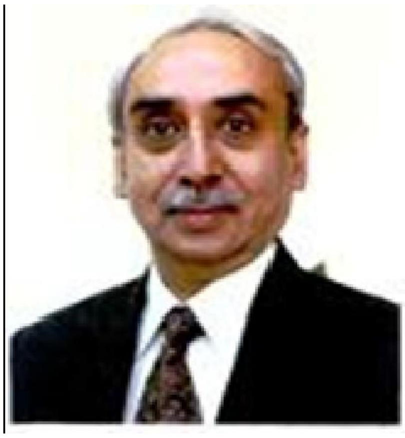
G D GOENKA UNIVERSITY
FROM FOUNDATION TO FLIGHT

The Chartered Institute of Logistics and Transport

Centre of Excellence of Logistics and Supply Chain Management

NEWS LETTER **January 2017**

Message from the National Chairman



*It gives me an immense pleasure to present to you our **5th issue** of e-magazine brought out by the **Center of Excellence –Supply Chain Management**, a joint initiative of CILT-India and the School of Management, GD Goenka university, Gurgaon (India). The 3rd quarter (October-December 2016) hit the headlines with two major events –Demonetization in India and Mr. Donald Trump's victory in US Presidential election. The current issue covers the special article on Union budget 2017 presented by Finance Minister, Govt. of India with special reference to logistics and transport sector and cash logistics operations in post demonetization period. Apart from these new developments on Goods & Services Tax (GST), latest coverage of CILT (India) activities and articles on supply chain and logistics area in both national as well as international domain have been covered.*

It is gratifying to note that this venture of bringing out a quarterly Newsletter has now stabilized due to the efforts of the member of the Editorial Board in bringing out relevant news and articles for Logistics professional. We look forward to receiving your comments and considered suggestions for further improving the quality of this Newsletter

Warm greeting for the Happy New Year

Shanti Narain

Message from the National Vice Chairman

The February month of this year is marked with revolutionary step in two aspects –first, the presentation of union budget on 1st of February instead of traditional practice presenting it on 28th or last day of February month, and second, the merger of the Railway Budget with the General Budget. This decision brings the Railways to the centre stage of the government's fiscal policy and would facilitate multi-modal transport planning between railways, highways and inland waterways with synergic effort. However, the last year November month saw the surprise announcement of Prime Minister of India Mr. Narendra Modi (on November 8 last year) on demonetization, following which the lives for many Indians have not remained the same. With his one announcement, the economy went for a tailspin, as long queues outside the banks became a norm. Gradually, things returned to normalcy, but in the course of past three months, the citizens' economic habits underwent a change. However, would be interesting to know how much the Govt's twin aim of fighting corruptions through demonetization and transforming India towards cashless society will fructify in times to come.

Realizing the significance of above two events, the present issue of the magazine brings out the detailed article on union budget and railway budget in logistics and transport perspective. It covers the critical view on cash logistics operations followed post demonetization and how the demonetization move impacted India's logistics sector. The current issue also covers various articles and news both in national as well as international perspectives.

Finally, I thank faculty members on the board for coming up with interesting and very informative news and articles for the readers.

My best wishes and Happy New Year

Prof. (Dr.) Pradeep Kumar Goel

Professor & Dean, School of Management

GD Goenka University, Gurgaon

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The Chartered Institute of Logistics and Transport

Event Highlights @ CILT

January 2017

LOGISCOPE 2016

A one day seminar 'LOGISCOP 2016 was held at Institute of Engineering and Management on 03, Sep 2016, in Kolkata, where WILAT was also given a platform to speak to the students. This helped to encourage female students to take up logistics as a career option.

Annual Conference on “Transforming the Railways as an Integrated Logistics Provider

CILT-India organized its annual conference on **“Transforming the Railways as an Integrated Logistics Provider”** on 16-17 Sep 2016 at National Rail Museum and covered a wide range of challenge being faced by the Logistics service providers. These included the following.

Inaugural Session

Mr. Shanti Narain, Chairman, The Chartered Institute of Logistics and Transport
2. Mohd. Jamshed, Member Traffic, Railway Board
3. Mr. Amitabh Verma, Chairman, Inland Water Authority of India
4. Mr. V S Krishnan, Former Member, Central Board for Excise & Customs
5. Mr. B K Chaturvedi, Former Member (Infrastructure) of Planning Commission

Changing role of Railways for Bulk Logistics

Mr. Vinoo Mathur, Former Member Traffic, Railway Board
2. Mr. Ambarish Gupta, Additional Member Traffic, Railway Board
3. Mr. Prabhakar Chowki, General Manager, Coal India Limited
4. Mr. I Jeyakumar, Chairman, Marmagao Port Trust
5. Mr. M K Sharma, DGM, Steel Authority of India Limited

Changing role of Railways for Break Bulk Logistics

Mr. Shri Prakash, Former Member Traffic, Railway Board
2. Mr. Kamlesh Gupta, President, Association of Container Train Operators
3. Mr. Sanjay Swarup, Director, Container Corporation of India
4. Mr. Arvind Bhatnagar, Executive Director, IPRCL
5. Mr. Ram Avadh Singh ACC Cement

Parcel Logistics

Mr. Devi Pandey, Former Member Traffic, Railway Board
2. Mr. P N Shukla, Director, Gati-KWE
3. Mr. U C Joshi, Executive Director (Freight Marketing), Railway Board
4. Mr. Anuj Alphonson, Safexpress
5. Mr. Ajay Saraswat, Director, NXTGEN

Day 2-

Integrating the People Logistics

Mr. Ranjan Thakur, Executive Director, Railway Board
2. Mr. Sarbvir Singh, Advisor, Barclays Private Equity
3. Mr. Pushpinder Singh, MD, TravelKhana
4. Mr. Nirmal Kumar, Managing Director, G-Auto
5. Mr. Vivek Singh, Chief Operating Officer, Baxi

Impact of GST on Logistics

Dr. P K Goel, Dean, GD Goenka University
2. Ms. P Allirani, Director - Finance, Container Corporation of India
3. Ms. Smita Bhandari, Executive Director, Ernst & Young
4. Mr. Davinder Sandhu, Executive Director, KMPG
5. Mr. Ravindra Kumar, CEO, Global Tax Guru
6. Mr. Vishal Gupta, Partner, VMCA


