blockchain PROs which can help in Supply Chain:



Supply Chain Challenges and Blockchain Solutions

Blockchain can be applied to many challenges of the Supply Chain industry such as complicated record-keeping and tracking of products. As a more hacking proof and better-automated alternative to centralised databases. Following are the ways in which blockchain can be useful in the supply chain industry.

1. Provenance Tracking : Supply chain contains a lot of elements, particularly in big size organizations. Due to this, it becomes almost impossible to keep track of each and every record even for multinational corporations. The lack of transparency leads to cost and customer relations issues which ultimately dilutes the brand name.

In a blockchain-based supply chain management, record keeping and provenance tracking become easy as the product information can be accessed through the help of embedded sensors and RFID tags. The history of a product right from its origination to where it is in the present time can be traced through blockchain. Moreover, this type of accurate provenance tracking can be used to detect frauds in any part of the supply

chain or sale through black/grey markets.

2. Cost Reduction : The real-time tracking of a product in a supply chain with the help of blockchain reduces the overall cost of moving items in a supply chain. According to a survey of supply chain workers conducted by APQC and the Digital Supply Chain Institute (DSCI), more than one-third of people cited the reduction of costs as the topmost benefit of the application of Blockchain in supply chain management.

When blockchain is applied to speed up administrative processes in supply chains, the extra costs occurring in the system are automatically reduced while still guaranteeing the security of transactions. The elimination of the middlemen and intermediaries in the supply chain saves the risks of frauds, product duplicity and saves money too. Payments can be processed by customers and suppliers within the supply chain by using cryptocurrencies rather than customers and suppliers rather than relying on Electronic Data Interchange (EDI). Moreover, efficiency will be improved and the risk of losing products will be reduced with accurate recordkeeping.

3. Establishing Trust : Having trust in complex supply chains with many participants is necessary for smooth operations. For example, when a manufacturer shares his products with suppliers, he/she should be able to depend on them for following factory safety standards. Also, when it comes to regulatory compliances such as custom enforcers, trust plays a vital role. The immutable nature of blockchain in the supply chain is well-designed to prevent tampering and establishing trust.

Benefits of Supply Chain with Blockchain : One of the most appealing benefits of using blockchain for data is that it allows the data to be more interoperable. Due to this, it becomes easier for companies to share information and data with manufacturers, suppliers, and vendors. Transparency in Blockchain helps reduce delays and disputes while preventing goods from getting stuck in the supply chain. As each product can be tracked in real-time, the chances of misplacements are rare.

Blockchain offers scalability through which any large database is accessible from multiple locations from around the world. It also provides higher standards of security and the ability to customize according to the data feed. Moreover, blockchains can be created in a private manner too which will allow the data to be accessed explicitly between the parties who have permission for it.

The value of adopting blockchain technology can be taken from the fact that it has the potential to connect different ledgers and data points while maintaining the data integrity among multiple participants. The properties of transparency and immutability of blockchain technology make it useful for eliminating

frauds in supply chain and maintaining the integrity of the system.

Other than these, a few other benefits of adopting Blockchain technology in the supply chain industry are:

1. Reduce or eliminate fraud and errors
2. Improve inventory management
3. Minimize courier costs
4. Reduce delays from paperwork
5. Identify issues faster
6. Increase consumer and partner trust

Challenges to be met:

- **Ecosystem Still in Progress:** The first telephone was useless until the second one arrived. In time, the phone spread across the world, and now we cannot live without it. The situation is similar for blockchain and companies that want to do business with specific partners. Those partners will need to buy into blockchain as well. i.e. Tomcar can currently execute Bitcoin payment for about 2% of the parts it buys. However, niche uses of blockchain are on the rise. It may be just a matter of time until businesses “join the dots” for widespread acceptance.
- **Currency Volatility:** Cryptocurrency is an easy way to start using blockchain. The problem is that the rate of exchange between Cryptocurrency and other currencies can change rapidly. Payment terms must be short enough or flexible enough to be able to cash in Cryptocurrency and recover the value expected. Bitcoin and other cryptocurrencies (Ether, for example, for the Ethereum platform) are also volatile in another sense. If you lose the digital key (passcode) to your cryptocurrency reserve, there is no way to recover it.
- **Technology and Knowhow:** Blockchain programming takes a mix of software skills. It also helps to understand economies and businesses, especially your business. You may have to train staff or hire new people with these skills. You could also outsource your blockchain development to a third party. The best choice for you will depend on your current situation and future aspirations.
- **Mindset:** Blockchain arose when people began searching for a way to decentralise applications and operations. They wanted to make dependencies on centralised entities like banks optional instead of obligatory. It is a new way of thinking, so don't be surprised if it takes you or your colleagues a little time to shed your mental shackles and get into the swing of the blockchain movement.

Real-World Blockchain applications: At present, there are a number of blockchain supply-chain start-ups that have been launched in various industries. Though manufacturing is leading one, statistics prove that any

sphere can benefit by using the supply chain. It is common in these spheres:

- Marketing and Advertising
- Drugs and Healthcare
- Energy and Utilities
- Commerce and Retail
- Logistics
- Environmental services, etc.

Few Known Examples of pilot projects of Blockchain application:

- Walmart's Blockchain Traceability Drive -Walmart tested an application that traces pork in China and produces in the US, to authenticate transactions and the accuracy and efficiency of record keeping. Thereafter Walmart has continued investing in the technology, in partnership with IBM, and recently announced that it would require its suppliers of green vegetables to join in by September of 2019.
- Maersk and IBM are working on cross-border, cross-party transactions that use blockchain technology to help improve process efficiency.
- Broken Hill Proprietary (BHP) is one of the largest mining giants, introducing a blockchain solution that replaces spreadsheets for tracking samples internally and externally from a range of providers.
- Provenance, a UK start-up, just raised \$800,000 to adopt blockchain technology to trace food. It previously piloted tracing tuna in the Southeast Asian supply chain.
- Tokenising the Shipping Industry with Ethereum – 300 Cubits (Hong Kong-based shipping camp) has introduced a token-based system for both shippers and shipping line. In this system, both have to submit their token amount in TEU cryptocurrency in common Escrow Account. In case of failure from shipper side, both tokens will be deposited to shipping line's account from Escrow account and in case of failure of placing vessel from shipping line on scheduled time, it will be credited to shipper's account. Such of penalty system along with a rating for a number of failures to maintain the schedule has put pressure on shippers and shipping line both which has addressed the most expensive and lingering issue of the shipping industry. A smart contract, executed using the 300Cubit's solution, automatically assigns tokens when a booking is made and reassigns them based on the outcome.

Few Start-ups:

- 1) **AXenS** is a blockchain-based platform designed for distributed supply-chain finance and distributed trade services. It provides accessible and secure automation for trading transactions as well as

transparent management of documentation and data about the businesses involved. The company ensures compliance with legal regulations internationally to prove its reliability to its customers.

- 2) **Irene Energy** – A Stellar blockchain provides transparency in electrical supply management. It provides accessible and extensive information to customers concerning their electricity spending, as well as a means to control their influence on the issue of global warming. The AI makes sure that this selection corresponds to the customer's purchases, and updates every 15 minutes. Blockchain-driven traceability verifies past purchases. In this way, Irene provides customers with complete control of their electricity spending, while technical efficiency allows a choice of cheaper fares.
- 3) **Zeto** is a software company that delivers food safety solutions in the retail and refrigeration industries. Zeto's customers and clients include major global retail brands. The company recently launched a blockchain-based supply chain to provide scalability in food safety. Zeto aims to improve cold chain management practices by increasing transparency and trust, preventing waste and saving money and complying with food safety standards. With blockchain implementation, IoT sensors are applied to every link in the chain. Therefore, it is possible to keep temperature data securely recorded and stored in the blockchain. In case anything goes wrong, preventative measures are taken immediately. Smart contracts eliminate the risks of unsafe deliveries or product sales. The company offers a mobile application to track the entire product history.
- 4) **TE-Food:** You have the right to know what you eat!!! - TE-FOOD is one of the largest food traceability systems worldwide. It provides customers with full access to the tracking of food-to-table product data. As of today, it is fully operational, with 6,000 customers and 400,000 transactions processed every day. TE-FOOD is an ecosystem that integrates various supply chains, customers, and authorities in order to improve food safety, eliminate fraud and decrease company costs.
- 5) **Devery** - is the right platform for verifying product protocol. It allows customers as well as suppliers to identify product authenticity before the purchase. Blockchain-powered verification provides unique product features throughout the supply chain to protect brands from fakes and forgeries. Unique IDs are assigned to all products for online sale and verified by independent parties. Later, unique hashes (which are used just once) can be displayed by retailers to prove the authenticity of the product.

Conclusion:

The supply chain is an integral part of managing product realization in different spheres, whether that includes manufacturing, retail, energy or the environment. As long as there is a product offered for the customer, it is essential to illustrate its pathway from production to final sale. Companies use blockchain technologies widely to provide process transparency and accessibility for customers.

The infrastructure offered by Blockchain technology can tackle registering, certifying, and tracking goods between distant parties. With Blockchain, you can easily provide proof of sourcing, track compliance, prevent loss. Supply chains can be complex and the networks are only getting vaster. The larger the size and more parties involved, the greater the risk for error.

This creates huge transactional costs — errors in paperwork, project or idea degradation, theft, personnel issues (safety, management), environmental damage, illegal production or forgery. Blockchain eliminates nearly all these concerns.

Current systems of tracking through the supply chain involve some digital records to be stored in some cloud-based software. However, not all information about any package is available or even exists in one place and logistics specialists have still not solved the problem of redundant inventory during transport.

With Blockchain, it is not possible for something to be in two places at once (and often really in another place entirely).

Small suppliers may also benefit from Blockchain

technology, especially when they are involved in the global supply chain. Cash flow is more easily regulated and procurement can be strategic by using Blockchain technology. Because the Blockchain is fully transparent, it also provides opportunities for increased security and fidelity in the supply chain. High visibility means problems in the supply chain can be detected early — eliminates human intervention in making complex supply chain decisions.

Key Takeaways:

Here are some key takeaways of how blockchain changes the future of the supply chain industry:

- **Fraud/Theft Elimination** – Blockchain's public ledger technology offers transparency and allows tracking the ownership history of various items such as diamonds, for example.
- **Transaction Process** – The technology's traceability enables wholesalers to pinpoint a product's exact origin, which can save lives in case of contamination and gives the consumer trust in return.
- **Smart Contracts** – Enabling the automation of the purchasing process as well as ensuring the quality, authenticity, and availability of goods.
- **Tracking** – Blockchain facilitates the tracking of purchase orders, changes orders, receipts, shipment notifications, or other trade-related documents.

Looking to the above benefits, **BLOCKCHAIN WILL BE PROVED AS A BOON FOR SUPPLY CHAIN.**

● ● ●

COMMODITY INDEX

Commodities	Days's Index	Prev. Index	Week Ago	Month Ago
Index	2808.4	2806.8	2797.0	2788.4
Bullion	5640.5	5634.2	5576.5	5588.7
Cement	2331.0	2331.0	2331.0	2331.0
Chemicals	1803.1	1761.0	1761.0	1782.0
Edible Oil	1798.6	1797.9	1781.4	1640.7
Foodgrains	2534.3	2532.1	2542.5	2471.0
Fuel	2640.3	2640.3	2627.7	2641.3
Indl Metals	1918.8	1918.8	1918.8	1918.8
Other Agricom	2201.2	2201.2	2199.1	2232.2
Plastics	1727.9	1727.9	1727.9	1704.1

Source: ETIG Database dated 20th November, 2019



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

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

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

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

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

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

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

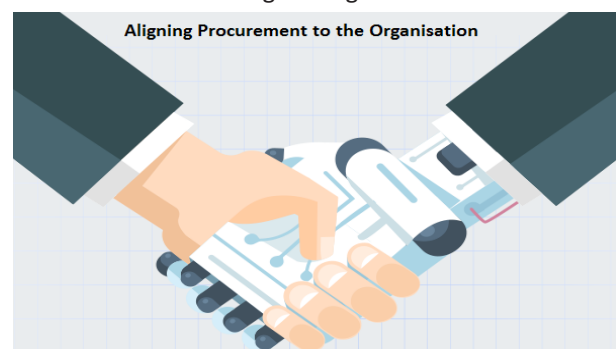
Procurement should be Proactive and not Reactive: Proactiveness is the organisation's soul.!

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

action. Procurement should be always Alert.!

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

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



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

We as the procurement professionals often take undue advantage of the suppliers' goodness and it happened and still happening. Suppliers are the stakeholders, who

(most of them) support our businesses run smoothly and waiting very patiently for our honesty and return support by way of their payments release on time and involving them in our future supply projects.



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

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

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

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

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

Linking to procurement reform – Procurement is in need of reform. We should look at implementing change within our organisation. Equally, we can contribute to the wider discussions. There is an urgent

need for procurement to change/grow and gain a necessary ‘voice’. Procurement should set the agenda, discuss what can be and involve ourselves so procurement can provide effective solutions to our organisations.

As a part of this, of course, is the need for procurement leaders to become visible and their leadership acknowledged and used. Procurement requires procurement leaders and by extension procurement leadership. This will enhance procurement and will also provide opportunity to provide input into the procurement agenda. But... how do we find such leaders and what kind of leadership does procurement require?

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

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

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

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

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

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

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

For Procurement specialised courses and training, there is a Professional Body, i.e., Indian Institute of Materials

Management (IIMM)... always available, running several programmes to support the Procurement / SCM professionals with its various Procurement & SCM courses and Training Programs!

For more details: Please visit www.iimm.org

Before we find the people that we first to have a good picture of roles and training. The role of the procurement professional might seem obvious but we should acknowledge that the role itself needs to be better defined. It is often split, or worse, barely acknowledged as a 'role'. So, procurement needs to find its place. This is quite possible with great patriotic working attitude and skill development through proper professional training courses.

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

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

Procurement paradigm versus procurement professional paradigms.

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

The procurement professional paradigm should be about:

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

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

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

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

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

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

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

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

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

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

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

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

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

● ● ●

GST – ANALYSIS AND OPINIONS

GST has brought in 'one nation one tax' system, but its effect on various industries is slightly different. The first level of differentiation will come in depending on whether the industry deals with manufacturing, distributing and retailing or is providing a service.

Impact of GST on Manufacturers, Distributor, and Retailers : GST is a boost competitiveness and performance in India's manufacturing sector. Declining exports and high infrastructure spending are just some of the concerns of this sector. Multiple indirect taxes had also increased the administrative costs for manufacturers and distributors and with GST in place, the compliance burden has eased and this sector will grow more strongly.

But due to GST business which was not under the tax bracket previously will now have to register. This will lead to lesser tax evasion.

Impact of GST on Service Providers : As of March 2014, there were 12, 76,861 service tax assesseees in the country out of which only the top 50 paid more than 50% of the tax collected nationwide. Most of the tax burden is borne by domains such as IT services, telecommunication services, the Insurance industry, business support services, Banking and Financial services, etc. These pan-India businesses already work in a unified market and will see compliance burden becoming lesser. But they will have to separately register every place of business in each state.

Sector-wise Impact Analysis

Logistics : In a vast country like India, the logistics sector forms the backbone of the economy. We can fairly assume that a well organized and mature logistics industry has the potential to leapfrog the "Make In India" initiative of the Government of India to its desired position.

E-commerce : The e-commerce sector in India has been growing by leaps and bounds. In many ways, GST will help the e-com sector's continued growth but the long-term effects will be particularly interesting because the GST law specifically proposes a Tax Collection at Source (TCS) mechanism, which e-com companies are not too happy with. The current rate of TCS is at 1%.

Pharma : On the whole, GST is benefiting the pharma and healthcare industries. It will create a level playing field for generic drug makers, boost medical tourism and simplify the tax structure. If there is any concern whatsoever, then it relates to the pricing structure (as per latest news). The pharma sector is hoping for a tax respite as it will make affordable healthcare easier to access by all.

Telecommunications : In the telecom sector, prices will come down after GST. Manufacturers will save on costs through efficient management of inventory and by

consolidating their warehouses. Handset manufacturers will find it easier to sell their equipment as GST has negated the need to set up state-specific entities, and transfer stocks. The will also save up on logistics costs.

Textile : The Indian textile industry provides employment to a large number of skilled and unskilled workers in the country. It contributes about 10% of the total annual export, and this value is likely to increase under GST. GST would affect the cotton value chain of the textile industry which is chosen by most small medium enterprises as it previously attracted zero central excise duty (under optional route).