The Chartered Institute
of Logistics and Transport
in association with
NITI Aayog
presents
CONFERENCE ON
TRANSFORMING
THE RAILWAYS AS AN
INTEGRATED LOGISTICS PROVIDER
The Chartered Institute
of Logistics and Transport
in association with


The Chartered Institute
of Logistics and Transport
in association with
NITI Aayog


CONFERENCE ON


of Logistics and Transport
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presents

One-Day Seminar on “Opportunities for Women”

On 1st Feb 2017, a seminar was organized at The Entrepreneurship School, Gurgoan on **“Opportunities for Women.”** The Sessions included speakers drawn from Entrepreneurs, HR professionals, Trainers and educators in the field of Logistics. It was decided to start a mentorship program whereby the women heading various departments in Logistics Industry would hand hold and guide students to make a foray into the logistics sector. A large number of students from management schools attended the program

As the scope and operations of WILAT (Women in Logistics and Transport) is increasing, it was decided to confer the position of Vice Chairman WILAT to Mrs P.Allirani , Director CONCOR (Container Corporation of India)

A membership drive has also been launched to encourage women working in different sectors like railways , Road transport aviation, logistics & transport companies , shipping agents, academicians, some entrepreneurs as well as students to share a common platform

Five-Day Training Programme on “Rail Freight Terminal”

A 5 Day Training program organized by CILT-India at its premises in Vasant Vihar on **Rail Freight Terminal Management” from 21st to 25th Nov 2016.** The participants were from Inland Waterways Authority of India (IWAI) & Singareni Collieries Company Limited.

A site visit was also arranged during the training programme for the participants to “Adani Freight Terminal”

Three-Day Training Programme on “Freight Operating Information System”

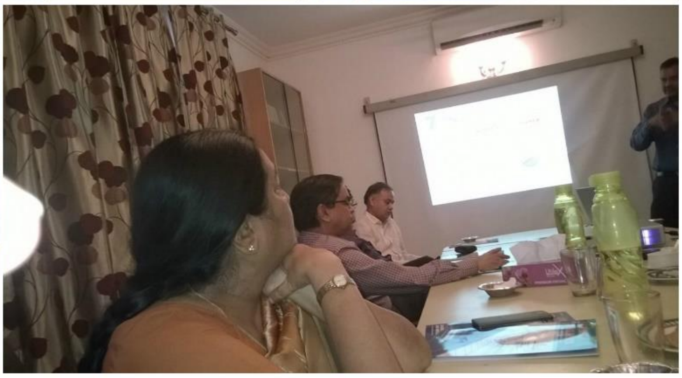
A 3 day training program was organized by CILT-India at its premises in Vasant Vihar on the Indian Railways – **Freight Operating Information System** from 8th – 10th Feb 2017. The participants were from various organizations like, DARCL Logistics Ltd. Mormugao Port Trust, Ultratech Cement Ltd., Kribhco Infrastructure Limited, India Infrastructure & Logistics Pvt Ltd.

A site visit was also arranged during the training programme for the participants to CRIS – Centre for Railway Information System at Chanakyapuri (Delhi) to provide the real feel of the operations and working of FOIS.




CILT Monthly Seminar Series 1

“Addressing the Crushing Burden of Logistics” dated 2nd Nov 2016 at CILT India HQ, Vasant Vihar, New Delhi
Speaker Mr. Anirban Datta, Vice President - Strategy, Volvo Trucks India



CILT Monthly Seminar Series 2

“**Caterpillar Transport - A New Paradigm for Transportation”** dated 6th Dec 2016 at CILT India HQ, Vasant Vihar, New Delhi
Speaker Mr. Ashwini Updahyaya, IRTS and General Manager at CRIS.


Unipex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G D GOENKA UNIVERSITY
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National News

January 2017

Union Budget 2017-18 Post-Budget: Transport and Logistics Sector

The historic Union Budget 2017-18 saw the first combined budget of Independent India, doing away with 92 years old tradition of presenting separate rail budget every year. The budged aimed to synergise the investment in railways, roads, waterways and civil aviation. Specific programme for development of multi-modal logistic parks together with multi-modal facilities was one of the major announcement of the budget. Before throwing lights on the major announcements of the budget, the key issues in logistics sector are being briefed.

Key issues/challenges

The transport and logistics sector in India is fragmented; with a need for improvement in infrastructure as well as information technology penetration to help tackle operational inefficiencies. Infrastructure projects are beset by time and cost overruns emanating from delay in execution, resulting in disputes between private partners and government agencies. Characteristically, these disputes involve large amounts of invested capital and have a sluggish redressal. The delay in the implementation of GST has been impacting the readiness of logistics service providers and end users. The draft GST law stipulates a rate of 18 per cent for most services with no reference to any abatement, which is currently available for transporting goods via road, rail and sea. In the absence of any abatements, the logistics cost for users is expected to increase significantly. The current modal mix for cargo transportation is skewed towards roads with under utilisation of low cost modes — rail, coastal shipping and inland waterways. There are bottlenecks in hinterland connectivity resulting in higher lead times in cargo movement and lower turnaround time in supply chain

Key announcements

The FY18 Union Budget laid focus on infrastructure development as one of the key themes, The total outlay for transport infrastructure has increased by about 10 per cent to INR 2.4 lakh crore in FY18, representing a continuity in the advancing infrastructure investments in the sector. Ensuring full utilization of the proposed outlay and a selection of high quality projects for investments can help maximize benefit realization. Highlights of major proposals around the transport and logistics sector are as following.