Real Estate : The real estate sector is one of the most pivotal sectors of the Indian economy, playing an important role in employment generation in India. The impact of GST on the real estate sector cannot be fully assessed as it largely depends on the tax rates. However, the sector will see substantial benefits from GST implementation, as it has brought to the industry much-required transparency and accountability.

Agriculture : The agricultural sector is the largest contributing sector the overall Indian GDP. It covers around 16% of Indian GDP. One of the major issues faced by the agricultural sector is the transportation of agri-products across state lines all over India. GST will resolve the issue of transportation.

FMCG : The FMCG sector is experiencing significant savings in logistics and distribution costs as the GST has eliminated the need for multiple sales depots.

Freelancers : Freelancing in India is still a nascent industry and the rules and regulations for this chaotic industry are still up in the air. But with GST, it will become much easier for freelancers to file their taxes as they can easily do it online. They are taxed as service providers, and the new tax structure has brought about coherence and accountability in this sector.

Automobiles : The automobile industry in India is a vast business producing a large number of cars annually, fueled mostly by the huge population of the country. Under the previous tax system, there were several taxes applicable to this sector like excise, VAT, sales tax, road tax, motor vehicle tax, registration duty which will be subsumed by GST.

Startups : With increased limits for registration, a DIY compliance model, tax credit on purchases, and a free flow of goods and services, the GST regime truly augurs well for the Indian startup scene. Previously, many Indian states had different VAT laws which were confusing for companies that have a pan-India presence, especially the e-com sector. All of this has changed under GST.

<https://cleartax.in/>

● ● ●

Report on National Convention 2019 christened “NATCOM 2019” hosted jointly by Kolkata and Jamshedpur Branch during 29th and 30th November, 2019 at Hotel Vivanta, Kolkata

National Convention 2019 christened NATCOM 2019, jointly hosted by Kolkata and Jamshedpur Branch, held during 29th and 30th November, 2019 at Hotel Vivanta, Kolkata on the theme – **“Transforming Supply Chain Through Digitization”**. Being annual signature event of IIMM, NATCOM 2019 drew members who are by and large supply chain professionals, throughout the country to Kolkata to witness an unforgettable experience. National Convention is preceded by “Young Materials Manager (YMM) Competition” as its curtain raiser. 28th November, 2019 was scheduled for YMM Competition at the convention venue, i.e., Hotel Vivanta, Kolkata.

As many as forty Teams from various Branches registered themselves for the YMM Competition. Thirty five Teams finally turned up and put their best faculty to clinch the coveted titles. Mr. G K Singh, National President along with National Executive Committee Members, few Past Presidents and National Councillors drawn from various Branches and Executives of the host Branches attended the programme and enjoyed discourses of budding professionals. Finally the following Teams clinched the titles :-

1st Position : Mr. Vikas Kumar Chaudhary & Mr. Hahul Pai of BPCL, Mumbai; 2nd Position : Mr. Sourav Ganguli and Mr. Pradipta Kumar Hati of CESC Limited, Kolkata and 3rd Position : Mr. Ashish Ranjan and Miss Pratibha Singh of Tata Steel Limited, Jamshedpur.

In the evening of 28th, at the same venue at Hotel Vivanta, NATCOM 2019 Organizing Committee threw a Pool-side Welcome Dinner Party inviting National Executive Committee, National Councillors, Past Presidents of the Institute and the NATCOM 2019 Advisory Committee. This was a memorable family get-together, indeed IIMM family with cocktail and sumptuous dish with mouth-watering Bengali sweets.

NATCOM 2019, which registered altogether three hundred delegates from various Branches including a good number of Past Presidents and stalwarts of IIMM, started its proceedings at 10.00 a.m. on 29th November, 2019 with a formal Inaugural Ceremony at the Ballroom of Hotel Vivanta. Mr. Subhasendu Chatterjee, Whole-

time Director, Haldia Petrochemicals Limited, graced the occasion as the Chief Guest. Mr. Gautam Ray, Executive Director – HR & Admn., CESC Limited graced the occasion as the Guest of Honour. Mr. Animesh Chattopadhyay, Chairman, IIMM Kolkata and Chairman, NATCOM 2019 Organizing Committee, and also alumnus of the Institute, formally welcomed all to the NATCOM 2019 and Kolkata also wishing a memorable event. Mr. K M Bhardwaj, Vice President (East), IIMM, in his brief deliberation, also welcomed all assuring a dazzling show in all respect. Mr. G K Singh, National President, IIMM, in his address, made a clarion call to the members of the Institute to come forward to the noble cause of IIMM.

The following prestigious award were conferred in the Inaugural Ceremony :-

- i) Chief Executive Officer of the Year 2019 (e-Commerce PSU) was conferred to Mr. B B Singh, Chairman & Managing Director, MSTC Limited. Mr. B B Singh also addressed the august gathering.
- ii) The Best CEO of the Year Award 2019 (State Public Sector Segments) was conferred to Mr. Tushar Giri Nath, IAS, Karnataka Cadre.
- iii) Innovation in Procurement Process Award 2019 was conferred to Coal India Limited.
- iv) Best CPO Award 2019 was conferred to Mr. Ajit Kumar Singh, Northern Coalfields Limited, Singrauli.

A colourful Souvenir commemorating NATCOM 2019 was released by the Chief Guest – Mr. Subhasendu Chatterjee, Whole Time Director, Haldia Petrochemicals Limited and the Guest of Honour – Mr. Gautam Ray, Executive Director – HR & Admn., CESC Limited. Souvenir was distributed to all delegates during the programme. Delegates were given Convention Kit on registration which includes a fashionable and handy Jute Bag and stationeries.

The 1st Technical Session commenced after a Break for Tea at around 11.30 a.m. on the Topic – “Digitization

with Block Chain”. Prof. Soumyakanti Chakraborty, IIM Kolkata, discoursed on ‘Block Chain and SCM’. Mr. Rajesh Ray, Associate Partner, IBM India Pvt. Ltd. dealt with ‘Smart Contracting’.

After mouth-watering Lunch with traditional Bengali Sweets, the Post-Lunch Session started at 3.15 p.m. on the Topic – “Supply Chain of Mumbai Dubbawala”. Mr. Raghunath Medge, President, Mumbai Dabbawala Association, captured the entire audience with Innovation and Case Studies in Supply Chain for which Dubbawalas are distinct and famous. The entire audience consumed the deliberation with rapt attention.

The final and 3rd Technical Session was on “Transforming with Digitization”. In this Session, Mr. Sagarnil Sengupta, Business Analyst, Wipro Technology, discoursed on ‘How Digitization can Transform chain Management’. Mr. Arvind Singhal, COO, Black Buck, dealt with ‘Building Trust in SCM by Digitization’.

The Technical Session scheduled for the 1st Day of NATCOM 2019 concluded at 5.00 p.m. with the announcement of cultural extravaganza at the same venue at 6.00 p.m. along with IIMM Annual Award Ceremony and Convention Dinner.

The Cultural Extravaganza started with uncommon Flute Playing performed with an ordinary flute extraordinarily which turned the audience engrossed with its sweet melody. There was a programme for playing of Mouth Organ which also enchanted the audience. NATCOM 2019 witnessed an unparallel musical soiree.

The 1st Day concluded with mouth-water Buffet Dinner after the Annual Prize Distribution Ceremony. The NATCOM 2019 Organizing Committee organized a parallel programme for the spouses. A team of around 40 spouses were taken to Dakshineswar Kali Temple and other places of interest while the Technical Sessions were going on. They were also provided vehicles for marketing during the NATCOM 2019. As a token of remembrance, a Special Gift Hamper was also arranged for them.

Schedule for the 2nd Day was designed differently and this was a life-time experience of one and all attendees of the NATCOM 2019. Swami Atmapriyananda, Vice Chancellor, Ramakrishna Mission Vivekananda Educational and Research Institute, very kindly graced the NATCOM 2019 and discoursed on “The Middle Path : Balancing Life Joyfully”. The entire supply chain fraternity welcomed Swami Atmapriyananda with

folded hands when he entered into the Ball Room with humble and traditional saffron dresses with charming face.

Swami Ji was kind enough to discourse for over an hour keeping the audience mesmerized. Swami Ji also clarified the doubts and queries raised by audience. It seemed that the entire audience was thirsty for such a discourse as they tried sincerely to assimilate the knowledge and wisdom shared by revered Swami Ji. With this discourse, NATCOM 2019 reached a new height setting a new benchmark. The valued Session was chaired by Mrs. Manoshi Roychowdhury, Co-Chancellor, Techno India Group.

The next Session was on “Data Visualization and Performance” dealt by Dr. A K Pani, Dean, XLRI, Jamshedpur. Dr. Pani narrated on ‘Improving SCM Performance by Digital Technology’. In this Session, Mr. Tilak Mukherjee, BI Architect, Wipro Technology, also spoke on ‘Data Visualization to Improve Supply Chain Management’.

There was a Slot for CRIMM (Centre for Research In Materials Management) on “Research in Materials Management and Supply Chain”. Dr. Gautam Sengupta, Vice Chancellor, Techno India University and Mr. Asok Dasgupta, Past President, IIMM, apprised the issue. Mr. Ajitesh Vasani, Executive Director, Acharya Bangalore B School, chaired the Session.

The last and final Session on “Collaboration and Integration with Digitization” was chaired by Prof. Santanu Ray, Director, Student Enrichments, Mentor Management, Commerce and Economics, Sister Nivedita University. In this session, Mr. Amit Mukherjee, Partner, Unigrow Solution Pvt. Ltd. spoke on ‘Increasing Visibility in SCM by Digitization’.

There was a Conference Round Up Session in which Dr. T A S Vijayaraghavan, XLRI Jamshedpur, summed up all the Technical Sessions spread over the two days in a nutshell.

In fine, NATCOM 2019, jointly hosted by IIMM Kolkata and Jamshedpur, was a dazzling show and indeed set a new benchmark for future NATCOM. It also surpassed all figures and targets in all spheres. The host Branches were overwhelmed with the response received from various Branches and for their active participation. During NATCOM 2019, ‘Nobel City of India’ i.e., KOLKATA became the centre of SCM Professionals, stalwarts and members of IIMM to cherish the SCM Fraternity to the noble cause of IIMM.









THE ERA OF THE DIGITAL SUPPLY CHAIN TRANSFORMATION

Technology is facilitating the evolution of the modern supply chain despite the slow rate of adoption in India and is set to transform the logistics landscape in the country. Lionel Alva...

Supply chain has been constantly evolving and has become increasingly sophisticated with several finished products that require a large number of ingredients with a broader and more widespread base of suppliers. Undoubtedly, technology has played a part in the complexity of the supply chain and has performed functions such as electronic invoicing, computerised shipping and tracking and semi or full automation that are core components of many supply chains today were advanced by companies like FedEx, UPS and DHL. Technology facilitates better inventory management and fosters supply chain visibility with the use of information.

However, India's logistics sector has been largely fragmented and the adoption of technology has been slow. Consequently this has led to supply chain managers realising that technology can help them acquire an edge in a competitive market and stay ahead of the pack. Thus organisations have to deal with technological adoption in the face of increasing global integration and competition. Today's technology has extensive capability when it comes to keeping a company's production on track, anticipating and repairing mistakes, and making modifications that guarantee a top-quality product.

Every link in the supply chain can be monitored simultaneously, and automated notification systems are especially valuable for sending a single message to many players through a variety of media channels. A fragmented industry Technology is an enabling tool for the industry. The challenge for the industry is to use the right kind of technology and implement it in a precise fashion that would help augment an organisation's capabilities.

This is especially significant in a scenario where India spends 14 percent of its GDP on logistics compared to that of developed countries where the percentage is around eight to nine percent and the industry on the whole is very fragmented. The reasons for this huge spending can be attributed to lack of efficient infrastructure facilities, lack of implementation of technology in logistics and anachronistic systems such as delay checking points on the highways which invariably increases transportation costs. "The technological implementation depends on scale. The logistics industry is too fragmented where there are

small to medium to large sized companies. In such a fragmented market, the IT implementation becomes a challenge," observes Vivek Arya, Managing Director, Rhenus Logistics India. The key function played by technology in the logistics sector, albeit in part, has been to streamline operations, improve various process efficiencies, and provide better service levels with lower costs.

It has helped companies to plan and integrate with various stakeholders, providing increased visibility. "Secondly, IT solutions and implementation is an expensive proposition. The size of the company (small & medium) does not commensurate with the IT investments to be made. Unfortunately in India, there are not many IT companies which can offer cost effective logistics solutions," adds Arya. There are also problems where customers are skeptical of integrating their IT systems with the service providers on account of security since there are multiple data points. Apart from these challenges there are various connectivity issues in tier 2 and tier 3 cities. However, several factors, such as the emergence of e-commerce and the foray of 3PLs have led organisations to re-think their approach towards supply chain management.

Furthermore, the challenges of modern technology driven-competition, globalisation of manufacturing, short product cycles and an increasingly diverse and sophisticated consumer base has been a compelling cause for India's logistics sector to look towards innovative practices that involve the use of technology. Rajiv Bhuta, Senior Director, Product Management Group, JDA Software observes, "Given the setting of India's unorganised logistics sector with 3PL players fragmented across the entire spectrum of the landscape, and the still largely unconnected hinterlands — to quote Robert Frost— "we have miles to go" (with pun intended) in terms of the maturity of these processes, technology and solutions." Technology adoption is driven by an underlying factor: the size and scale of operations. Based on turnover, margins and ownership (professionals vs. family-owned), the technology spend is perceived either as an investment or an expense.

The latter is true in most cases and this blinkered perception in turn triggers a spate of decisions where simplistic and least expensive plug-and-play solutions are sought. "The logistics sector per se has come into the limelight only in recent times. From the better part of India's growth that has been happening since the 90s, the logistics sector would be a low priority sector

from the industry standpoint and even the government standpoint,” says Abhishek Chakraborty, Executive Director, DTDC Couriers & Cargo. Most organisations are more comfortable handling annual contracts vis-à-vis IT capital projects that take few years to deliver results. Owing to a lack of expertise in assessing, planning and executing such technology projects, it is more of a miss than a hit for companies to get this right. “The challenge that this industry has faced is that there have been many players from small to large and traditionally this industry has worked with projects that involved manual processes. Furthermore, the logistics industry in India is highly fragmented where there are many small players who lack the scale to invest in technologically sophisticated processes,” adds Chakraborty.

For IT service providers, it is indeed a challenging market that is cluttered with players who have unique business and cultural scenarios catering to local/regional clientele. However, regionalised, fragmented, small time unorganised players with not enough bargaining power to advocate and lobby for a more regulated landscape has definitely stifled the pace of growth and hence IT adoption and related manpower was never seen as a necessity to be a player in the market. The negligible tech adoption that did happen trended on siloed approach for want of holistic approach to operations and its prioritisation. Such disconnects eventually accentuated the problem of systemic inefficiencies. “For a country like ours, a government stimulant programme such as the one offered for cold storage (subsidy funding of 40 percent of project cost); and the ones that we see in countries like UK to support their value chain causes would be a welcome boost,” says Bhuta. The other end of the spectrum in the Indian logistics landscape is all about faster time-to-market in the war for leadership amongst e-commerce players.

Digitisation is the future Today most organizations operate on hybrid supply chain models that combine paper-based and IT-supported processes. It is the advent of technologies such as Radio-frequency identification (RFID), GPS, and sensors that have enabled organisations to transform their existing hybrid (combination of paper-based and IT-supported processes) supply chain structures into more flexible, open, agile, and collaborative digital models. Unlike hybrid supply chain models, which have resulted in rigid organisational structures, inaccessible data, and fragmented relationships with partners, digital supply chains enable business process automation, organisational flexibility, and digital management of corporate assets. For on-demand delivery driven e-commerce players and VC/retailer fund-infused companies, startups and subsidiaries can make the use of mobile and cloud connectivity along with RFID, GPS, Internet of Things, sensor-based technologies and automated material handling (AGV, ASRS) and sophisticated delivery systems and arrangements (drones and uberisation of trucking) can completely transform their supply chain operations. In order to reap maximum benefits from digital supply chain models, it is important that companies internalise it as

an integral part of the overall business model and organisational structure.

Localized disconnected initiatives, and silo based operations pose a serious threat to competitiveness in an increasingly digital world “To name a few KRAs, we can get better at resource management (capacity use rate in terms of hours and volume, manpower), fleet management (lowering carbon footprint), exponentially increase warehouse throughput, share real-time shipment visibility, increase perfect orders and respective fill-rates (delivery in full, delivery on time, delivery in full on time),” observes Bhuta. To cite an example, a 2012 WERC study highlighted internal order cycle time as a major area of improvement in distribution centre operations. The best-in-class operators report an internal order cycle time of less than three hours while the majority of them take around 36 hours.

Further analysis of work steps reveals that almost 60 percent improvement in activities such as order processing are brought about by digitising and enabling a systemic tracking mechanism. The rest of the improvement is brought about by using automated systems which too rely on digitised data. “An organisation needs to find the right technology that is a good fit for its needs. For unorganised players, this will help them look at better ways to efficiently run their business and thereby lead to consolidation and emergence of bigger players. They will be forced to tap a more skilled supply chain talent pool, vastly reduce use of paper and paperwork, reduce cost and drive more system data driven processes, better governance models and improved customer service,” says Nagarajan Govindarajan, Managing Director, Lateral emSoft. “We have organised truckers, we have a system where we can identify the driver, which brings in a lot of discipline into their system.

We also have a system that also record fuel levels, we are also working towards bringing in other technologies to be a complete solutions provider. Logistics providers and small transporters must understand that the vehicle is an asset. It is not only the company. Look at it from an angle of logistics cost,” adds Govindarajan. Technology is rapidly changing the landscape of most consumer oriented businesses in a fundamental way. The digital supply chain is a natural evolution of a more globally integrated business model. A holistic approach to digital transformation of supply chain, starting with a digital strategy and a digital operating model will set the direction for integrated execution. The connectivity and visibility created with a digital network is the foundation for more dynamic supply chains. In today’s “new normal” of permanent market volatility, dynamic supply chains offer the adaptiveness needed to rapidly respond to the constant changes in the consumer and business landscape. The adoption of technology will not only enable organisations to realise the untapped potential of existing capabilities, but also to achieve higher performance and ultimately create greater value.

Source: www.itln.in



WHY INDIA NEEDS A SUPPLY CHAIN TALENT PIPELINE

NIKHIL OSWAL –SCNEXT INDIA SKILLPRO
– THE INTERNATIONAL SUPPLY CHAIN EDUCATION Alliance
nikhil.oswal@scnext.org

Over the past decade, India has been one of the fastest-growing economies in the world second only after China. India has witnessed tremendous growth not only in the domestic front but also on the export front. For Indian industry, the future is expected to be even better than the recent past and as per most projections, India will be the fastest growing of the world's major economies. The demographic dividend is also in India's favour. **Operations within manufacturing and service industry were not considered as white collar jobs in the past and it was a major deterrent in attracting talent.**

Unfortunately, this growth has not been facilitated by the Logistics industry, but has happened largely despite it. This impressive growth story would not be sustainable if the Supply Chain sector does not improve its performance and provide credible support to the Indian industry in terms of trained manpower and adopting best global practices according to KPMG India.



According to a report by National Skill Development Corporation (NSDC), India will need around 28.4 million strong **Supply Chain workforce in India's booming Transportation, Logistics, Warehousing and Packaging sector.** The sector, which currently employs over 16.74

million employees, is slated to employ more than 28.4 million employees by 2022.

Hence, this sector will have one of the highest incremental human resource requirement of 11.7 million from 2013-2022, across the 24 sectors that have been mapped for assessing incremental human resource requirement in India.

KPMG feels healthy economic growth in India is increasingly supported by robust industrial growth. **One of the relatively lesser known but significant sectors that support almost all industrial activity and trade - the logistics sector -** is also witnessing this growth as a follow through. However, notwithstanding its importance and size, it has traditionally not been accorded the attention it deserves as a separate sector in itself. It supports and services all sectors including auto, engineering, pharma, food, etc. Make-in-India is the new buzz words that will make industry flourish and create millions of jobs in Operations domain.

The level of inefficiency in logistics activities in the country has been very high across all modes. The evolving business environment is **creating a strong demand pull for quality and efficient logistics services.** The core issues around enabling infrastructure, regulatory environment and the fragmented nature of the industry are being overcome gradually. The required pace of efficiency and quality improvement will demand rapid development of capabilities of logistics service providers. And with logistics being a service oriented sector, skill development will emerge as a key capability. The spend on logistics in India is pegged at 13~15% of GDP while in developed countries it stands at around 9%+.

Country	Logistics Cost / GDP	Share of 3PL in overall Supply Chain
China, India	13-15%	<10%
U.S.	9.9%	57%
Europe	10%	30-40%
Japan	11.4%	80%

Logistics outsourcing is now as trendy as IT outsourcing and these sunrise sector jobs will also attract eyeballs as Amazon, Flipkart and Alibaba with host of other manufacturing MNCs bringing global best practices to India. However, sourcing of logistics talent will be local.

Just run-of-the-mill engineers and management students cannot fit the new age bill. Supply Chain is an evolutionary and specialised skill-set and B-School students and industry Young Professionals will have to learn new skills for fresh and rewarding roles in the industry. Even graduates from rural areas can become bread winners.

While skill issues exist in varying degrees in all segments of logistics operations, focus should be on those segments where the gaps are not only wide but also widening at a relatively fast pace. The most severe and immediate requirement for skill development is found to be in the **road freight and warehousing segments followed by industrial sector**.

Taking a deeper look at the work profile in these segments, it is seen that the specific profiles which need to be developed most both in terms of quality and quantity are **fleet managers, warehouse managers, loading supervisors, and seafarers**.

According to recent **report in The Times of India in 2015**, rising investment, rapidly evolving regulatory policies, mega-infrastructure projects and several other developments in recent times have driven the Indian logistics markets. Simultaneously, also overcoming infrastructure-related constraints and logistics-centric inefficiency. **GST will be a game changer for Indian industry** and supply chain in particular. It will require fresh approach from the industry by supporting industry-academia research, training and education. Even industry relevant **summer internships, short-term certification, on-job training and live projects** can meaningfully contribute to breed a new generation of young professionals by challenging their creativity to resolve and provide quick-fix solutions in the short run.

The 2015 report further states that **key growth drivers are the logistics activities which are currently outsourced and growing rapidly at a rate of 52%**. Thrust on marquee projects — dedicated Freight & Industrial Corridors like DMIC, JNPT and other port container terminal projects, flourishing minor ports / inland dry-ports, inland waterways are on anvil. **Rapid growth in organised retail, e-commerce, QSR, containerisation**, etc. will create new opportunities for the youth. With 100 percent FDI through automatic route permitted, FMCG is expected to grow at over 12 percent CAGR during 2010- 2020. Also, the increasing income levels among consumers makes product affordable and provides scope for innovative sustainable and

environment friendly packaging. Food and beverage, which contributes 85 percent of total packaging user segments, is one of the biggest driving forces.

Commenting on the 2015 report, Mr. Dilip Chenoy, MD & CEO, NSDC says, “The biggest challenge for the logistics sector is to attract fresh talent. The sector clearly sees poor working conditions and low pay scales in comparison to other career options like marketing, finance and HR because of poor, outdated or non-existent manpower policies. The logistics industry is expected to give a push to Indian economy with emergence of e-commerce, organised retail & Quick Service Restaurants (QSR).” Operations in manufacturing – e-Commerce – Supply Chain to create more and **worthwhile jobs with decent pay-packs**. Students and young professionals need to acquire newer skills in deploying technologies like RFID / vertical storage to manage the complex supply chains – unique to each industry and product line. Newer management techniques like Demand Driven Planning need global education and best practices support for training Genext.

“With more organised approach towards transport and logistics activities due to emergence of global **third-party logistics (3PL) players**, the demand for trained employees with specific skill sets is expected to further increase,” according to Mr. Chenoy of NSDC.

As per National Sample Survey (NSS) 68th round survey, the districts with maximum employment in the transportation and logistics sector are Mumbai, Kolkata, Hyderabad, Delhi, Bangalore and Ahmedabad on the top of the list. The high growth clusters as identified by NSDC incremental human resource requirement studies are Mumbai, Kolkata, Hyderabad, Ahmedabad and Bangalore, Pune, Surat and Indore.

Industry professionals and academicians must join hands and look at creating job opportunities in this domain with sharp supply chain skills.

Wannabe managers and young professionals with management qualifications / on-job training / global certifications will find great opportunities in supply chain considering phenomenal growth in brick-n-mortar and e-commerce in India. Supply chain education, training and recognition as being done by ISCEA SCNext globally, is finding great credence at B-Schools / industry forums and logistics industry in India too. Emphasis on students and young professionals is paying rich dividends to all constituents of Supply Chain domain.

Source: <http://scnext.org/>

● ● ●

A NEW APPROACH TO INDUSTRIAL POLICY

ARUN MAIRA
CHAIRMAN, HELPAGE INTERNATIONAL

To make India a \$5-trillion economy, policymakers must bring all the constituents of the industrial ecosystem together

India wants to grow its economy to \$5 trillion. People want jobs and their incomes to grow. The country needs its industrial sector to evolve to absorb the millions of people coming off agriculture, as they will, with productivity in the agricultural sector improving.

India cannot rely only on its service sector — it needs industry and manufacturing to grow much faster to create jobs with good incomes and to enable the economy to grow to \$5 trillion. Ergo, the country needs a good policy to grow industry at this juncture in its economic history.

Wither industrial policy?



This is Vas Island

India had avoided framing any industrial policy after the liberalisation of its economy in 1991, because 'industrial policy' had become taboo in the 'leave it to the market' ideology of the Washington Consensus, which said that any deliberate attempt by the government to grow industry would always be counter-productive.

The only way to grow a vibrant, entrepreneurial industrial sector was for the government to get out of the way of the unleashed animal spirit of entrepreneurs, it said, ignoring the history of industrialisation in all countries, including the US, where governments have nurtured industries and meddled with trade policies to foster industrial growth.

ROLLOVER TO EXPLORE

Now, even the US, confronted with the growth of China's industries supported by its government's policies, is feeling the need for an industry-cum-trade strategy to

counter China. India cannot avoid, any longer, the necessity for a good policy to grow its industries.

The problem is, what sort of policy should India have — how much should it leave to the market, and what should be the government's role? Any policy, and the way it is made, must fit the system and the situation

for which it is required. Therefore, one must step back to understand the process of industrialisation.

What's industrialisation?

Industrialisation is a process by which a large system acquires capabilities to do what it could not do before. Japan became a global power in the automobile industry after the Second World War, because Japanese manufacturers learned rapidly to do what they could not do before.

Their suppliers learned too, while managers and workers within the industry were rapidly learning and improving their skills. Alongside them, the government facilitated the process of building capabilities in industries and learned along with them too. Complex systems acquire capabilities they do not have when the interdependent sub-systems within them learn to do what they could not do before. Industrialisation is a process of a complex system and its parts learning in action together.

Beyond raw material resources, the only source of competitive advantage a nation has is its ability to learn and improve its competitive capabilities faster than all other nations. With a participative process of shaping industrial policy facilitated by the government, Japan developed its steel, chemicals, and automobile industries into world-beaters, even though it did not have any raw material resources.

Systems can be sorted into three archetypes: engineered-controlled, open-chaotic, and complex self-adaptive. The structures within engineered systems are designed by experts. Experts can manipulate and control the system if they understand the forces within completely.

Technologists have designed amazing machines with which human beings have been able to do what they could not do before — like fly to the Moon. In an engineered system, the designer sits outside the system while designing it. This approach to designing an industrial policy will not work, because the policymaker must be a participant within a dynamic system, learning within it through multiple feedback loops.

The policymaker cannot be an expert sitting in an ivory tower above the system, providing it a detailed blueprint to function. This was the fundamental problem in India's approach to its industrial policy until the 1980s. Industry, which was learning, found that the government controlled without understanding what industrialisation was about.

The sweeping in of the 'Washington Consensus' ideology of 'government is not the solution, it is the problem: leave it to the market' swung the pendulum towards the open-chaotic systems archetype. The idea of 'industrial policy' became taboo. When many countries, including the US, began to realise by 2008 that governments must do something to grow industries and jobs in their countries, they had to contrive other names for what was required, such as 'innovation policy' and 'entrepreneurship policy'.

The way forward : Unregulated markets can become chaotic, as the world realised when the financial crisis happened. Government regulation is necessary. However, India will not want to go back to the 'engineered-controlled' model of industrial policy, which is inappropriate for a dynamic, learning process. India should adopt the third archetype, of 'complex self-adaptive systems', which is the appropriate model for industrial growth.

Industrial policy is not a document; it is a process. It is a process of learning in action that brings together the constituents of the industrial system.

The Indian industry is not a clean sheet upon which a policymaker can impose a policy. India has a rich industrial ecosystem with competent industries in many sectors and millions of large and small enterprises.

Each constituent within the system will see the system from its own perspective and will lobby for its own interests. It is essential for the policymaker guiding the process, and for the constituents too, to foresee the consequences of fixing any one part of the system on the other parts, to avoid fixes that can backfire elsewhere, or later on, and harm the system.

Inverted duty structures, which harm industry, arise when changes are made to make life easier for one industrial sub-system but damage others. Lopsided labour reform to make firing easier can produce shorter-term benefits, harming longer-term processes of capability building.

India has recognised the need for an industrial policy and groundwork has been done, with consultations with many stakeholders, both by UPA- II in the 12th Five Year Plan, and by the previous Modi-led government.

Both times, the need for an ongoing, consultative, learning process was stated. The government should take a bold step soon to install this process if it wants to grow industries, create jobs, and take the Indian economy to \$5 trillion and beyond.

Source : The Billion Press



INNOVATION & INFRASTRUCTURE WILL HELP INDIA TO BECOME USD 5 TRILLION ECONOMY : PIYUSH GOYAL

USD 700 Billion Investment in Railways in 12 Years: Piyush Goyal Government is Facilitator & Enabler for Business & Industry: Piyush Goyal Piyush Goyal Addresses ASSOCHAM in Its Centenary Year; Strengthening India's Global Positioning

The Indian Railway plans to invest USD 700 billion through partnerships, joint ventures and collaborations to strengthen the infrastructure and reach the farthest corners of the country in the next 12 years said the Commerce and Industry & Railways Minister Piyush Goyal in New Delhi today. He was addressing ASSOCHAM which is celebrating 100 years. He was addressing ASSOCHAM about Strengthening India's Global Positioning in New Delhi today.

In his address the Commerce and Industry Minister urged Indian Industry to be in constant dialogue with the Government so that all the problems and hurdles that industry and business face today may be dealt with so that the Government's commitment for a better India, for the 1.3 billion aspirational citizens who are looking for a better quality of life, can be met at the earliest.

Government of India will be a facilitator and an enabler for industry and entrepreneurship to ensure that harassment at the hands of government functionaries both at the centre and the states comes to an end said the Minister. For this he urged ASSOCHAM with its 4 lakh plus members to give feedback that will help Government both at the Centre and the States to look at regulatory, non-regulatory, judicial and any other impediments that are roadblocks for industry and entrepreneurship.

Commerce and Industry Minister urged industry to adopt and encourage innovation by funding research and development and work closely with academia so that India may become a true innovation nation where startups can flourish and become positive disruptors in industry by creating more jobs for the youth of the country. He gave the example of the United States of America and China that have more than 4,200 and more than 1,200 researchers respectively and India has only 216 number of researchers per million people. Commerce and Industry Minister congratulated ASSOCHAM in its centenary year and appreciated the commendable work it has done for a century for Indian industry and business.

Source : PIB



IMPACT OF TRADE AND ECONOMY IN SUPPLY CHAIN

P.VISWANATHAN, N.C. MEMBER OF IIMM BANGALORE BRANCH

vid_shy@yahoo.com

In supply chain the day to day pressure comes in procurement, and takes up a more heightened feeling when seeing the pressure related to economic trade related to the impact, and changes in supply chain. In supply chain global trend towards safeguarding, against external risks, as the current economic environment presents a number of emerging issues from every corner of the globe, goods and services to equipment, more external supply markets are already complex, with digital transformation, and expanding geopolitical risks, procurement has become complex, than before and even more important to bigger organization.