Roads and rail

• The government allocated INR 64,900 crore towards the development of national highways

• The Budget announced a sum of INR 27,000 crore to the Pradhan Mantri Gram Sadak Yojna (PMGSY), of which INR 19,000 crore would be contributed by the central government and the rest would come from the state governments. The pace of construction of rural roads has increased to 130 km per day from 73 km per day in 2016–17

• The government allocated INR 131,000 crore towards the capital expenditure for the railways, of which INR 55,000 crore would be contributed by the central government, while the rest is expected to come from market borrowings, internal generation and PPP

• Including the capital expenditure for the railways, the total outlay on roads and rails would be INR 2.22 lakh crore for 2016–17. The total outlay for transport sector would be INR 2.41 lakh crore

• The government plans to commission 3,500 kms of railway lines during 2017–18, up from 2,800km in 2016–17, along with dedicated trains to be launched for tourism and pilgrimage

• The Railways continue to focus on improving safety, cleanliness and comfort for passengers:

— The government announced the institution of a passenger safety fund

– the Rashtriya Rail Sanraksha Kosh with a corpus of INR 100,000 crore over a period of 5 years

— Further, the government aims to eliminate unmanned level crossings on broad gauge lines by 2020 and also seek international assistance to improve safety preparedness and maintenance practices

— The government has proposed to power 7,000 railway stations with solar energy in the medium term, along with fitted bio-toilets in all coaches of the Indian Railways by 2019

— At least 25 stations are expected to be awarded for station redevelopment in 2017–18, along with providing access for differently-abled people by providing elevators and escalators at 500 stations

• The railways shall also take measures to increase competitiveness and regain modal share:

— The railways is to implement end-to-end integrated commodity transport solutions for freight customers through partnership with logistics players

— Rolling stocks and practices to be customised to transport perishable goods, especially the agricultural products — The railways is to eliminate service charges for tickets booked online through the Indian Railways Catering and Tourism Corporation (IRCTC) website

— The railways is to list Indian Railways Construction Company Ltd, IRCTC, and Indian Railways Finance Corporation to raise more funds, enhance accountability and professionalism in these entities

— The railways is to introduce accounting reforms through introduction of accrual based financial accounting system by March 2019

• The government would continue to focus on developing metro rails as mode of urban transportation. The government has proposed to enact a new Metro Rail Act by rationalising the existing laws to facilitate greater private participation and investment in construction and operation.

Ports

• The government allocated INR 600 crore for the Sagarmala project

• Further, 2,000 km of coastal roads to be developed to facilitate hinterland connectivity with ports and remote villages and accelerate the development of Coastal Economic Zones under the Sagarmala project. Civil aviation

• Select airports in tier-II cities would be taken up for operations and maintenance in the PPP mode

• The government announced plans to amend the Airport Authority of India Act to enable effective modernisation of land assets. The revenue so generated shall be utilised for airport upgrades, development of new regional airports and to reduce aeronautical charges.

• The government plans to introduce specific programmes for the development of multi-modal logistics parks and multi-modal transport facilities

• The government plans to institutionalise a dispute resolution framework for infrastructure projects under the PPP model and public utility contracts.

Indirect tax

• The Finance Minister re-affirmed the commitment to implement GST and highlighted the progress:

— The GST Council has finalised its recommendations on most of the issues during the last nine meetings including rate structure, threshold for levy, compensation to states, examination of draft model GST law, draft integrated GST (IGST) law, GST compensation law and the administrative mechanism for GST, etc.

• Service tax exempted on viability gap funding (VGF) payable to the selected airline operators by the government for transport of passengers by air, embarking from or terminating in a Regional Connectivity Scheme (RCS) airport, for a period of one year from the date of commencement of operations of the RCS airport as notified by Ministry of Civil Aviation

• New provision inserted in the Customs Act, 1962, creating an obligation on the Person In Charge (PIC) of carrying passengers to India or from outside India, to:

— Deliver the passenger and crew arrival manifest before arrival/departure (in case of an aircraft or a vessel) and passenger name record information (in case of a vehicle) of arriving/departing passengers to the proper officer

— In case of a failure/delay to do so, penalty not exceeding fifty thousand rupees may be imposed

• Mandatory filing of bill of entry before the end of the next day following the day (excluding holidays) on which the vessel or aircraft or vehicle carrying the goods arrives at a customs station

• Benefit of Project Import Scheme extended to goods imported through courier service and falling under headings 9803 and 9804

• Goods imported through postal parcels, packets and letters, of Cost, Insurance and Freight (CIF) not more than INR 1,000 per consignment exempt from Basic Customs Duty (BCD), Countervailing Duty (CVD) and Special Additional Duty (SAD)

• Provisions relating to filing of advance ruling under Customs, Excise and Service Tax re-aligned with Income Tax

• Advance ruling machinery merged with Income Tax and time limit for pronouncement extended from 90 days to six months.

Impact

The transport and logistics sector has demonstrated growth in the current year in the backdrop of a challenging global economic situation. Continuing on the reform agenda, the FY18 Union Budget is built on forward-looking themes for holistic growth in the sector.

Policy impact

• An allocation of INR 64,900 crore to expedite the creation and expansion of highways, in addition to an investment of INR 27,000 crore (along with the state governments) on rural roads is aimed at improving first and last mile transport and providing seamless connectivity

• The increased allocation of funds for railways along with a focus on improving service capabilities and offering end-to-end commodity plans is expected to enhance competitiveness of railways vis-à-vis roads and other modes

• The proposed measures for passenger safety, station redevelopment, Swachh Rail and bio-toilets are expected to boost the quality of railway services in the medium and long term

• While there were no major announcements to boost the growth in ports traffic, the continued focus on the Sagarmala project, the development of Coastal Economic Zones and improving hinterland connectivity are expected to boost the maritime sector in the long term

• The proposed measures to enable efficiency in airport operations and enhance non-aeronautical revenue can pave the way for the development of new regional airports and help lower the aeronautical charges, making flying more affordable

• The institutionalized framework for dispute resolution could lead to effective and speedy resolution of infrastructure sector (PPP) disputes, which is a welcome step towards attracting private investment in the sector. Further, the institutionalised framework is expected to witness an increase in the use of technical and financial experts to resolve disputes.

Tax impact

• The service tax exemption on VGF received by the airline operators under the RCS is expected to enhance domestic air connectivity and passenger traffic at under utilised airports

• Reduction in corporate tax rate to 25 per cent for MSMEs, faster administrative mechanism by reduction of time limits for completion of assessment and boost to cashless economy by imposing restrictions as well as offering incentives for companies claiming profit linked deductions, extension of period for claiming set off of MAT/AMT Credit can benefit the sector since the MAT credit may lapse

• The Budget has introduced thin capitalisation provisions adopting the action points of the BEPS Project, which could impact funding and viability of projects

• Considering the practical difficulties in the calculation of book profits of Ind–AS compliant companies, the Budget has introduced a framework for computation of MAT for them

Infrastructure development

The current Union Budget has a clear focus on developing highways, railways and rural road infrastructure. The allocation of funds for railways, and initiatives to improve customer safety and experience are expected to help them improve competitiveness and regain modal share. The allocation of funds in infrastructure is thus likely to propel the transport, warehousing and logistics businesses rapidly over the medium term.