In supply chain the organization must take up the responsibility, to convert raw materials into finished goods services, for customer. Supply chain invests in raw materials, and then goes into manufacture, then into finished product, and there can be several other steps, and process that can involve location from different countries. The product moves from a wholesaler, retailer, and consumer. The wholesalers consolidate the product from around the world, and repack them to different marketing distribution centers in supply chain. The retailer offer goods, provides additional services with exchange cost.

The manufacture in supply chain, sometimes offers the product directly to consumer to thus by-passing the wholesalers, retailers, offering discount, and selling the goods to the consumer. In supply chain the economy impact is where products are manufactured which includes, cost of production, technology which is outsourced from many countries. In supply chain natural disaster have become a disruption in supply chains, and the frequency has doubled thus affecting the supply chain economy, and have become and disrupt in supply chain, the frequency has doubled, thus affected the supply chain economy, that have the impact on local production, with failure mode affect analysis generally used in planning for product process design has an impact on trade, economy in supply chain.

In supply chain many organization vertically integrate to control supply chain, as it gives better control for production process costs, and given a high design standard through vertical integration, and thus have competitive advantage among the most monopoly among organizations supply chain financing in helpful for organization, providing opportunities for better production, financing organization are reluctant to give finance they are ready to land on the basis of an approved Purchase Order, invoices, with organization with good shipping records.

In supply chain developing countries it is important to

implement economic policies, that have increasing competitions', to improve the reliability and efficiency. In supply chain the competitors earlier developed by the countries were based on trade policies, which often from the preferential markets as trade policies are still important and not sufficient as there are preference of erosion, decline in tariff, 8D problem solving process which is detailed as an organization research solving critical problem with production process, and the goal of this method are to find the root cause of problem developed that have impact on trade, economy in supply chain.

In supply chain trade in a global value chain, trade intensity is growing in absolute terms; share the output, moving across the world supply chain. In supply chain the decline in trade intensity is become highly complex, and highly trades in global value chain, growing a signal that globalization impact of trade and economy in supply chain is completed. In supply chain the intangible, tangible assets of much multi-natural organization sent to different organization around the world, software, brands, design, operational process, intellectual property developed at the organization develop tremendous value and offer go un-priced, untraced until captured by the intellectual property changes which have an impact of trade in the economy of supply chain.

In supply chain becoming more agile is a part of procurement in an organization, and as the ability of the organization to become a part of it, adapts to the changes quickly, succeed to the rapid changes, exchange ambiguous, and in sometime turbulent environment. In supply chain agile requires flexible, contractors who can make rapid decisions. Artificial intelligence, machine learning can help supply chain, procurement management, and organization understanding the relationship between differently compared data, and the anticipated threats, new competitions, even the regulatory risks, which allow making decisions faster.

In supply chain procurement is management organization understands the relationship between the sets of data as they can anticipate threats, new competitors regulating risk in trade impact economy and takes decision faster, cheaper in supply chain. In supply chain with more interpreted structured in structure data, internet of things has become an important new source in the impact and economy on supply chain, with the use of sensors in production, chip organization to warehouses, shipping containers that deliver through internet of things, timely or works-in-progress, finished goods, parts in transit affecting impact of trade economy in supply chain.

In supply chain the impact of trade on economy is combined with artificial intelligence, use of robotic process automation, which can accelerate decisions making at a lower costs increasing reliability. In supply chain many organization are using advance technological tools, to demonstrate procurement process in supply chain. In supply chain the use of Block Chain has an impact on the trade, economy in supply chain, with secured transaction, authentically customer declaration, validating contracts in procurement. Block chain establishes tamper proof mechanism to prove transparency, this application is expected to bring in justification to supply chain trade, having an impact on economy in procurement.

In supply chain the availability of installed labor costs, in developing countries, might necessarily be considered to be low in certain countries, as the different wages in a underdeveloped economy, in an developed economy will bring a difference aggregate total factor productivity (labor, capital goods, natural resources, quantities) resulting in difference in technology in supply chain bring an impact of trade and economy. In supply chain the technology on the basis of international trade in countries where the impact of economy tend to be speculative in activities, which becomes relevant in global economy supply chain, varies from one country to country, as the price, payment of such royalties, which includes a solution for foreign exports , and also transfer of prices in supply chain.

In supply chain automatic identification is the term used to describe the direct entry of data, information, in a computer programs without the operations of key boards. In supply chain technology include Bar code, Radio frequency Identification is somewhat an easy method of voice recognition. Automatic identification in supply chain is used for tracking container, packages, or truck carrying goods dispatched to customers, the benefits of automatic identification include accuracy, cost, speed, convenience, data storage, and process information which have direct impact on trade, economy in supply chain procurement.

In supply chain procurement operation which includes parts, from different part of the continent, components from supply containing, bar codes, information on many items, batch numbers, date of manufacture, order no, serial no, information is able to identify by the code, the country of origin, tracking of component. In supply chain as the goods enter warehouse the scanner is able to identify the goods. The information is de-coded, and logged into the computer, which has an impact on the trade and economy of the supply chain in procurement.

In supply chain processing the code of the materials from different parts of the continent, will help in keeping the identification of the item based on date of entry into warehouse store, as it will ease material shipping, renewal dispatch in inventory management system, bringing the impact of trade on economy in supply chain in procurement. In supply chain with tremendous growth on foreign development markets, competition in many of the local market, thus forcing many small medium sized companies upgrade the operations, and expand internationally.

In supply chain there is demand for foreign network which includes, manufacturing bases for foreign establishment for setting up of plants which bring in an impact on trade and economy. When markets go global, planning, production, procurement becomes difficult and product life cycle becomes a striking a new demand for new products, with integration of product, design, development, manufacturing process, which has become a key process for maintaining high technology, as a result production plants, engineering resources, research and development, is being set up in different countries giving an impact on trade and economy on supply chain management procurement.

In supply chain innovative procurement has challenged the traditional process, practices behavior in many organizations. In supply chain the policies of encouraging to bring a changing procurement environment, within the organization, helping the local government, country to overcome problem of achieving introduction to new practices, is within the industry, and this has good impact on trade economy in supply chain.

In supply chain the importance of innovation is a proposal of continuous improvement so as to achieve profitably through innovation, which includes improved leadership, customer focus, integrated supply chain, improved quality, and firm commitment to the impact of trade, economy in supply chain procurement.

In supply chain countries logistically are constrained without direct access to trade, transport facilities reforms, and have the political advantage of underdeveloped country, with weaker logistics, require special attention, support from international countries. In supply chain, planning also has need for advanced trade, transportation facilities for safeguarding the organization with its impact on trade, economy, and procurement in supply chain.

In supply chain classification of purchasing strategies that has an impact on trade, economy in supply chain, is based on the approach, where buyers can obtain goods, for their minimum consumption, price, this is based on assumption that there is competition between supplier with a competitive approach. The approach that have impact on trade, economy in supply chain is to assume that supplier, buyer approach is conducted in procedure, and this is assumed that the supplier, the buyer form a long term strategic relationship, this relationship focus on supplier relationship, benefit long term relationship, but they need evaluation, authorization, long term relation may result in cost invested in a program so as to benefit the organization in the economy in supply chain.

In supply chain in order to maintain a good impact on trade, economy, efficient purchasing in manufacturing, with good supplier selection is important, as it becomes to maintain the supplier with good relation selection, keep purchasing strategies during supplier selection, and achieve a strategic long term relationship with the supplier to maintain an impact of trade, economy in supply chain.

● ● ●

COMPETITION COMMISSION OF INDIA -REFLECTIONS ON A DECADE LONG JOURNEY

ASHOK KUMAR GUPTA
CHAIRPERSON, COMPETITION COMMISSION OF INDIA

Introduction : On May 20, 2019, the Competition Commission of India completed 10 years since the notification of the substantive provisions of the Competition Act 2002 (the Act) relating to anti-competitive conduct. Competition is the life force of markets. It is the 'invisible hand' of competition that steers markets towards efficient outcomes. Competition creates the best incentives for businesses to increase efficiency. It drives productivity and fuels innovation. The strength of competition also has an influence on a country's competitiveness. In the current inter-connected world, a nation cannot achieve its full economic potential if it is not able to compete globally. Vigorous domestic rivalry is a critical factor in stimulating firms to shore up their competitive advantage in the international arena. With economic configurations getting increasingly liberalised and globalised, macroeconomic policies crafted in pursuit of economic growth need to be underpinned by firm micro-economic foundation of well-functioning markets that nurture competition.

Even the most ardent votaries of a market economy recognise that liberalised markets cannot be presumed to be competitive and efficient. Economy can still be fraught with distortions caused by large monopolistic firms or groups of firms in concert. Such distortions break the link between liberalised markets and the productivity and innovation gains that they are believed to yield. Hence, the need for a robust competition law and policy for the development of efficient markets serving as an instrument of growth cannot be overstated.

Healthy competition, though vital, may not emerge on its own. Without oversight and necessary intervention, we could be witness to a chaotic environment, where dominant firms misuse their market power to fence out competition or cartels drive up price or anti-competitive mergers weaken competitive structure of markets, businesses get affected and consumers are deprived of value of money. Thus, governments around the world have found it necessary to prescribe ground rules for competition in the market place. It is in the above context that the institutional role of a competition authority needs to be understood. Starting with Canada and the United States more than hundred years ago, countries, large and small, have legislated competition laws with a view to protect and promote competition and fair play in markets. Today, more than 130 countries have a competition law.

In India, wide-ranging economic reforms of the nineties laid the foundation of a new India. Marking a radical departure from the regime of 'command and control', the new industrial policy placed reliance on market forces. With the objective of making Indian industry more competitive, both domestically and internationally, the economic reforms combined the liberalisation of imports with a relaxation of investment controls. The reforms led to the virtual abolition of industrial licensing requirements with a view to encourage entry and investment, achieve economically viable scales of production. The trade policy was reoriented to introduce foreign competition through imports as also to make cheaper and better quality inputs available to Indian producers and to encourage technology transfer.

In keeping with this change, it was only apposite that the competition law underwent a change in line with the needs of a market-based economy. In 1999 the decision to enact a new competition law was announced by the then Union Finance Minister in his budget speech. The Finance Minister in his speech stated,

" The MRTP Act has become obsolete in certain areas in the light of international economic developments relating to competition laws. We need to shift our focus from curbing monopolies to promoting competition."

For this new economic order to achieve its intended goals, a legal architecture was needed that would protect competition and fair play in the marketplace. The Competition Act 2002 was enacted and the Competition Commission of India was established to lay the foundation of a competition ecosystem in the country. The High Level Committee on Competition Policy and Law ('Raghavan Committee') that provided the intellectual foundation to the Act, observed that the Indian firms needed to survive and be able to compete, not through protection but through efficiency and growth. Accordingly, the new competition law embodies the post-liberalisation philosophy of promoting competition- a paradigmatic shift from the MRTP's mandate of curbing monopolies.

The Act rests on four pillars. Firstly, it proscribes anti-competitive agreements. Secondly, the law prohibits abuse of dominance by enterprises. The third pillar is in regard to regulation of combinations. The law permits mergers and acquisitions by enterprises as well as groups provided such combinations do not result in any appreciable adverse effect on competition in the

market. The fourth pillar is of advocacy which is mandated under the Act.

In this paper, I share the experience of a decade long journey of competition law enforcement giving a glimpse of the achievements so far and the challenges going forward. Section II discusses the key tenets of the Act, Section III details the antitrust enforcement experience and regulation of combinations. Section IV focuses on advocacy and Section V concludes with the challenges for the Commission going forward.

ii. Administration of the Competition Act, 2002: The Key Tenets : The Preamble of the Act institutes the Competition Commission of India in view of 'economic development of the country'. This is a rather unique and unambiguous endorsement of the link between the micro functioning of individual markets and the larger development imperatives of the country. This is also to affirm that competition is not an end in itself, but a means to achieve larger economic goals.

The mandate of the Commission as enshrined in the Preamble of the Act is (a) to prevent practices having adverse effect on competition, (b) to promote and sustain competition in markets, (c) to protect the interests of consumers and (d) to ensure freedom of trade carried on by other participants in markets. Clearly, the Commission's intervention in markets is not warranted to protect individual competitors or incumbents but to protect competition as a process. The objective is to bring about market corrections where fair competition is found to be hindered due to unilateral or collective action of enterprises. The guiding philosophy for the Commission has been to evolve a robust jurisprudence wherein the interventions would be corrective and preventive.

The Act is ownership neutral and is applicable to government and private enterprises alike. We still have a number of public sector enterprises at central, state and local levels and some of them are dominant in key sectors, such as coal, natural gas, power generation etc. If we are to reap the benefits of competition in these markets, all enterprises, irrespective of their public or private ownership, must be able to operate on a level playing field consistent with the principles of competitive neutrality.

The competition law is an economic law, which rests on the foundation of economics. The law in India has economic principles embedded in every facet of it. The architecture of the law is such that adjudication entails appreciation of the economics of markets and the impugned conduct. The legal test for determination of illegality given in the Act is 'appreciable adverse effect on competition (AAEC)'. The AAEC test is essentially a case-by-case economic cost-benefit assessment that guides the competition scrutiny of any business conduct. Globally, there is a debate on the tension between a rule-based approach that ensures legal certainty and a case-by-case approach that factors in economic principles. However, in India, the statute

mandates us to adopt the latter.

The statute further makes it mandatory for the Commission to observe principles of natural justice. The requirement to follow principles of natural justice permeates the whole legislation and the procedures evolved by the Commission. The twin basic principles of natural justice i.e. fair hearing and rule against bias find resonance at different stages of the regulatory process.

iii. Enforcement: The Path Traversed : In the past ten years, the Commission's endeavour has been to build a culture of competition in markets through effective enforcement of the law and proactive outreach. Stakeholders are increasingly reposing their trust and confidence in the Commission as a forum for redressal of competition related concerns. Over these years, the Commission has received information from businesses irrespective of their size or market position from across sectors and geographies alleging an array of anti-competitive conduct affecting competition in Indian markets adversely.

The Commission has crossed important milestones and has made critical interventions in antitrust enforcement. In terms of number, the cases filed with the Commission has seen a secular rise since 2010-11. In the first ten years, the Commission has reviewed over a thousand antitrust cases from diverse industries ranging across pharmaceuticals, real estate, civil aviation, financial sector, railways, electricity, digital markets, sports and entertainment and also public procurement. But more importantly, in terms of impact, the interventions have led to positive outcomes.

Enforcement against Cartels : Collusion amongst enterprises, including cartels, is considered the most egregious violation of competition law. Accordingly, horizontal agreements entered into between competitors raise a presumption of causing anti-competitive harm under Section 3(3) of the Act. The legislature has also carved out stricter penalty provisions in case of cartelization.

Recent literature provides evidence that there are significant gains from combating cartels, particularly for developing countries. The economic impact of cartel on an economy is substantial and a cartel can decrease the production level in the concerned market. In terms of affected sales related to GDP, the impact varies among countries from 0.5% to 3.74%.

The micro foundations of growth are embedded in competitive markets and in developing countries this relationship can be leveraged by an aggressive cartel enforcement regime that will ensure an efficient allocation of resources and increase in consumer welfare. Indirect fiscal effects of cartel enforcement in public procurement can lead to release of scarce government resources for financing development priorities.

Of the sectors, which are internationally regarded as

hotspots of cartel activity, public procurement, construction/ cement etc. have seen infringement decisions in India. Interestingly, infringements have also been found in sectors, which are not seemingly prone to cartel formation when viewed through the standard structural screens.

Majority of the infringement findings of the CCI reveal certain striking characteristics that may be common across transitional economies: (i) a strong trade association forms the fulcrum of the cartel; (ii) the participants of these associations are often small or micro enterprises with low turnovers; and (iii) these participants operate in the informal sector, with a high degree of self-regulation. The trade associations may perceive self-regulation as a genuine necessity to address various inefficiencies associated with the informal economy. However, some of their legacy practices now overstep the boundaries stipulated by the competition law.

The Commission's interventions have led to course corrections. Trade associations have revised their policies and practices to bring them in alignment with the principles of competition. For instance, the CCI decision in Karnataka Film Chamber of Commerce has resulted in dubbing of other language films in Kannada and such films are being screened across the State of Karnataka, which did not happen earlier owing to the trade association restrictions. In the case of All India Organisation of Chemists & Druggists (AIOCD) and its regional/local constituents, pursuant to the order of the Commission, AIOCD withdrew anti-competitive restraints and issued a circular to the pharmaceutical companies and State Chemists & Druggists Associations mentioning : (i) no NOC is to be obtained for appointment of stockists; (ii) no restriction on discount to customers at different levels of sale of medicine; (iii) payment of Product Information Service charged by pharmaceutical companies to associations only voluntary and (iv) there will be no boycott of pharmaceutical companies.

In the initial years, the investigations could unearth direct evidence, such as circulars issued to members of trade associations, minutes of trade association meetings and resolutions passed under the charter documents of the trade associations. However, with passage of time, it has become difficult to discover smoking gun evidence. In cartel cases there may be sufficient economic evidence in the form of unusual price movements, underutilization of capacity, and a sharp decline in sales etc. but many times it still does not meet the evidentiary standards required for establishing a cartel.

In view of the same, the Commission has focused on an effective leniency system, which could be a significant source of information and evidence. Defining a clear leniency policy, providing certainty on the application of the leniency programme and educating stakeholders on the vital aspects of leniency have formed integral part of laying foundation for an effective

cartel enforcement regime. The CCI has so far successfully handled nine leniency cases and awarded reduced penalties on applicant members of the cartel.

In a significant fillip to its leniency regime, the Commission has amended its Lesser Penalty Regulations to bring it in line with international best practices by inter alia removing the cap on the number of leniency applicants and recognising an individual's right to become a leniency applicant. These are being supplemented with an increased emphasis on the leniency provisions of the Act during CCI's outreach programmes. With these, it is expected that leniency applications will become a much-valued source of information for investigations, thereby giving a stimulus to the CCI's cartel enforcement activities.

Enforcement against abuse of dominant position :

Designed for the new economic environment, the Act does not target size or dominance of a firm as such. Unlike in the past, corporates can now grow to any scale and size which they deem appropriate for surviving and succeeding in domestic and global markets. But they cannot abuse their market position of dominance. Section 4 of the Act prohibits abuse of dominant position by an enterprise or group. Given that "dominant position" is to be assessed with reference to a defined relevant market in which the enterprise operates, the first step, therefore is to define the boundaries of the relevant market in which the dominance of the enterprise is to be assessed.

An overly narrow market definition overstates market power; an overly broad definition understates market power. Thus, a lot of time and resources are actually expended in appropriate delineation of relevant market, which is the first pre-requisite for correct determination of dominance. Our law does not prescribe, neither have we set any particular market share threshold for presumptive dominance. Market share is definitely an important factor and is often the starting point in the determination of dominance.

The Act provides a holistic framework for determination of dominant position. Other factors such as entry barriers, stage of evolution of the market, competitors' strength and other specificities of the market in question are taken into account, while arriving at a conclusive view on dominance. In its order in the radio-taxi market, dominance was not established despite the firm having the highest market share.

The Act spells out an explicit and exhaustive set of conduct which, when indulged into by dominant enterprises, amounts to abuse of dominance. Unchecked anti-competitive behaviour by dominant firms hurts businesses, especially so, when dominant firms misuse their market power to cause anti-competitive foreclosure to competitors or consumer harm. The provisions of the Act thus offer an opportunity to businesses, both as competitors as well as consumers, to come forward and point out the anti-competitive behaviour which can damage the

competitive fabric of the market or stifle their competitive ability. The Commission has reviewed allegations of abuse of dominance against private and public sector enterprises across a number of industries. Some of the major decisions of the Commission holding an abuse of dominance have been upheld by the erstwhile appellate body, i.e., COMPAT and are currently pending before the apex court.

In a landmark case in the real estate sector (Belaire Owners Association v. M/s DLF Home Developers) in which abuse of dominance was alleged in respect of terms and conditions of allotment, the CCI ordered behavioural remedies and as a result the terms of the contracts between the builder and the buyers were ordered to be rewritten to bring them in sync with competition framework.

The Commission has also passed orders against abusive conduct of state monopolies. In a case against Coal India Limited (CIL), the Commission found the coal producer to be imposing unfair/discriminatory conditions in fuel supply agreements (FSA) with the power producers for supply of non-coking coal. As a result, CIL was directed to incorporate suitable modifications in the FSA.

The sports sector has witnessed a number of antitrust cases. The Commission has touched upon the intricacies in this sector where conflict between the regulatory functions and economic activities were dealt in detail. If it is demonstrated by the sports federation that the restraint on competition is a necessary requirement to serve the development of sports or preserve its integrity, such restrictive environment for the economic activities that are incidental to sports are justified. However, if restrictions impede competition without having any plausible justification, the same would fall foul of competition law. The Commission has issued modifications to such restrictive clauses, issued directions to sports federations for laying down of parameters in respect of organisation of events.

The Commission's intervention in the digital markets has been nuanced so as to preserve the innovation incentives while correcting the anti-competitive conduct. The assessment of conduct or the business model or product design of a dominant firm has been on the basis of whether or not it harms the competitive process. The Commission's approach in this regard is succinctly enunciated in the Google decision: *"... the Commission considers it appropriate to enter a caveat before embarking upon the scrutiny of the design to ascertain antitrust violations. The Commission notes that product design is an important and integral dimension of competition and undue intervention in designs on Search Engine Results Pages may affect legitimate product improvements resulting in consumer harm. Having said that, it is made clear that such ; regulatory forbearance from interfering with search design is only by way of self-imposed restraint but if in a given case the Commission finds the conduct to be egregious, appropriate remedies and directions shall be issued to correct such a distortion."* Following this

approach, the Commission did not find contravention in most of the allegations levelled against the search giant. Only in some areas, where the harm was evident, the Commission held the practices of Google to be anticompetitive.

Evolution of jurisprudence organically by superior judiciary takes time and it is a challenge typical to any new agency during the nascent stage. However, some of the recent judgements of the Supreme Court have settled a few longstanding issues, thus providing much sought clarity regarding the direction of the law. More importantly, these decisions of the Court signal the trust reposed by the highest judicial body of the country in the mandate of the law. In the case of Excel Crop, the Court has reiterated the importance of a robust competition law to exploit the benefits of a liberalised market. It is gratifying to note that in this judgment the Court has observed, "Effective enforcement is important not only to sanction anti-competitive conduct but also to deter future anti-competitive practices."

Furthermore, consistent, effective and credible enforcement over the years have led to an increased awareness of the Act and the Commission amongst the stakeholders, which is discernible from the cases being filed from across geographies such as Namakkal, Sagar, Dhanbad, Bareilly, Bulandshahar and by even small businesses, associations and individual consumers.

Regulation of Combinations : The Commission has completed eight years of the combination review regime. As of now, a total of 670 notices have been filed before the Commission and out of which 663 notices have been decided with an approval strike rate of 99% since 2011. The Commission is conscious of the need and significance of inorganic growth in order for enterprises to attain size, scale and efficiency required for surviving and succeeding in domestic and global markets and against global behemoths. The Commission has focussed on quick approval of M&As that do not cause appreciable adverse effect on competition. The average number of days to approve the notices under combinations has come down to 18 days only.

Further, based on the experience gained and our dialogue with stakeholders, the combination regulations have been amended to remove ambiguities, reduce compliance costs and to make filings simpler. In facilitating compliance, Do it Yourself (DIY) mechanism has been introduced, to allow the parties to check notifiability for Mergers & Acquisitions under the Act.

iv. Competition Advocacy: A Key Instrument : The Commission's goal is to ensure that markets are competitive and that enterprises are competition compliant. This is possible through a judicious mix of competition advocacy for prevention of anti-competitive behaviour and interventions in cases of transgression. The Commission balances enforcement with competition advocacy to inculcate a

competition culture in the economy by making enterprises realise the benefits of competition and imbibe competition compliance into their functioning so that violation of the Act does not take place. The initial years were the formative years of a new jurisdiction and we targeted our advocacy to all the stakeholders as they had to be initiated into this new law. Frankly, we first went for the low hanging fruits with Industry and Government. The Industry had to be sensitized that there is a new law and business practices need to be changed in compliance with the law. No longer, people from the same business could meet for merriment and discuss sensitive business information on prices and output.

Competition advocacy as mandated under Section 49 of the Act can also be looked at as enforcement of law without intervention. It has maximum impact with least intervention and is an effective way to garner support to attain competition policy objectives. Successful implementation of competition law and policy largely depends upon the willingness of the people to accept these. Advocacy plays a vital role in achieving this goal. It reinforces the value of competition by educating citizens, businesses and policymakers. As a result, the CCI has organised roadshows and advocacy programmes as an outreach effort to sensitise the public, industry and PSUs to promote competition.

The journey of the Commission to enhance competition advocacy has not been easy, given the fact that ours is a large country with a billion plus populace and reaching out to all stakeholders from all sectors and geographies is easier said than done. It becomes all the more challenging to work with markets having legacy issues and policy-induced distortions. Creation of open markets requires policy and regulatory framework which is pro-market.

For this, the Commission has reached out to its stakeholders in varied ways. It has organised lectures, workshops, seminars, moot courts, published rich material on the subject which includes quarterly newsletter 'Fair Play' along with advocacy booklets, among others. The Commission has developed a Compliance | Manual for Enterprises which lists out dos and don'ts for enterprises. A Competition Assessment Toolkit has also been developed to identify anti-competitive legislations, Acts, Rules and Regulations cutting across sectors. Every year more than 100 events are organised as part of the Commission's advocacy initiatives. Recently, it has also made its presence felt on social media-Facebook and LinkedIn as an initiative to explore newer channels of communication.

v. The Road Ahead : The last ten years have been an immense learning experience and there is sufficient clarity regarding the enforcement and the advocacy priorities of the Commission. We are cognisant of the fact that the enforcement of the law will have to be in harmony with the evolving business environment and larger economic milieu. To this end, a Competition Law

Review Committee has been set up by the Government to attune the law and its practice with the compulsions of an economy that aspires to reach a size of \$5 trillion by the year 2024. To address these issues the Committee contemplated possible ways to ensure that a balance is struck between, adequate regulatory oversight and the ease of doing business.

One of the suggestions that emerged from the extensive deliberations was to provide a 'Green Channel' for combinations that are unlikely to result in any AAEC. The parties to the combination may self-assess, based on specified criteria and pre-filing consultation with the CCI, whether they qualify for the Green Channel. If they qualify, they will have the option to notify the CCI of the proposed combination and consummate it based on an automatic approval.

Post liberalization corporate dynamism has come here to stay but competition is certainly not deeply entrenched in all the sectors of the economy. So, no doubt, competition law and the CCI will have an increasingly important role to play. More so, in view of the rapid changes in the marketplace driven by technology and innovation. The enforcement of the law has to adapt to ever-changing market realities. Technology and disruptive innovations in the digital economy are fast altering the contours of markets, transforming the ways of doing business, ways of communication, ways of transactions. Digital mediation is poised to reshape every aspect of the economy. On one hand, we see a lot of promise in them for fostering competition. More opportunities are being created, transparency is growing with online intermediation, search cost for consumers is going down. On the other hand, the increasingly technology-laden economy is bringing new issues and concerns in the competition policy discourse. The challenge will be to keep abreast of the developments in these markets, and continue to evolve and refine the tools. This will help make timely and evidence-based interventions and to strike the fine balance so that efficiency and innovation are not stifled while markets are free from abuses of market power. The Commission is proactively reaching out to stakeholders through market studies for understanding markets, issues that may have implications for competition and the possible remedies. Digital markets indeed are new territory for competition regulators. Given the scale and pace at which digital technology is reshaping market landscapes, there is no denying that regulators across jurisdictions are playing a game of catch-up. India is not the only one.

Lastly, since the interplay between ex ante regulation that promotes competition and an ex-post competition law that penalizes anticompetitive conduct shapes the competition dynamics of markets, it is important that the language of competition is imbibed by various state actors. This requires redoubling our advocacy efforts such that competition is ingrained in economic transactions that may not fall in the purview of competition law.

● ● ●

HOW CUSTOMIZED WAREHOUSING AND LOGISTICS IS ADDING VALUE TO MODERN MANUFACTURING

With advanced tech innovation, the logistics and manufacturing sectors have moved beyond the rudimentary transportation of trade goods in the supply chain

Warehousing and logistics are crucial factors for companies to gain a competitive edge. With the advent of modern manufacturing, which combines smart and effective products with advanced and innovative technologies, the very definition of warehousing and logistics has evolved to a much larger and integral concept.

With the projected growth in the Indian economy and altering business perspectives, the logistics and manufacturing sectors have moved beyond the rudimentary transportation of trade goods in the supply chain. The solutions include an about-face in the utilization of warehousing to drive business profits.

The dynamic shift between manufacturing and warehousing : Warehousing has evolved in its role in the active supply chain. The volume of the entire warehouse sector has been pegged at a value of US \$7.8 billion with the exponential growth of 10% annually. With manufacturing as a key pillar in the supply chain, it is also responsible for driving the warehousing industry.

According to a report released by Knight Frank, in FY19 alone there has been a spike of 77% in warehouse leasing. Businesses are now taking yet another strategic step to drive profits through leasing warehouses to store the goods, thereby contributing to a major shift in the manufacturing leg of the supply chain.

Customized Warehousing : Warehousing has been utilized by manufacturing companies to manage their inventory and storage needs since its inception successfully. In the current supply chain and retail scenario, warehouses utilization isn't limited to being 'just a traditional storage room.' Warehouses today have evolved and double up as kitting and assembly hubs, contributing significantly in today's competitive retail scenario.

Furthermore, with e-commerce players expanding their operations to meet the growing demands of the consumer, the need for warehouses has increased. There has been a sharp increase in warehouse occupancy in both tier I and II markets, especially in states like Delhi NCR, Mumbai, Pune, Bengaluru, and Chennai.

Customized warehouses have allowed companies to speed up their delivery and assembly processes while investing lower capital on the core manufacturing process. With the introduction of warehouse automation, operations like picking, warehouse robots, barcode labels, and other technology-infused developments have allowed companies to cut

manufacturing time and reduce expenses. It has also provided opportunities to reach out to compete at a global level by expanding to countries like the US, China, and others. Modern warehousing software has developed effective techniques, reduced the need for high-cost labor, and operational expenses while fulfilling the customer needs. Some parts of manufacturing processes which were earlier performed in the company-specific plants like assembling parts are now possible through evolved warehousing utilization.

Modern Supply Chain : The evolution of the traditional supply chain ecosystem in India has been possible owing to customized warehousing developments. According to Make in India's database, the country's rank has gone up from 54 in 2014 to 44 in 2018 in the World Bank's Logistics Performance Index (LPI), relating to the overall logistics performance. With a current valuation of US \$160, the sector is expected to be valued at US \$215bn in the next two years. Modern manufacturing doesn't terminate when the products reach the warehouse. Storing, production, packing and shipping across different distribution channels with on-time delivery complete the supply chain.

Modern logistics and supply chain has complemented the manufacturing process by handling the operations which would have made the manufacturing process complicated and complex. By adding value to process right from the 'Point of origin' (managing the flow of raw materials) to 'Point of consumption' (managing the packaging, transportation, and delivery), logistics has defined what modern manufacturing is today.

Final Words: The evolution in traditional warehousing powered by technology is not only impacting logistics but the supply chain as a whole. The retail market in India has revolutionized in time. With more companies entering the retail market, businesses have to invest more in processes that are cost-effective to produce results better than their competitors. Customized warehousing and logistics have allowed companies to invigorate their manufacturing process and make it more robust.

Furthermore, with the exponential increase in international trade, the modern supply chain processes are positively disrupting the global economy and reach. By complementing the end-to-end manufacturing process, it has impacted businesses at the very core with a promising vision for the future.

Source : entrepreneur.com

● ● ●



“EMERGING IMPACT OF 5G SUPPLY CHAIN –RE-ENERGISE FUTURE FOR GROWTH”!

RABI NARAYAN PADHI

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

rabin.padhi@gmail.com

Abstract: Under the paradigm shift of Smart SCM 4.0, it is needed a strategic holistic vision to see the new growing forest, through the old trees. With the confluence of social and business trends of **Industry 4.0.**, and the **emerging technologies**, the value chain will become fully digital and globally integrated; from suppliers, factories to customers. **Digitalization** has started by the integration of information flows and the incremental digitalization of products and services supported by **Internet of Things**. Next will be the implementation of **intelligent processes, fostered by Artificial Intelligence**.

The global supply chain management will play a key role in the new paradigm looking holistically beyond the existing silos and functions. The decentralized and intelligent supply chain optimization will involve both **hyper-communication** and big data to achieve the highest agility.