Addressing the direct tax regime

Overall the Budget was committed to provide a stable and predictable taxation regime to reduce litigation and thereby provide a boost to the sector. The sector, however, expects more clarity on various direct tax issues, such as procedural tax assessment for regular and occasional shipping business. The expectations of the sector with regard to tax incentives, such as infrastructure status for port support services and extension of tax incentives for all warehouse facilities, would also need to be clarified in the near future.

Suggestions

The Budget has been recognized for its emphasis on infrastructure and focus on the on-going initiatives of the government. Following are some of the recommendations that could be considered to develop a universal road map for the sector:

• The need to improve the modal mix for by diverting the transportation of bulk commodities from road to increasingly appropriate modes, such as rail and waterways, thereby freeing up capacity for fast moving goods

• The government could expedite the process of GST implementation to help rationalize the overall tax regime. Provide extension of abatements for various transport services as available in the current service tax regime to ensure that costs for end users do not increase significantly, which can potentially impact the cost competitiveness of Indian business.

• With increased emphasis on digitisation and transparency in the economy, the government shall be required to take measures to provide a thrust to the interoperable Electronic Toll Collection system (ETC) for toll roads to ensure seamless movement of traffic and reduction of toll revenue leakages

• The implementation of the Public Procurement Bill, 2012, could help ensure transparency, fair and equitable treatment of bidders, promotion of competition and enhanced efficiency in public procurement in the transportation sector. It could set benchmarks and standards for the sector, to drive uniformity in warehouses, storage, and transportation equipment, and bring them up to highquality levels

• The government needs to provide clarity on the ongoing issues pertaining to inter-state goods transport, bonded warehouses besides other issues to mitigate litigation and provide a boost to the sector

• The government needs to speed up the formation of Rail Tariff Authority, which will be responsible for fixing tariffs taking into consideration costs, quality of service, social obligations and competition from other modes of transport.

A bicycle for startups by GMW

Jayant Gowda, a delivery personnel with food-tech startup Swiggy in Bengaluru, recently test drove an electric-assistive bicycle during his daily rounds. The result: His deliveries doubled with minimum effort. He is among 350 delivery personnel working for companies such as Swiggy, BigBasket and Ekart who have signed up to buy these bicycles from Hyderabad-based electric vehicles startup Gayam motor Works (GMW). They have the option to pay in monthly instalments.

Started by two brothers, Raja and Rahul Gayam, in 2010, GMW's first electric was an auto-rickshaw. The company is presently developing an electric four-wheeler as well. It was while pursuing a Master's degree at University College London around 2008 that Raja Gayam noticed the functioning and benefits of the electric vehicles around him and began toying with the idea of bringing the technology to India. Since the lithium-ion batteries that are used in these vehicles are imported, the cost of production was high. So they tried to cut costs wherever possible to deliver an affordable vehicle for the masses.

Priced at around Rs 45,000, the bicycle augments a rider's ability to travel longer and faster. It detects the pressure applied on the pedals and assists the rider. With a fully charged battery, the bicycle can run up to 60 km. Once purchased, the rider spends about Rs 4 per 60 km with practically zero maintenance costs. They have recently secured a purchase order for the bicycles from taxi-aggregator Uber's food delivery service, UberEATS, outside India. A few delivery personnel of UberEATS in Singapore and Hong Kong already use the bicycles; personnel in San Francisco will begin using these next week. The Gayam brothers have spent about Rs 18 crore on infrastructure used to produce the vehicles at a manufacturing plant on the outskirts of Hyderabad. They are in talks with investors to raise funding of up to $10 million, to be used on building the brand and more infrastructure. The company is trying to make sure that there are enough number of charging or battery swapping stations for the drivers and riders.

Airlines expect taxation to remain unchanged under GST

The players in Indian Airline industry have communicated their concern about the likelihood of costs going up to the aviation ministry. under new GST regime.The government has also assured airlines that their costs will not increase with the enforcement of the new goods and services tax (GST) starting on 1 July.

GST will subsume excise and service tax and other local levies, dismantle inter-state barriers to trade in goods and services and unify India into a common market. Fuel makes up over 40% of the operational cost of airlines in India. Over the past few years, service tax on airfares has also gone up. Airlines are also paying higher airport charges and fees.

Most airlines say they have seen years of profitless growth. Lower fuel prices helped some of them earn profits in the last fiscal year, which they are hoping to repeat in the year to March. Airlines are concerned that higher taxes may put the brakes on double digit growth in air traffic. Domestic air traffic has nearly doubled from 51 million in 2010 to nearly 100 million in 2016. There are about 900 planes on the order books of airlines scheduled to be delivered annually over the next decade or more.

An aviation ministry official said the ministry had, in its talks with the finance ministry officials, communicated three key points—service tax should be maintained at the current level, jet fuel should come under the GST regime so the tax is reduced and aircraft leases and imports should be kept out of the purview of the tax.

As per aviation consulting firm CAPA in its 2017-18 outlook report on Indian aviation, Domestic traffic is expected to grow by close to 25% in 2017-18 and approach 130 million passengers, but growth prospects may be hurt by higher taxes. A higher effective tax rate for economy class air travel could possibly increase fares by 9-12%.

Given the price sensitivity of Indian passengers, this could have a significant negative impact on demand. The implementation of GST could possibly also result in higher upfront costs for aircraft and leases, spares and parts, and distribution costs, increasing cash flow requirements, although airlines may receive input tax credits later.

Amazon looks to deliver with 3rd-party logistics market

Amazon India has created a dedicated platform for onboarding third-party logistics players and staffing agencies which power the Amazon delivery stations. Through the platform, logistics.amazon.in run by Amazon Transport Services (ATS), the online marketplace could optimise cost of delivery and gain greater reach. A similar logistics marketplace exists at Amazon's operations in the US, UK, Japan, Canada and Mexico, where the company provides its technology to partner companies.