With 5G we get better coverage, higher capacity, lower latency and much higher data speeds. This will enable your car not only to stream Spotify all the way from the city to your cabin, but also to drive itself there, gathering information from other cars, pedestrians, traffic lights and even the road itself along the way.

The present paper provides a brief overview of **opportunities and challenges** encountered by the emerging digital innovative supply chain 4.0, **The impact of 5G, How will 5G affect supply chain & logistics**, practice in India's economy. It is heartening to note that India is called the '**services hub**' of the world.

The present paper provides a brief overview of **opportunities and challenges** encountered by the emerging Innovative Supply Chain Practice in India's economy. It is heartening to note that India is called the '**services hub**' of the world.

Key Words : (Industry, Digital, Smart, Ecosystem, Global)

I. Introduction : SCM 4.0, **The impact of 5G in Supply Chain** – Understanding and meaning for the Supply Chain Management Today the main focus is on the **smart factory** but what is the meaning for the supply chain management?

The internet of things leads to a high transparency regarding

the status of the supply chain and its nodes. The amount of information increases rapidly with the automatic acquisition of data/events. Standardized event information in high quality can be distributed within the supply chain with methods of the internet of things. But: transparency is not enough, the right conclusions have to be drawn at the right points.

To help visualize this future, to imagine our car talking to everything and everyone it meets. It is being controlled by a computer in the cloud, or rather thousands of computers, calculating and adjusting our vehicle every millisecond of the way. Our car's self-contained "intelligence" from its own on-board computer would only be present as an emergency backup if connection with the Internet is lost, or to play a supporting role in the handling of the vehicle. Even without Internet, the 5G capabilities of car-to-car, car-to-road, and car-to-pedestrian communication, would play an important role in getting us safely from A to B.

II. What Is Smart SCM 4.0 ?

Smart is the new age- the age where everyone and everything will be increasingly connected to the **internet** giving rise to lots of internet savvy, "**give it to me now**" mentality people. These people will be connected to each other (**Social**) and be constantly on the go (**Mobile**). There will be a tremendous amount of data generated which will be even more difficult to slice and dice (**Analytics**). We need to **Re-imagine** everything- the rules, the restrictions, the impossible and view it in a new **Technology** framework

III. Why SMART and Why Supply Chain? Why the two together?

The world is becoming increasingly connected. By 2020, an estimate 4 billion people are going to be connected to the internet. These people are going to be truly **global**- developed, developing and also surprisingly under-developed nations will have a burst of people who will be connected, social and mobile. With so many people coming online, the demand for goods and services in a highly responsive fashion is going to stress supply chain management to the max. It is high time when supply chain stops ignoring the outburst, becomes realistic and plans out how the fraternity will cope with this new global challenge

IV. Exploring Oppudigital future: Extraordinary requirements from the 5G network

The 5G network is in large part designed by and for the automotive industry, thanks to organisations such as the 5G Automotive Association (5GAA), backed by the industry giants Audi, BMW, Daimler, Mini and Rolls Royce in addition to telecom and technology companies. The most important factors for 5G to be meeting its full potential in cars are the following:

- High mobile connectivity capabilities, quickly connect to devices and maintaining a stable connection at high speed
- Low latency for critical road information and potentially dangerous high-speed situations
- High device-density capability, as many devices will be connected at the same time in, or passing through, a small area
- Security, hacking of vehicles and interception of sensitive data is a growing problem, and thus we must make the communication between devices as secure as possible
- Extreme reliability is critical, especially for autonomous steering and navigation

Perhaps the biggest challenge for the 5G network and connected cars will be land area coverage and the associated cost. There are vast areas with roads that have little or no signal from today's mobile networks, and the 5G network will most likely be made with base stations with a much shorter range than today's 4G (and older) equipment. Clearly in these situations the cars would need to be able to fall-back safely to their on-board computer or, in some cases, even manual driving.

Interested in Blockchain? The future of Blockchain in shipping depends on open standards and industry-wide collaboration

V. How digital impacts supply chains Fundamental to all these changes is the fact that information is now available in vast amounts, at **affordable prices**. Information is becoming the new “**blood**” within the lifelines of the world, carrying within it the nutrients for future success. One that will increasingly depend on dynamic business strategy and its integration into supply chain strategy, with information and technology being the lifeblood of both Tomorrow's resilient, dynamic and agile supply chain will continue to deliver finance, products and information but, increasingly, it will be integral to product and service design, as the entire value chain is impacted by digital technologies.

VI. The Emergence of 5G A Digitally Based Supply Ecosystem:

Just as we are all getting used to having the blazing data speeds of 4G on our mobile devices, we are learning that this is nothing compared to what 5G has in store for us.

5G is the next generation mobile network that promises to be a game changer when it comes to how we live our lives, and that also challenges how we do business in just about every industry. A big claim for sure, but if we look at the past 10 years, we have already seen some radical changes in both consumer behaviour and business already. Advances in mobile technology have been a big driver of these changes.

Traditional corporates are generally bound to a heavy legacy asset base and struggle with the innovators' dilemma (i.e., how to choose between maintaining and developing the existing business and venturing into new areas), whereas new start-ups, inventing the business without any legacy issues, can move fast.

Established multinationals are learning that not being close to the **start-up's** innovative source or having access to digital innovation capabilities can be a competitive disadvantage. Corporates are at risk of being marginalized by the next disruptive supply chain innovation, like **Uber** did with transportation, **Airbnb** with hospitality or **Adidas** is

planning to do with its Store Factory concept

1. **Cost containment**– Rapid, constant change is rocking this traditional area of strength and outstripping supply chain executives' ability to adapt.
2. **Visibility** – Flooded with more information than ever, supply chain executives still struggle to “see” and act on the right information.
3. **Risk** – CFOs are not the only senior executives urgently concerned about risk; risk management ranks remarkably high on the supply chain agenda as well.
4. **Customer intimacy** – Despite demand-driven mantras, companies are better connected to their suppliers than their customers.
5. **Globalization** – Contrary to initial rationale, globalization has proven to be more about revenue growth than cost savings.

Digital is effectively disrupting existing business models, products and services enabled by data and technology across the enterprise. The industrial setting is no exception. to do things in new exciting ways:

1. Internet-enabled sensors collect data around the clock and provide real-time tracking of production.
2. Automotive manufacturers use advanced analytics to calibrate driverless cars for self-navigation.
3. Machine learning enables predictive maintenance and condition monitoring.
4. Automated delivery of parts and subassemblies optimizes production processes.
5. Cybersecurity becomes an integral part of all business in order to protect data and gain the trust of customers.

VII. Addressing today's challenges

1. **Go beyond just data, generate insights** – Use data analytics to understand customers, market trends, track usage patterns, predict failures etc.
2. **Improve, standardize, and automate:** processes to reduce internal cost to serve
3. **Contract effectively** to get best value and manage risk in the changing digital landscape
4. **Embrace technology to support business** e.g. application of sensors, drones, machine learning, 3D printing etc.
5. **Develop right skills internally and explore partnerships** to meet new digital needs

The Internet of Things (and the planet) depends on 5G

One of the great expectations for the future is not only that every human is connected to the Internet, but also most of our stuff is connected too. It is called the Internet of Things (IoT). With all our devices being smart and connected to the Internet we will enable smart homes that help us be more energy efficient, save time on housekeeping and shopping, and enjoy safer and more efficient public and private transportation.

Today's mobile network technology is not ready to fully handle these devices yet. However, this is an evolution and the first IoT solutions are being rolled-out on today's mobile networks.

The IoT is totally dependent on network devices that are more energy efficient, more reliable and use a mobile network with a much higher device density. This is where 5G plays a crucial role. If society wants to reap all the

benefits that the IoT can give us, such as reducing our carbon footprint, living longer and healthier lives, and increasing efficiency in production and transport, we need to welcome the new generation of mobile networks with open arms.

5G may be here sooner than you think : **Patrick Waldemar tells us that 5G is just around the corner. Big technological advances tend to be announced in relation to the world's biggest sporting events, such as the Olympics. With the Winter Olympics of 2018 in South Korea less than one year away, this will be the perfect backdrop for some impressive demonstrations of an early version of 5G.**

The first commercial 5G network will then most likely be available to most people by the next Summer Olympics though, in Japan in 2020. Among the biggest forces driving the development of 5G are the manufacturers of 5G-enabled equipment such as automobile manufacturers, internet technology companies, the media industry, the medical industry and of course telecoms companies. Since the infrastructure and capability of 5G relies much more on software compared to 4G and its predecessors, we can see a much bigger interest from companies outside the traditional telecoms industry developing our next mobile network, says Patrick.

It is very exciting, and unparalleled in history, that companies that plan to provide content and services through the 5G network are strongly involved in defining the specifications and capabilities of our new network infrastructure. This will push the technology faster, resulting in better services as well as and more specialized services and capabilities in the end product.

Challenges that 5G must overcome : As with all new technology still on the drawing board, the 5G network has a few challenges it must overcome before becoming a viable solution for the future of mobile networks. Some of the bigger obstacles the technology need to overcome are:

- Finding space for much more data in the already saturated wireless spectrum
- Figuring out how to efficiently manage a large number of varying sized packages of information
- Creating computer systems able to handle the vast amounts of data that will be created by IoT communications
- Reducing both size and power consumption of network devices to meet the needs of the increasingly large number of applications using IoT

VIII. What can you do to prepare for the future?

Behind the great potential of the digital supply chain (DSC) lies Industry 4.0, the fourth industrial revolution. A transformation in production and automation was brought on first by steam and water power (Industry 1.0), then by electrification (2.0), and more recently by the digital computer (3.0). Industry 4.0, digitization, is about companies orienting themselves to the customer through e-commerce, digital marketing, social media, and the customer experience.



Digital ubiquity is also causing companies to completely rethink how they go about operations. Operations is often mistakenly viewed as “manufacturing,” but operations is what gives a company its ability to act. As with every other aspect of a company, digital technology is enabling completely new operating models.

IX. Conclusion: Several important phenomena are associated with e-commerce. **Smart SupplyChain 4.0** has unleashed yet another revolution, which is changing the way businesses buy and sell products and services. New methodologies have evolved. The role of geographic distances in forming business relationships is reduced. **Technology in Supply Chain** is the future of shopping.

With the deployment of 4G and 5G wireless communication technologies, the internet economy will continue to grow robustly. In the next 3 to 5 years, India will have 30 to 70 million internet users which will equal, if not surpass, many of the developed countries. Internet economy will then become more meaningful in India. With the expansion of internet, E-commerce is set to play a very important role in the 21st century, the new opportunities that will be thrown open, will be accessible to both large corporations and small companies. The role of government is to provide a legal framework for **Technology in Supply Chain** so that while domestic and international trade are allowed to expand their horizons, basic rights such as privacy, intellectual property, prevention of fraud, consumer protection etc are all taken care of.

XI. References

1. Chakraborty, K. D. and Chatterjee, D., “ECommerce”, B. B. Kundu Grandsons, Kolkata, 2011, pp- 32-56
2. Das, L., “Growing Trends of E-Commerce and Its Role in Consumers Buying Pattern”, International Journal of Marketing, Financial Services & Management Research, Vol.1, Issue 10, October 2012, pp- 200-209
3. E-commerce Business Models and Concepts, E-Commerce: Business, Technology, and Society 2009, Fifth Edition, by Kenneth C. Laudon and Carol Guercio Traver, Published by Prentice Hall, a division of Pearson Education, Inc. (Available Website: http://wps.pearsoncustom.com/wps/media/objects/6717/6879191/EBM100_Ch02.pdf, 10/11/2012)
4. Goele, S. and Channa, N., “Future of ECommerce in India”, International Journal of Computing & Business Research, Proceedings of „I-Society 2012 at GKU, Talwandi Sabo Bathinda ,Punjab (Available Websites: <http://www.researchmanuscripts.com/isociety2012/7.pdf>, 10/11/2012)
5. Hariharaputhiran, S., “Challenges and Opportunities of E-Commerce”, International Journal of Marketing, Financial, Services & Management Research, Vol.1, No. 3, March 2012, pp- 98-108
6. Jahanshahi, A. A., Mirzaie, A., Asadollahi, A., “Mobile Commerce Beyond Electronic Commerce: Issue and Challenges”, Asian Journal of Business and Management Sciences, Vol. 1, No. 2, 2012, pp- 119-129
7. Jain, S. and Kapoor, B., “Ecommerce in India- Boom and the Real Challenges”, VSRD International Journal of Business & Management, Vol. 2(2), 2012, pp- 47-53

● ● ●



WTO UPDATE

MEMBERS URGE CONTINUED ENGAGEMENT ON RESOLVING APPELLATE BODY ISSUES

WTO members vowed on 18 December to continue their efforts to resolve the impasse over the start of the selection process for new Appellate Body members and improving the functioning of the Appellate Body. At a meeting of the WTO's Dispute Settlement Body (DSB), members welcomed Director-General Roberto Azevêdo's pledge to launch more intensive, high-level consultations on how to overcome the impasse while at the same time urging the General Council chair to continue informal discussions with WTO members aimed at seeking a solution.

On 10 December the Appellate Body was reduced to one member after the second terms for two of the remaining three members expired. Normally composed of seven members, the Appellate Body no longer has the minimum three members needed to hear new appeals.

A group of WTO members once again issued a joint call to start the selection processes for filling Appellate Body vacancies. Speaking on behalf of the group, which now numbers 119 WTO members, Mexico said the considerable number of members submitting the proposal reflects a common concern over the current situation in the Appellate Body that is seriously affecting its workings as well as the workings of the overall dispute settlement system against the best interest of members. WTO members have a responsibility to safeguard and preserve the Appellate Body, the dispute settlement system and the multilateral trading system, Mexico said.

The United States once again said it was still not in the position to support the decision and that the systemic concerns that it previously identified remain unaddressed. The fundamental problem, it said, is that the Appellate Body is not respecting the current, clear language of the WTO's Dispute Settlement Understanding, and members cannot find meaningful solutions to this problem without understanding how members arrived at this point. The US said it is determined to bring about real WTO reform, ensuring that the dispute settlement system reinforces the WTO's negotiating and monitoring functions.

Nearly 20 members took the floor to underline the importance of resolving the impasse as soon as possible and re-establishing a functioning Appellate Body. They urged the General Council chair and Ambassador David Walker (New Zealand), who was appointed as facilitator for the informal discussions on resolving differences over the functioning of the Appellate Body, to continue their efforts to seek a solution acceptable to all, and welcomed DG Azevêdo's 9 December statement that he would launch more intensive, high-level consultations on how to resolve the longstanding impasse.

Sitting in for Ambassador Walker as DSB chair, Ambassador Sunanta Kangvalkulkij (Thailand) said that both Ambassador Walker and she, as chair of the General Council, will be looking to assist WTO members in their efforts going forward in order to find a workable and agreeable solution to improve the functioning of the Appellate Body.

DS436: United States — Countervailing Measures on Certain Hot-Rolled Carbon Steel Flat Products from India

The chair announced at the start of the meeting that the United States had notified the DSB of its decision to appeal the compliance panel report in DS436. The compliance panel's report was circulated to WTO members on 15 November. As a result, the panel report cannot be considered for adoption by the DSB until after completion of the appeal, the chair said.

Separately, the United States noted that while there were not enough Appellate Body members to hear the appeal at this time, it would confer with India so that the two sides may determine the way forward in the dispute, including whether the matters at issue may be resolved at this stage or to consider alternatives to the appellate process.

DS234: United States — Continued Dumping and Subsidy Offset Act of 2000

The European Union reiterated its request that the United States cease transferring anti-dumping and countervailing duties to the US domestic industry, arguing that every such disbursement was a clear act of non-compliance with the rulings on this matter. Brazil and Canada supported the EU statement, while the United States said it has taken all actions necessary to implement the ruling.

DS316: European Communities and Certain Member States — Measures Affecting Trade in Large Civil Aircraft: Implementations of the recommendations adopted by the DSB

The United States said that once again the European Union has failed to provide a status report to the DSB concerning dispute DS316. The European Union repeated that the matter is subject to new compliance proceedings and thus there was no obligation on the EU to submit a status report.

Surveillance of implementation : Brazil presented a further status report with regards to the implementation of the WTO ruling in DS472 and DS497, "Brazil — Certain Measures Concerning Taxation and Charges".

The US presented status reports with regard to DS184, "US — Anti-Dumping Measures on Certain Hot-Rolled Steel Products from Japan", DS160, "United States — Section 110(5) of US Copyright Act", DS464, "United States — Anti-Dumping and Countervailing Measures on Large Residential Washers from Korea", and DS471, "United States — Certain Methodologies and their Application to Anti-Dumping Proceedings Involving China".

The European Union presented a status report with regard to DS291, "EC — Measures Affecting the Approval and Marketing of Biotech Products".

Indonesia presented its status reports in DS477 and DS478, "Indonesia — Importation of Horticultural Products, Animals and Animal Products".

Source: WTO Website

● ● ●

BRANCH NEWS

- ALWAR BRANCH
- HYDERABAD BRANCH
- NALCO NAGAR BRANCH

- NEW DELHI BRANCH
- THIRUVANANTHAPURAM BRANCH

ALWAR BRANCH

Indian Institute of Materials Management, Alwar Branch organized a festal program for the recognition of the branch and its Member's at National level.



Alwar Branch has been awarded the Membership growth award for the year 2019 during NATCOM 2019 at hotel Vivanta Kolkata on 29/11/2019. The award was received by Sh. Lalit Raj Meena Founder Chairman Alwar Branch along with Dr. S Roy Choudury NC Member and Sh. S P Hota registrar. IIT Indore. The executive committee members appreciated the dedication and efforts of Sh. Lalit Raj Meena for the recognition.

Mr. Rajesh Luthra life Member of the was honored by the branch for his promotion to the Position of Vice President and Plant Head of Eicher Engine plant at Alwar. Earlier Mr. Luthra was Assist. Vice President. Material Management.

Mr. Satish Kumar Assistant General Manager Supply Chain, Fortis hospital Gurgaon and PGDMM student of the branch was also Honored with the. President Medal for his contribution to the profession and Branch.

The executive committee also approved the proposal of Mr. Lalit Raj Meena. National Council Member for hosting the next NC meeting at Alwar on 8/2/2019.

HYDERABAD BRANCH

Aiming to improve performance and excel :

1. We place on record , our / IIMM Hyderabad congratulatory greetings to total team of NATCOM 2019, which went well at Kolkata on 29th and 30th November 2019. IIMM Hyderabad Branch also conveys heartfelt greetings to the new NEC including all NC Members, Branch Committees for entering into new period of 2019 - 21. Also convey advance NEW YEAR GREETINGS to all our IIMMians.
2. As per the program planning, we have completed 2 Monthly EC Meetings with result oriented Discussions / Deliberations / Decisions to take forward our branch activities in full swing. We also given presence in the 2 NC Meetings (175th and 176th) held on 16th and 29th November 2019.
3. NATCOM 2019, held at Kolkata was attended by our team of 5. We are happy to place on this board of Branch News about receipt of following 5 Awards, viz:

3.1. Best Branch in Export of consultancy MDP.



Md. Ziauddin, Chairman along with IIMM Hyderabad team (Mr. P. Mahender Kumar, NC Member, Ms. S. Suvarna, Hony. Secretary, Mr. Ch LV Prasad, Treasurer and Mr. P. Somyajulu, EC Member) receiving above award from Mr. GK Singh, National President, IIMM

3.2. Award for Article support for MMR 2019 - to Ms. S. Suvarna.

3.3. Award for Article support for MMR 2019 - to Mr. S. N. Panigrahi.



**Joyful occasion at IIMM Hyderabad office with the Awards during Monthly EC Meeting held on 15-12-2019*

3.4. Award for Valuable contribution to NATCOM 2019 - to Mr. P. Mahender Kumar.

3.5. President's Appreciation Medal - for conducting NATCOM 2016 in a best way - to Mr. P. Mahender Kumar.



**These 2 Awards received by Mr. P. Mahender Kumar, NC Member*

4. During 1st week of December 2019, organized a Management Development Training Program to the Customer Development Team of M/S. Gubba Cold Storage Pvt. Ltd. at their corporate conference hall, Trimulgheri, Secunderabad. The topic was: **Sales Negotiations, Brand developing, importance of "Know your company" etc. - Connect Customers for Cold Storage space.**

The program initiator is our Vice Chairman, Mr. DD Reddy. The Training Program was handled by Mr.

Md. Ziauddin, Chairman and Mr. A. Preetam Kumar, NC Member, duly assisted by Ms. S. Suvarna, Hony. Secretary. Through this platform IIMM Hyderabad convey thanks to Mr. Gubba Kiran, CEO and Mrs. Gubba Deepthi, Director Communications & HR.



Group Photo of the above Training Program

5. IIMM Hyderabad had made very effective planning:

5.1. To do much more MDPs / EDPs / Tech-talks / KSS / Tailor made Training Programs.

5.2. To serve all Life Members and other members, a unique formulation has been done under the heading of "Connect Members - Forging Connections".

5.3. To continue to reach all old students to complete their Balance Papers /Project Report and finally to get their Diplomas.

5.4. Special initiatives to improve: Life Membership and New Students Admission strength.

6. IIMM Hyderabad, thank our Chief Editor MMR for publishing our Branch News regularly in MMRs and also Technical Papers. This process of getting published Branch News and Technical Papers is leading to positive recognition by all IIMMians of Hyderabad Branch, to improve Branch activities from time to time.

NALCO NAGAR BRANCH

IIMM Nalconagar Branch/Bhubaneswar Chapter organized a Lecture session on the Theme "Circular Economy" on 14th September 2019 at Bhartiya Vidya Bhavan, Bhubaneswar. The talk was delivered by Prof. Arijit Mitra, faculty of Xavier Institute of Management, Bhubaneswar (XIMB), Xavier University, Bhubaneswar.

Many Participants including members of IIMM joined the programme and participated in the deliberation. This was the first meeting Lecture session and inaugurated by Mr.S.P.Padhi, National Councilor & former Director NINL and Chaired by Dr(Er) Dibakar Swain, Chairman, IIMM, Nalconagar Branch. Mr. B.P.Behura, General Manage;; (Finance & Procurement), Odisha Skill Development Authority, Bhubaneswar Presented a Memento to the learned speaker on behalf of IIMM as a token of appreciation. The session was followed by dinner.



Lecture Session - 1

IIMM Nalconagar Branch/ Bhubaneswar Chapter Organized its second Lecture session at Branch Headquarter, Nalconagar at Nalco draining Centre, Nalco, Angul on 22nd September 2019. The talk was delivered by Mr Ansljuman Dash, Asst Vice President (Materials), Brahmani River Pellets Ltd (BRPL) on the theme "Modem Trends in Procurement". The programme was presided ovei-by Mr.M.P.Mishra, Executive Director, S & P Complex, Nalco, Angul. While the Chairman of the Branch, Dr(Er) Dibakar Swain briefed on the programme, Mr S.N.Baghar, Hon. Secretary offered vote of thanks.

Participants & Members from Nalco & neighboring Industries viz: Bhusan Steel (now Tata Steel), GMR Energy, Jindal Thermal & ISav Bharat etc joined the programme. The learned speaker was appreciated with a memento.



Lecture Session - 2

IIMM Nalconagar Branch/BhubaBeswar Chapter Organized the 3rd Lecture Session on the Theme " External Aided Government Borrowings: Financing & Procurement" at Bhartiya Vidya Bhavan, Bhubaneswar on 20th October 2019. The talk was delivered by Mr B.P.Behura, GM (Finance & Procurement) Odisha Skill Development Authority, Bhubaneswar. The programme was attended by many members & participants from different organization.

While the programme was Chaired by Dr(Er) Dibakar Swain, Chairman. Mr S.S.S Upadhaya, Director, Jindal Stainless Ltd, Odisha graced-the Occasion as an honorable Guest. Mr S.Acharya, a very senior MM Professional presented the Momena to the learned Speaker.



Lecture Session - 3

IIMM, Nalconagar Branch/Bhubaneswar Chapter Organized the 4th Lecture Session in IOCL Conference Hall in their State Marketing Office at Chandra-sekharpur, Bhubaneswar on 17th November 2019.

The learned Speaker of the Programme was Prof S.K.Dash on "Role of Emotional Intelligence in Materials Management Function". The Programme was attended by about 50 participants /Members Including nominated Members of Institutional Members from IOCL, Nalco, PPT, IFFCO, OMC, OHPC, OPSC, Tata Steel, BRPL, OCL, Easel Mining, OSDA, Visa Steel etc.

The programme was Chaired by Dj-(Er) Dibakar Swain, Chairman. Mr. Pravakar Mohanty, Director (Finance) OHPC & OPGC graced the Occasion as Chief Guest. The memento was offered by the Chief Guest to the distinguished Speaker. The programme was followed by Lunch, hosted by IOCL, State Marketing, Odisha.



Lecture Session - 4

NEW DELHI BRANCH



IIMM Delhi Branch organised Special Felicitation Meet to felicitate Mr. H K Sharma on being elected as Sr. Vice President.

Mrs. Deepak Gulati, Chairman, Delhi Branch and Dr. M K Bhardwaj, Chairman BOS presented the flowers to Mr. H K Sharma during the Felicitation program. Former Presidents, Mr. V K Jain and Mr. Suresh Kumar, greeted Mr. H K Sharma along with other Branch Committee members Mr. Ajay Kumar, Former Chairman, Mr. Sanjay Shukla, NC, Mr. Babu PS, Vice Chairman, Mr. Narendra Kumar, Treasurer, and EC members Brig. Ashok Sharma, Mr. M K Mittal, Mr. T G Nandkumar and Mr. V K Gupta. Distinguished Members Mr. R P Durga and Col. Gopal Purdhani were special Invitees in the felicitation program. Mr. H K Sharma expressed his thanks to all and assured all support for the development Delhi Branch.

THIRUVANANTHAPURAM BRANCH

IIMM Thiruvananthapuram Branch organized a Family

get together on Saturday 14th December 2019. The programme was held at IIMM Hall, Sasthamangalam, Thiruvananthapuram. Dr. Sajitha Bhadrar, MD in Ayurveda Medicines and MBA in Healthcare currently working as Associate Professor in Government Ayurveda College, Trivandrum was the Chief Guest of the function. She is also a renowned Music Therapy consultant in Trivandrum. The programme started with a prayer song by Treasurer Shri S Anandasivan.

Chairman Dr.Koshy M George welcomed the Chief Guest and the august gathering. In his presidential address, Chairman highlighted the major activities of the branch and placed on record the co-operation of all the members in all the activities of the branch. He also stressed the need for mutual love, affection and co-operation among human beings for the betterment of the society. As an individual one should think of what best we can do for others rather than thinking of what am I gaining.

Dr. K G Nair, NC Member briefed on the proceedings of NATCOM 2019 held at Calcutta on 29th & 30th November 2019 for the benefit of the members.

Sri M Janardhanan, National Council Member introduced the Chief Guest to the gathering. Thereafter Dr. Sajitha Bhadrar made a beautiful presentation on Music Therapy. As introduction she told music therapy is not a principal therapy but only a supporting therapy. Music therapy is a type of meditation. It is the prescribed use of music and musical interventions for the purpose of restoring, maintaining and improving health and well-being. It provides a means with which people can build connections with their inner selves and with others around them. She also explained the different types of music therapy such as active music therapy, passive music therapy, etc. She demonstrated the various raga based songs and explained how each raga suits for different type of ailment. The talk was well received and interacted by the gathering. Chairman Dr.Koshy M George released the Members Directoy cum Pocket Dairy 2020 during this function by handing over the first copy to Shri M Janardhanan, NC Member. He also distributed the Membership Kits to the newly enrolled Life Members Shri N Jayakumar and Smt.R Shobha.

Sri M.G.Narayanan Nair, Secretary proposed vote of thanks. The meeting ended with Lunch. It was a memorable day for the participants. New year gift also was distributed to the members after the function.



Dr. Sajitha Bhadrar delivering the talk on Music Therapy



Dr Koshy M George and Dr.K G Nair handing over the Membership Kit to Shri N Jayakumar



Dr Koshy M George releasing the Members' Directory cum pocket dairy 2020 by handing over the first copy to Shri M Janardhanan



Secretary Shri M G Narayanan Nair giving the vote of thanks



A view of the audience



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.

SAD DEMISE OF MR. KARAN SINGH MOGRA FORMER CHAIRMAN UDAIPUR BRANCH ON 29-12-2019

श्री के.एस. मोगरा सा. का जन्म 10 जुलाई 1947 को उदयपुर, राजस्थान में हुआ। आपकी प्रारंभिक शिक्षा उदयपुर में हुई तथा आपने 1971 में एम.बी.ए. की डिग्री पोद्दार इन्स्टीट्यूट ऑफ मैनेजमेन्ट जयपुर से प्राप्त की। आपने उदयपुर विश्व विद्यालय से समाज शास्त्र में एम.ए. की डिग्री प्राप्त कर स्वर्ण पदक प्राप्त किया। आपने इण्डियन इन्स्टीट्यूट ऑफ मैनेजमेन्ट (IIMA) अहमदाबाद तथा नेशनल इन्स्टीट्यूट ऑफ कॉं आउटरीव मैनेजमेन्ट पुणे से कोर्सेज किये।



आप वर्तमान में साइनटोन पावर लि., शिल्पा मेकट्रेड लि., शिल्पा ट्रेड लिंक्स प्रा.लि. तथा फ्लुयड मैनेजमेन्ट एण्ड सोल्यूसन एल.एल.पी. के अध्यक्ष पद पर सुशोभित हैं। आप मोगरा चेरिटेबल ट्रस्ट, बड़ी सादड़ी जैन चेरिटेबल ट्रस्ट एवं सवाई-रेखा मोगरा जन सेवा ट्रस्ट के ट्रस्टी हैं।

व्यावसायिक नियतकार्य- वर्तमान में आप कन्फेडरेशन ऑफ ऑल इण्डिया ट्रेडर्स, न्यू देहली के राष्ट्रीय उपाध्यक्ष, इण्डियन इन्स्टीट्यूट ऑफ मटेरियल मैनेजमेन्ट, मुम्बई के राष्ट्रीय सभासद, रिजनल एडवाइजरी कमेटी, डेटोपन्त थनगड़ी, नेशनल बोर्ड फोर वर्कर्स एजुकेशन मिनिस्ट्री ऑफ लेबर एण्ड एमप्लोयमेन्ट भारत सरकार उदयपुर के सदस्य हैं। आप डिविजनल रेलवे युजर्स कन्सल्टेटिव कमेटी नोर्थ वेस्ट रेलवे अजमेर, सेल्फ फाइनेन्सींग एडवाइजरी बोर्ड, सुखाड़िया विश्वविद्यालय उदयपुर, एम्पलाईज एसोसिएशन ऑफ राजस्थान जयपुर, इण्डस्ट्रियल ट्रेनिंग इन्स्टीट्यूट (ITI), बोर्ड ऑफ टेक्नीकल एजुकेशन, राज. सरकार उदयपुर के बोर्ड मेंबर्स भी हैं।

व्यावसायिक रुचि- आप ब्रिटिश इन्स्टीट्यूट ऑफ मैनेजमेन्ट, लन्दन के फेलो मेंबर, इण्डियन इन्स्टीट्यूट ऑफ मैनेजमेन्ट के अलुमिनी मेंबर, इण्डियन इन्स्टीट्यूट ऑफ मटेरियल मैनेजमेन्ट, इण्डियन सोसायटी फॉर ट्रेनिंग एण्ड डेवलपमेन्ट, कन्फेडरेशन ऑफ ऑल इण्डिया ट्रेडर्स, तथा भारतीय विद्या भवन के आजीवन सदस्य हैं। आप ऑल इण्डिया मैनेजमेन्ट एसोसिएशन न्यू दिल्ली तथा जयपुर मैनेजमेन्ट एसोसिएशन, जयपुर के भी सदस्य हैं।

पूर्व व्यावसायिक नियत कार्य- आप मेवाड़ इण्डस्ट्रियल एण्ड कॉमर्सियल सिन्डिकेट लि., दिपक एम्पलाइसेज प्रा.लि. तथा मेरिकेन फण्ड लि. के निदेशक रहे। उदयपुर इण्डस्ट्रियल वेस्ट मैनेजमेन्ट एण्ड रिसर्च सेन्टर के कार्यकारी अध्यक्ष, उदयपुर चेम्बर ऑफ कॉमर्स एण्ड इण्डस्ट्री के अध्यक्ष (2003-05) इण्डियन इन्स्टीट्यूट ऑफ मटेरियल मैनेजमेन्ट उदयपुर ब्रान्च के अध्यक्ष, महिला पोलेटेक्नीक कॉलेज उदयपुर की प्रबन्ध कमेटी के अध्यक्ष रिजनल एडवाइजरी कमेटी, सेण्ट्रल बोर्ड ऑफ वर्कर्स एजुकेशन, भारत सरकार उदयपुर के अध्यक्ष रहे। आप उदयपुर चेम्बर ऑफ कॉमर्स एण्ड इण्डस्ट्री के सलाहकार रहे। आप कमेटी फार टेक्सेसन एण्ड कम्पनी लॉ, फिक्की, नई दिल्ली, राजस्थान विद्यापीठ विश्वविद्यालय उदयपुर सेण्ट्रल एक्साइज एण्ड कस्टम्स,