Logistics.amazon.in has been made for the India business to bring all the delivery service partners on one single platform. The platform will be managed by ATS, which will screen the third-party logistics (3PL) companies applying to the platform. This points to a shift in the strategy from building a scalable network to creating a frugal logistics system serving multiple region.

Adding on new partners, especially in the last mile, is critical for catering to demand. Amazon partner with more than 160 service partners delivering across 250 Tier II & III locations across the country. There are more than 100 Amazon delivery stations and also partner with many staffing agencies to hire the needed manpower for these locations. The company is in the initial phase of migrating our existing partners while onboarding new partners onto the platform.

The marketplace also works with external carrier partners including Blue Dar, FedEx, DHL and India Post. The company feels that combination allows them to ensure large coverage and great customer service.

For the US platform, Amazon provides a minimum guaranteed volume which ensures a fixed income for the 3PL partners. Moving to a marketplace model has multiple advantages in terms of flexible network and bringing in efficiency at low cost. Alibaba-backed Cainiao also works on a similar platform to have 3PL players to fulfill the logistics requirement for the Chinese Internet giant.

Building a marketplace of third party logistics partners provides flexibility. The marketplace can take advantage of a small local player to serve orders in areas where they do not have the capacity. This player would not have been onboarded and partnered without the marketplace. It also gives them the benefit of dynamic pricing.

But as per the expert view, India cannot be compared with the US as most of the online marketplaces were built to fill the initial gap where 3PL players did not match the standards and service level agreements required by the marketplace.

[Source: Economic Times]

Apple Looking to Set Up Distribution Center in India to Streamline Logistics

Apple has planned to create a new distribution center in India to consolidate its logistics and supply chain in the country. The center will be its first in India.

Currently, Apple products are brought to India via several different cities: Chennai, Mumbai, Bengaluru, New Delhi, Hyderabad and Chandigarh. Each city has a different value-added tax (VAT) rate, which causes price discrepancies when the products are shipped directly from the airport to distributors. Further, online retailers in the country source their inventory from low-VAT territories so they can gain a price advantage over brick-and-mortar retailers.

The distribution center, which Apple's global logistics partner DB Schenker will own and operate, will be in the city of Bhiwandi, near the city of Mumbai. The center will allow Apple to stock its products adequately, will ease operations and streamline its logistics and supply chains. It will also help Apple maintain consistent pricing for its products.

Apple has been ramping up efforts to gain a larger foothold in India. In July, the Indian government officially adopted rules that would pave the way for the first Apple retail stores in the country. The company is also opening up an iOS app design and development accelerator and a campus focused on maps development in the cities of Bengaluru and Hyderabad, respectively. The Cupertino company has also asked for financial incentives to make it easier to create an iPhone manufacturing plant in India.

[Source: The Economic Times]

International News

January 2017

Iran Logistics Industry Drawing Global Attention

According to Kuwaiti logistics company Agility's latest annual report jointly conducted by Transport Intelligence, Iran has climbed more spots – eight positions to 18th – than any country in the 2017 Agility Emerging Markets Logistics Index.

The index offers a snapshot of logistics industry sentiment in a survey of supply chain executives and ranks the world's leading emerging markets based on their size, business conditions, infrastructure and other factors that make them attractive to logistics providers, freight forwarders, shipping lines, air cargo carriers and distributors.

Iran is one of five countries added to the Index in 2017 besides Ghana, Myanmar, Angola and Mozambique, which ranked 39, 48, 49 and 50 respectively.

As Iran emerges from international isolation, the global logistics industry has taken much interest in the country, now widely regarded as an emerging market offering significant opportunities, according to the report.

Iran represents a new economic opportunity, as well as a new center of gravity in regional issues, as it emerges from western and international sanctions. A big reason for its improvement in the index is upward revision of its GDP forecasts. The IMF’s projections for the next five years or so have increased from an average of roughly 2% growth to over 4%.

The Agility Emerging Markets Logistics Index uses three metrics to assess and rank 45 emerging markets. The metrics measure the countries’:

- Market Size & Growth Attractiveness (50% of overall Index score)

- Market Compatibility (25% of score)

- Market Connectedness (25% of score).

Market Size & Growth Attractiveness rates a country’s economic output, its projected growth rate, financial stability and population size.

Market Compatibility rates emerging markets according to their market accessibility and business regulation, foreign direct investment, market risk and security threats, as well as the level of likely demand for logistics services based on the country’s economic development.

Market Connectedness assesses a country’s domestic and international transport infrastructure and how well they connect.

According to the report, a country garnering considerable interest from logistics providers lately is Iran. While EU-Iran is a relatively small air freight lane at present with volume only set to exceed 22,000 tons in 2016, what is interesting is its growth resurgence in 2015, although 2016 is expected to see just 5.0% growth. Volume at the end of the year is anticipated to be just shy of the level in 2005. For the year-to-date, commodity groups to perform well are pharmaceuticals (+17.6% to around 2,000 tons), optic, photo, medic and surgical instruments (+36.1% to around 1,000 tons) and machinery (+146.0% to over 2,000 tons).

According to John Manners-Bell, CEO Transport Intelligence, Iran looks set to become a major subject on boardroom agendas across the logistics industry – in the data-driven Index, the country entered the top 20 for the first ever time thanks to a rise of eight ranking positions, the highest of any of the 50 markets assessed this year."

Furthermore, to examine the potential of the world's most promising emerging logistics markets and to measure the impact of the trends seen across the global economy on the development and emergence of these markets, Transport Intelligence undertook a survey of logistics industry professionals between August and November 2016.

Survey respondents were asked to rank the five emerging markets they viewed as the most likely to become major logistics markets over the next five years. A score was calculated in order to rank the markets – a first preference was awarded five points, a second preference four points, and so on down to a single point for the fifth preference.

The most significant move in the rankings was Iran which rose six positions to claim 9th. Over the last two editions of the Agility Emerging Markets Logistics Index Survey, Iran has risen 21 positions in this ranking thanks to its strengthening ties with the global economy. Iran's sizeable economy and population, which has a relatively high amount of spending power, are almost certainly a part of this, as are the opportunities created for LSPs in other sectors of its economy, such as oil & gas, and the country's wider openness to FDI.

The respondents were also asked which emerging markets have the highest potential for investment over the next five years. Here Iran ranked 8th, which indicates an 8 step improvement compared to 2016. The improvement marks the highest rise among all other countries under survey.

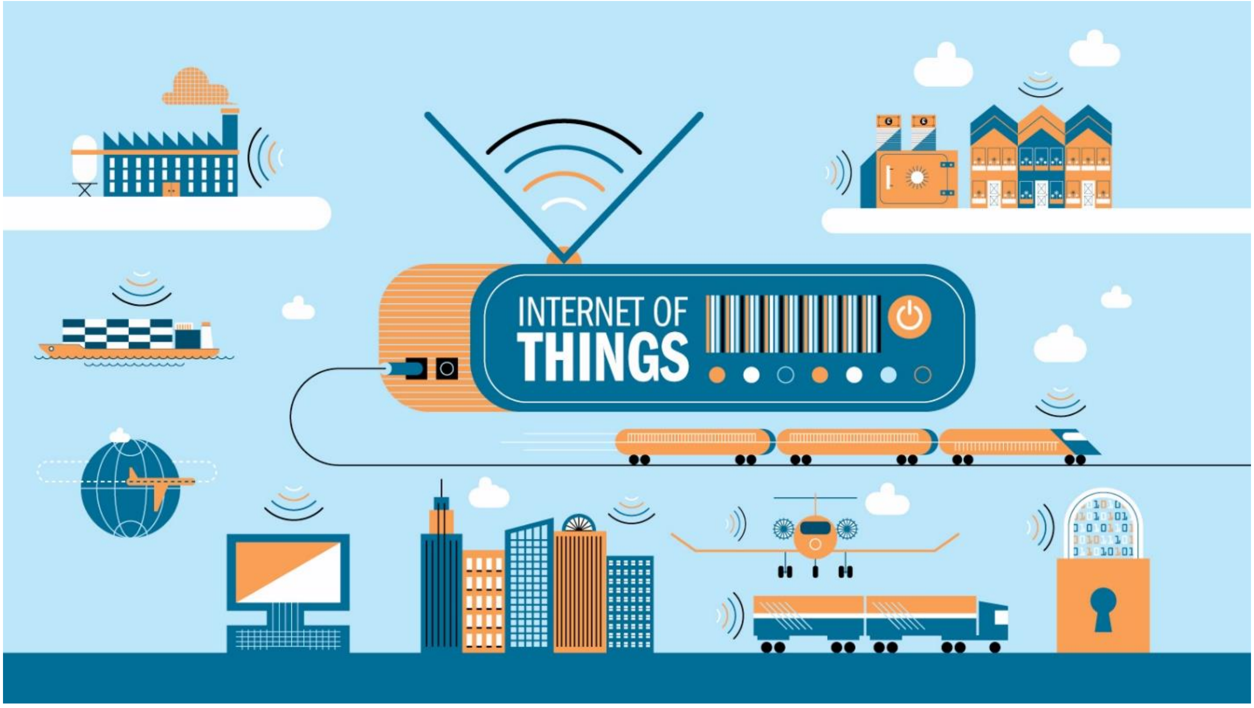
Across all elements of the Agility Emerging Markets Logistics Index 2017, Iran has performed strongly, underlining its current performance, but perhaps more importantly, highlighting its future potential in the eyes of logistics industry professionals. Its newfound openness to FDI will also have played a significant role here.

[Source: Financial Tribune]

Hi-tech facelift to Supply Chain Management

Deutsche Post-DHL has signed a memorandum of understanding (MoU) with Chinese hi-tech manufacturer Huawei to develop Internet of Things (IoT) supply chain solutions. DHL claims IoT could create $1.8 trillion in efficiency savings for the global logistics industry within the next eight years. This MoU will allow both Huawei and DHL to tackle complex operational and business challenges with a powerful combination of world-class IoT hardware, networks, and expertise in end-to-end supply chain management.

Chief operating officer of DHL Supply Chain Markus Voss said he expected spending on connected logistics to more than double between now and 2020. Many logistics providers, including DHL, have already begun to explore IoT applications – everything from enhanced asset tracking to driverless delivery



vehicles. The MoU would cover all its business units, with Huawei providing IoT devices, connectivity experts and network infrastructure. The agreement will see Huawei and DHL develop cellular-based IoT technology capable of connecting multiple devices across long distances with minimal power consumption.

It is hoped that these developments will deliver a more integrated logistics value chain by providing critical data and visibility in warehousing operations, freight transport and last-mile delivery.

The agreement follows DHL’s launch last year of a $95m centre in Singapore that features almost-entirely automated picking and storing infrastructure, which, it claimed, had increased efficiency by more than 20%.

Just before the opening, DHL Supply Chain had begun the second phase in the roll-out of augmented reality technology in its warehouses, where goods pickers are equipped with advanced smart glasses which visually display where each picked item needs to be placed on the trolley. It enabled hands-free order picking at a faster pace, with reduced error rates.

[*Source:* www.theloadstar.co.uk]

78% of Hospital Staff Still Face Manual Supply Chain Management

A recent Cardinal Health and SERMO survey found that hospitals might not be operating with the most efficient healthcare supply chain management tools, Only 17 percent of hospital staff reported that their facility installed an automated inventory management solution, while another 78 percent said they use a manual process.

In a field like healthcare, driven by science and technological innovation, advanced inventory systems are the next frontier for improving care," stated Scott Nelson, Cardinal Health's Senior Vice President of Supply Chain. Today, automated technology for the healthcare industry exists to deliver supply chain data and analytics, which can support patient safety, reduce costs and improve workflows.

Almost one-third of the 400 hospital stakeholders surveyed also stated that their facility has not implemented a new inventory management system in six or more years. About 25 percent did not even know if a new inventory management system had ever been installed.

Hospitals may want to consider upgrading their healthcare supply chain management tools, especially since survey respondents scored their facility's legacy inventory management systems low on benchmarking abilities and visibility into inventory.

Outdated and manual healthcare supply chain management processes also detracted from care delivery. Frontline clinicians stated they spend an average of 17 percent of their workweek managing inventory issues, accounting for about 2 hours a shift.