जयपुर के सदस्य रहे। आप देवास परियोजना क्रियान्वयन अभियान समिति उदयपुर के कनविनर रहे। आप इम्प्लोयर्स ऐम्प्लायर्स ऑफ राजस्थान जयपुर के कार्यकारिणी सदस्य रहे।

पूर्व में नियत कार्य- आप अमेरिकन एम्बेसी मे वरिष्ठ पद पर पोनालूर पेपर मिल्स लि., जिओवनोला बिन्नी लि. राजस्थान स्पिनिंग एण्ड विविंग मिल्स लि., केरला स्पिनर्स लि., सेन्चुरी स्पिनिंग एण्ड विविंग मिल्स लि., इण्डियन रेयान्स तथा सौराष्ट्र केमिकल्स इत्यादि में अपनी सेवाएँ दे चुके हैं।

अकादमीक रुचि- आपके कई राष्ट्रीय एवं स्थानीय पत्र-पत्रिकाओं में लेख प्रकाशित हो चुके हैं। जिसमें संपदा, इकोनोमिक टाइम्स, हिन्दुस्तान टाइम्स, राजस्थान पत्रिका, कुरुक्षेत्र, रुशल इण्डिया, सहकार दर्शन एवं नफा-नुकसान आदि मुख्य हैं।

सामाजिक रुचि- आप इण्डियन सोसायटी ऑफ यू.ए., महाराणा प्रताप वरिष्ठ नागरिक संस्थान तथा एम.बी. कॉलेज पूर्व छात्र परिषद के संरक्षक हैं। आप उदयपुर सीटीजन सोसायटी के अध्यक्ष, महावीर साधना एवं स्वाध्याय समिति के पूर्व अध्यक्ष तथा रोटरी क्लब उदयपुर एवं ऑल इण्डिया प्रोफेशनल कांग्रेस नई दिल्ली के सदस्य हैं।

पुरस्कार- आपको इण्डियन इन्स्टीट्यूट ऑफ मटेरियल मैनेजमेन्ट मुम्बई द्वारा प्रेसिडेन्ट मेडल, जैन सोसियल ग्रुप इन्टरनेशनल फेडरेशन (JSGIF) द्वारा जैन आइकोन ऑफ मेवाड़ पुरस्कार, सिगनिफिकेण्ट एचिवमेन्ट अवार्ड, प्राइड ऑफ यू.सी.सी.आई. एवार्ड महावीर युवा मंच द्वारा 'समाज गौरव' अवार्ड तथा रोटरी क्लब द्वारा रोटरी रत्ना अवार्ड से नवाजे गये।

व्याख्यान- आपने विभिन्न औद्योगिक शैक्षणिक एवं समाजसेवी संस्थाओं में लगभग एक सौ से भी ज्यादा व्याख्यान दिये।

आपने कई संस्थाओं एवं समितियों को उदारमन से दान किया। आपने महावीर साधना एवं स्वाध्याय समिति में भूतल पर स्थित पुस्तकालय हॉल एवं ऑफिस कक्ष का निर्माण करा अपूर्व लाभ प्राप्त किया।

विदेश यात्राएँ- आपने विभिन्न देशों की सभ्यता एवं संस्कृति का अध्ययन करने के लिए वर्ष 2012 में अमेरिका की यात्रा की।

परिवार- आपके परिवार में एक पुत्र श्री अंशुल जी-प्रिया जी मोगरा एवं पुत्री-दामाद जो आप ही के पद चिन्हो पर चलते हुए अपने व्यवसाय में संलग्न हैं।

आपके सम्पूर्ण परिवार को महावीर साधना एवं स्वाध्याय समिति में समय-समय पर चलाये गये नवनिर्माण एवं वर्ष 2000 से 2003 आपके नेतृत्व में समिति प्रगति की ओर अग्रसर रही। आपके उक्त महत्वपूर्ण योगदान व वीजन (सोच) के लिये सम्पूर्ण समिति परिवार सदा आपका आभारी रहेगा व आपके एवं आपके परिवार के उज्ज्वल भविष्य की मंगलकामना करता है।

EXECUTIVE HEALTH

WHAT DOES HIGH BLOOD PRESSURE IN THE MORNING MEAN?

What does high blood pressure in the morning mean?

Blood pressure fluctuates naturally throughout the day and tends to increase around the time a person wakes up. However, for many people, blood pressure may be abnormally high in the mornings. Doctors refer to this as morning hypertension. Morning hypertension can increase the risk of heart attack and stroke. These medical emergencies often occur in the early hours when blood pressure rises. In this article, we explore the causes and effects of morning hypertension. We also look at ways in which people can prevent and control this condition.

Normal blood pressure pattern : Blood pressure refers to the force with which the heart pumps blood around the circulatory system. Several factors can influence blood pressure, including:

- stress or anxiety
- physical activity
- diet

When a person measures their blood pressure, the reading will appear as two numbers. The top number denotes systolic blood pressure, which is the pressure when the heart contracts. The bottom number shows diastolic blood pressure, which is a measure of the pressure when the heart relaxes.

A blood pressure monitor uses a unit of measurement called millimeters of mercury (mm Hg) to measure the pressure inside the blood vessels. Normal blood pressure is less than 120/80 mm Hg.

Readings between 120/80 mm Hg and 139/89 mm Hg indicate that a person is at risk of developing hypertension, while readings of more than 140/90 mm Hg signify hypertension.

Blood pressure rises and falls throughout the day and night. During sleep, blood pressure falls by 10–30%. It then increases around the time of waking. In some people, this increase may be significant, resulting in morning hypertension.

People who have an abnormal blood pressure pattern may be at risk of complications, such as heart attack and stroke. As a 2010 review notes, the onset of stroke and other serious cardiac events peaks in the first 4–6 hours after waking.

Causes : Some potential causes of morning hypertension include those below.

Medication : Some people take antihypertensive medications to control their blood pressure. According to a 2018 review, uncontrolled morning hypertension may indicate a problem with the type or dosage of these medications.

Specifically, morning hypertension may be due to one or more of the following factors:

- taking a medication dosage that is too low
- taking short-acting or intermediate-acting medications rather than long-acting medications
- taking a single antihypertensive medication rather than a combination of medications

Some people may find that taking their medications before bed rather than in the morning provides better blood pressure control. Others may need to split their daily dose, taking half in the morning and half before bed. In some cases, a person may need to change to another type of blood pressure drug altogether.

It is important to speak to a doctor before making any changes to medications.

Medical conditions : Certain medical conditions may increase the risk of hypertension. These include:

- untreated high blood pressure
- high cholesterol
- cardiovascular disease
- obstructive sleep apnea
- diabetes
- thyroid disorders
- Cushing's syndrome
- lupus
- scleroderma
- kidney disease

Lifestyle factors : Certain lifestyle factors can also increase the risk of hypertension. Examples include:

- smoking
- heavy alcohol consumption
- eating a diet high in salt and saturated fat
- not getting enough exercise

Who is at risk?

The following factors can increase a person's risk of developing morning hypertension:

- being over the age of 65 years
- being of African or Caribbean descent
- having a relative with high blood pressure
- having overweight or obesity
- drinking alcohol
- smoking
- anxiety or excessive stress
- insufficient sleep
- disturbed sleep, for example, working night shifts

When and how to measure blood pressure : Regular use of a home blood pressure monitor can help people better understand their blood pressure fluctuations. It can also allow people to identify episodes of morning

hypertension.

The American Heart Association (AHA) recommend using a cuff-style blood pressure monitor. These monitors are more reliable than monitors that attach to the finger or wrist. The AHA also provide the following guidelines for measuring blood pressure at home:

Before measuring blood pressure:

- Empty the bladder.
- Rest comfortably and quietly for 5 minutes before measuring blood pressure.
- Avoid smoking, drinking alcohol, or exercising within 30 minutes of measuring blood pressure.

When measuring blood pressure:

- Take readings at the same time each day.
- Sit with the back straight, legs uncrossed, and feet flat on the floor.
- Rest the arm on a flat surface so that the upper arm is at heart level.
- Place the cuff on the arm so that the bottom of the cuff is directly above the elbow crease.
- Take two or three readings approximately 1 minute apart and calculate the average value.
- Keep a record of all readings, as this can help a doctor determine the best course of treatment.

Stay in the know. Get our free daily newsletter

Expect in-depth, science-backed topline of our best stories every day. Tap in and keep your curiosity satisfied.

Symptoms : High blood pressure typically does not cause symptoms, even when levels are dangerously high. Certain symptoms are more common in people with hypertension. However, they do not necessarily occur as a direct result of hypertension. These symptoms include:

- blood spots in the eyes
- facial flushing
- dizziness

Diagnosis : The diagnosis of high blood pressure in the morning typically relies on a person's self-reported readings. Depending on what these readings show, a doctor may recommend a 24 hour blood pressure monitoring test. This test involves wearing a device that takes regular blood pressure readings throughout the day and night.

The doctor will also review the person's medical history and carry out a physical examination. If necessary, they may order additional tests to confirm or rule out a diagnosis. Examples include:

- an echocardiogram, which is an ultrasound of the heart
- an electrocardiogram (EKG) to trace the heart's electrical activity

- blood tests
- urine tests

Is it dangerous?

People with morning hypertension are at higher risk of cardiovascular events than those with normal morning blood pressure readings. Getting morning hypertension under control can reduce the risk of heart attack and stroke, among other cardiovascular events.

Treatment : The treatment for morning hypertension involves addressing its underlying cause. If an underlying medical condition is responsible, treating the condition may help reduce morning hypertension.

If morning hypertension is due to issues with blood pressure medications, a doctor will need to fix this problem. Doing this may involve changing the dosage or the time of the day that the person takes the medication. In some cases, a doctor may recommend taking additional medications.

Some people experience morning hypertension as a result of certain lifestyle factors. People can ask their doctor for information and specific advice on diet, exercise, or quitting smoking. Anyone who is not already on antihypertensive medications may need to begin taking these drugs.

Prevention and control : Following a healthful lifestyle can help control hypertension in the morning and at other times of the day. Managing hypertension will help lower the risk of complications, such as heart attack and stroke.

Healthful lifestyle behaviors include:

- eating a balanced diet that is low in sodium, refined sugar, and saturated fat
- limiting alcohol intake
- avoiding tobacco
- exercising for 90–150 minutes each week
- achieving and maintaining a body mass index (BMI) of between 18.5 and 24.9
- practicing stress management and relaxation techniques, such as yoga or meditation
- taking blood pressure medications according to the prescription
- treating any underlying medical conditions that may contribute to hypertension

Summary : Blood pressure fluctuates throughout the day and night. It naturally increases in the hours around waking.

However, abnormally high blood pressure readings in the morning can indicate that a person is at increased risk of cardiovascular events.

Careful monitoring of blood pressure can alert people to instances of morning hypertension. Healthful lifestyle behaviors and prompt medical treatment may help prevent heart attack, stroke, and other complications of hypertension.

Source: MNT

● ● ●



YMM Competition - Natcom 2019 Trophy & Certificate to Mr. Saurav Ganguli & Pradipta Kumar Hati - 2nd Position Winners



Mr. Shantanu Banerjee received Silver Medal for 2nd Position in All India Level GDMM Regular 2016 Batch



Presenting Medal & Certificate to Miss Barnali Shome IIMM Kolkata Branch received Bronze Medal for 3rd Position in All India Level GDMM Regular.



View of YMM Competition at Natcom - 2019



National President Mr. G.K. Singh and Dr. M.K.Bhardwaj presenting Outstanding Contribution Award for MMR to Mr. V.K.Jain



National President Mr. G.K. Singh and Dr. M.K.Bhardwaj presenting Outstanding Contribution and Significant Services rendered for Uninterrupted and Efficient Printing of MMR to Mr. Shiv Gupta



Natcom 2019 participants



Cultural Programme at Natcom - 2019



Materials Management Courses



AICTE

PGDMM / PGDSCM&L



**January
2020
SESSION**

भारतीय सामग्री प्रबंधन संस्थान

Indian Institute of Materials Management

Entrance Test – 12th January 2020 & 9th February 2020 (PGDMM / PGDSCM&L)

S No.	Programmes	Approved	Eligibility	Duration
1	Post Graduate Diploma in Materials Management	AICTE	Graduate in any discipline from any Recognized University	2 Years
2	Post Graduate Diploma in SCM & Logistics	AICTE	Graduate in any discipline from any Recognized University	2 Years
3	Graduate Diploma in Materials Management	IFPSM	Graduate or Diploma in Engg. / Pharmacy/Hotel/Hospital – 2/3 years exp.	2 Years
4	Professional Diploma in Public Procurement	World Bank	Graduate in any discipline or Diploma Holders	6 Months
5	International Diploma in Purchasing and SCM	ITC – Geneva	Diploma in Engineering or 3 Years Degree + 2 Years of Experience in Logistics/Purchase/Procurement/SCM/MM	18 Month Modular Prog.
6	Professional Diploma in Stores Management	IIMM	10+2 with 2 Years Exp. Or Degree in any discipline	2 Semesters
7	Professional Diploma in International Trade	IIMM	10+2 with 2 Years Exp. Or Degree in any discipline	2 Semesters

PROSPECTUS CAN BE HAD FROM FOLLOWING IIMM OFFICES Prospectus Cost: Cash Rs.500/- By Post Rs.600/-

ALWAR 09731245655/ 07877745655 AHMEDABAD 9374012684 / 9909996711 AURANGABAD 0240-2473339/9423455983/9130901884
BANGALORE 080-25327251/2/ 9972441466 BHARUCH 09998821120 BHILAI 09407984081/09424136282 BHOPAL 08085856437 BILASPUR
09425531806 BOKARO 08986873175/ 08986873151 BURNPUR 0341-2240523/09434777116 /09434776390 CHANDIGARH 0172-2556646/4730170
CHENNAI 044-23742195/23742750 COCHIN 0484-2203487/9400261874 DEHRADUN 9410397734 DHANBAD 09470595238 /0947059551 DURGAPUR
0343-2574303 GANDHIDHAM 07046737857/9925066322 GOA 09423007106 GREATER NOIDA 09818464359 HARIDWAR 098126111611 HOSUR
04344-240448/09043428007 HUBLI 0836-2264699/09972703336 HYDERABAD: 040-29558952/09866246796 INDORE 09993102374 JAIPUR
09799299157 JAMSHEDPUR 0657-2223530 (6.00pm to 8.00 pm)/9798171971 JAMNAGAR 0288-2750171 / 9824263869 KANPUR
09838624848/09415134323 K G F 09880994684 KOLKATA 033-22904530/09830952363 LUCKNOW 0522-2638264 /09415752999 LUDHIANA
:09501022798, 9779918899, 9878791600 MUMBAI 022-26863376/26864528/26855645-46 MUNDRA 098687660068 MYSORE 0821-
4282124/9342112303 MANAGALORE 0824-2882203 NAGPUR 0712-2229446/9423074072 NALCONAGAR 09437081126 NASIK 0253-
2314206/9850730029 NEW DELHI 011-22464969 / 9818664267 / 9810830427 PUNE 07276010854 /9404734210 RAEBARELI 09451077744
RANCHI: 08987788599 ROURKELA 08260711943/08895501056 SURAT 0261-2802682 TRIVANDRUM 0471-2724952,7994512348 UDAIPUR 0294-
2411969/2421530 VADODARA 0265-2353410/7043959060 VAPI -09879569350 08758294011 VISAKHAPATNAM
7093802468/09010556099/9701347694 V U NAGAR 02692-230440/ 09825028050



Contact Us

8452861005

IIMM - National Headquarters
(Education Wing)
CBD Belapur, Navi Mumbai
Ph: 022-27571022, www.iimm.org
iimm.edu@iimm.co.in