Providers expressed concerns that healthcare supply chain management processes subtracted from their care delivery. Approximately 65 percent of frontline clinicians said they wish they could trade supply chain management time for more patient care time.

Even healthcare supply chain administrators voiced their dismay with existing management processes and systems. Fifty-nine percent of administrators identified supply and inventory tasks as the top duty they wish they did not have to do.

Despite using outdated healthcare supply chain management systems that detract from patient care, many hospitals have yet to invest in more automated solutions, the survey indicated.

Hospital stakeholders stated that the top three barriers to adopting automated healthcare supply chain management processes were other priorities, high cost perceptions, and increasing hospital-wide buy-in.

The survey also found that a lack of information about automated supply chain management tools prevented hospitals from implementing more efficient systems. Slightly over one-third of participants did not know about Radio-Frequency Identification (RFID).

RFID is a common inventory tracking method, which uses bar code scanning to track items. Only 10 percent of respondents said they were familiar with RDIF technology.

Implementing more efficient healthcare supply chain management systems and processes may be key to improving a hospital's revenue cycle, the survey noted.

Hospitals continue to rank financial challenges as their top priority. Sixty-four percent of respondents identified financial issues as their hospital's greatest challenge.

Staff also felt pressure from financial demands on the hospital. Approximately 54 percent of administrators identified healthcare cost management as the top method of organizational success. About 45 percent of service line leaders and 39 percent of frontline staff felt the same.

When asked how their hospitals could improve their financial health, respondents agreed that automated healthcare supply chain management processes would help. Respondents estimated that more automated and data-driven tools would save the hospital more than $500,000.

In addition to improving hospital revenue cycles, survey participants indicated that more efficient healthcare supply chain management processes would also boost patient safety.

Fifty-eight percent of frontline caregivers acknowledged that inventory management is key to fostering patient safety, particularly through identifying expired items and recall alerts.

However, the survey showed that inventory management issues have already put some patients at risk. Twenty-four percent of hospital staff reported seeing or hearing about expired or recalled items being used on a patient and another 57 percent remembered a situation where a provider did not have the necessary item for a patient during a procedure.

About 18 percent of respondents knew of patient safety issues stemming from not having the appropriate supplies at the right time.

The survey found that many hospitals are experiencing patient safety issues that could be prevented through supply chain improvements. Ultimately, everyone at the hospital plays a role in advocating for a more efficient supply chain that will allow physicians and nurses to put their time to its best use: delivering high-quality care more effectively and efficiently.

[*Source:* Recycle Intelligence]

G D GOENKA UNIVERSITY
FROM FOUNDATION TO FLIGHT

The Chartered Institute of Logistics and Transport

Articles

January 2017

Cash Logistics Operations during Post Demonetization

On 8 November 2016, the Government of India announced the demonetization of all INR 500 (US$7.40) and INR 1,000 (US$15) banknotes. The government claimed that the action would curtail the shadow economy and crack down on the use of illicit and counterfeit cash to fund illegal activity and terrorism. The sudden nature of the announcement—and the prolonged cash shortages in the weeks that followed—created significant disruption throughout the economy, threatening economic output. The move received the mix response from different sectors and parts of the economy.
The evening of November 08, 2016 shall remain in the memories of Indians at least for the next two decades. No doubt, the move was historical and would be one of the corner stone towards curbing corruption and making India a cashless economy. The effect of demonetization has been felt on all the quarters of industry. The country's logistics sector is no different than others and it is also the vital cog in the wheel of Indian economy. Any effect on it will have direct consequences on the rest of the industry.

The previous two attempts at demonetization (1946 & 1978) only had 15% of currency notes being exchanged but this time the estimates are much higher due to 86% of currency and 24% of total notes being in the form of INR 500 & INR 1000 note denominations (as per RBI reports). The biggest responsibility for the banks right now was to make the **logistics** work amidst the most challenging cash management exercises of all time. This comes with obvious challenges on ground for Banks.

Challenge 1: Cash replenishment
The government expected that it would take 2–3 weeks to replace the currency being pulled out of circulation with new currency. ATMs with Rs 100 and Rs 50 notes were dispensing cash at that time but replenishing these ATMs with the currency multiple times in a day, was the mammoth task. As per cash management companies, approximately Rs 3–5 crore were transported in one trip. Even with maximum capacity, it could take 2.8 lakh trips to stock ATMs with an amount equivalent to the Rs 14.1 lakh crore that was being withdrawn. Due to smaller denomination notes being transferred, the number of physical trips needed was much higher. Banks planned to start

stocking ATMs with new Rs 500 and Rs 2000 notes but the availability of these higher denomination notes was certain take time to pick up.

Challenge 2: Cash Collection

The most immediate task at hand was to collect and remove the Rs 500 and Rs 1000 currency notes from the system. The total value of currency in circulation was Rs 16.4 lakh crore, of which over 86% i.e Rs 14.1 lakh crore is in the form of Rs 500 and Rs 1000 notes. In terms of volume, these two denominations account for about 24% of the notes in circulation. (source RBI annual report). As per bank statements, this could take 3–4 months for the collection. The rural sectors were estimated to be most affected by this, as reaching them would had been a challenge.

Challenge 3: Scarcity of shared resources

There were 2.2 lakh ATM's in India and cash replenishment guarded vehicles are a shared resource by all banks. The test was to ensure equitable and optimized use of 8,800 cash vans to replenish 2.2 lakh ATM's multiple times. Consistency in standard operating procedures and processes across all banks for ATMs was critical for best use of resources.

Actual Operations

As per the FICCI report, in the year 2013 the number of ATMs were in the country 80,000. The number of people employed by the cash logistics industry – the people involved in the physical movement and storage of currency notes – was 40,000 while the number of transport vans was pegged at 6,000. That number now stands at 2,01,000 ATMs; 40,000 people and 8,800 cash vans.

The same number of people serviced almost thrice the number of ATMs and the demonetization and consequent replenishment – with lower denomination notes – put an enormous strain on the industry, which had to transport cash, and customers, who were queuing up outside empty ATMs.
Transporting cash is a risky business and personnel have to be trained, verified and authorized to operate in the industry. The cash logistics companies, around 7 of them, offer secured cash transportation from the currency chests to bank branches and ATMs across the 650 districts of India.

According to the President of the Cash Logistics Association of India, leaves for all personnel were cancelled after the government announcement and people were working double shifts to ensure that banks and ATMs were kept supplied with cash. During initial days, cash as running out at ATMs in 3-4 hours because each machine had 10 times the number of people queuing up outside when compared to an average day. Whereas ATMs earlier could hold Rs 30 lakh (because they had 500 and 1,000 rupee notes) they could only hold Rs 10 lakh now (stocked with 100 rupee notes).All this has created a perfect storm of cash shortage, which the government probably did not anticipate.

This was an unprecedented cash logistics operation done under exceptional circumstances and staff of cash logistics worked under tremendous pressure. Tents were set up at the cash centres for personnel to catch a few winks of sleep as they could work from early morning till late at night to ensure that the new notes reach their destination.

In short, optimization of resources with the least time and distance on road, 100% cash van capacity utilization, considering real time traffic conditions would have driven the entire step to success. An intelligent logistics technology platform is the need of hour to add great value to automate and also optimize the decision making for optimum use of supply chain and deliver the tasks in the lowest possible time i.e.in making the entire process streamlined and efficient.

Role of CRM in Upgrading Supply Chain Management

Managing buyer and supplier relationships is a key task in supply chain management, and achieving multi-tier visibility could be extremely challenging without proper customer relationship management techniques.

Buyer needs may shift frequently, for example, and while a supply chain manager can shift production accordingly each time, gathering the information in a database can at minimum enable trend projections and greater long-term forecast accuracy. Similarly, collecting supplier information, schedules and payment needs could improve relations and increase efficacy at the procurement level.

However pivotal to supply chains, though, CRM solutions can be poorly integrated into overall supply management systems. Inbound Logistics explored this problem long ago, noting each silo of the supply chain advanced at different technological speeds. One segment, such as procurement, might be advanced and up to date, while data integration for production deadlines is behind the times. This is when you see success in one area and confusion in another, which can cause wide data gaps throughout the supply chain.

As data needs advance, and systems like CRM seek adapt to meet these needs, supply chain managers and CIOs should evaluate their systems holistically to ensure full visibility.

- Continued investments in mobility and social integration will enable new trends in customer relationship management (CRM) technology throughout 2017, Destination CRM.com reported last week.
- CRM solutions will become increasingly personalized yet simplified, as client demands increase the need for deep data while spurning system complexity.

In addition, the magazine projects CRM systems will increase the use of chatbots or other alternative user experiences to reduce the learning curve to use such systems.

Artificial Intelligence and Future Supply Chains

Fast forward 60 years and artificial intelligence – or machine learning as many call it – is emerging as the next big technology. 2016 has seen a race for artificial intelligence, with a number of acquisitions and large technology vendors – of the likes of IBM, Google and Amazon – launching new artificial intelligence-enabled products.

In SCM World's 2016 Future of Supply Chain Survey, it was found big jumps in importance for a series of disruptive technologies with respect to supply chain strategies, some of which were considered largely irrelevant just a couple of years ago.

One of these is machine learning, which in 2016 cemented its place in the technology mainstream. 47% of supply chain leaders from our larger community believe that artificial intelligence is disruptive and important with respect to supply chain strategies. The technology grew so rapidly in importance over the last couple of years that in 2014 it wasn't even included in the research!

What's Artificial Intelligence?

Artificial intelligence can be defined as the use of computers to simulate human intelligence, specifically including learning – the acquisition and classification of information, and reasoning – finding insights into the data. At the core of artificial intelligence is the ability to recognize patterns across the 3Vs of big data (volume, velocity and variety) and find correlations among diverse data.

Today, the term artificial intelligence encompasses everything from speech recognition to machine vision and from chatbots to collaborative robotics. The benefits of this technology lie in speed and accuracy beyond the reach of human capabilities, which is also feeding a debate about its implications in the future of work.

Business activities that require to collect and analyze lots of structured and unstructured data can benefit from artificial intelligence and its ability to support faster and smarter decision making. Supply chain is therefore a natural fit for artificial intelligence.

Artificial Intelligence and Supply Chain

An interesting 2010 research paper from Dr. Hokey Min from the College of Business at Bowling Green State University, predicted a number of applications of artificial intelligence in supply chain management. These include setting inventory safety levels, transportation network design, purchasing and supply management, and demand planning and forecasting.

Today's artificial intelligence is mature enough to make some of those applications possible:

Capitalizing on the machine-learning capabilities of IBM's Watson, IBM has recently launched Watson Supply Chain aimed at creating supply chain visibility and gaining supply risk insights. The system uses cognitive technology to track and predict supply chain disruptions based on gathering and correlating external data from disparate sources such as social media, newsfeeds, weather forecasts and historical data.

ToolsGroup's supply chain optimization software is rooted in machine-learning technology. One area of application is new product introduction. The software begins with creating a baseline forecast for the new product. As the algorithm learns from early sell-in and sell-out demand signals, it layers this output to determine more accurate demand behavior, which feeds through to optimized inventory levels and replenishment plans.

The machine-learning technology of TransVoyant is able to collect and analyze one trillion events each day from sensors, satellites, radar, video cameras and smartphones. In logistics applications, its algorithm tracks the real-time movement of shipments and calculates their estimated time of arrival, factoring the impact of weather conditions, port congestion and natural disasters.

The technology firm Sentient uses machine learning to deliver purchasing recommendations to e-commerce shoppers based on image recognition. Rather than only using text searches and attributes like color or brand, the software find visual correlations with the items that the shopper is currently browsing through visual pattern matching.

At the core of Rethink Robotics' collaborative robots is an artificial intelligent software that allows the robot to perceive the environment around it and behave in a way that's safe, smart and collaborative for humans working alongside production lines.

The awareness and ability to make fact-based decisions that artificial intelligence makes possible is completely new to supply chain management. This technology is expected to create the sentient supply chain of the future – able to feel, perceive and react to situations at an extraordinarily granular level.

[*Source:* Supply Chain Digital]

Event Highlights @Center of Excellence

January 2017

4TH INTERNATIONAL CONFERENCE (ICON 2017) ORGANISED AT GD GOENKA UNIVERSITY, GURGAON

School of Management, GD Goenka University, Gurgaon organized its 4th International Conference (ICON) 2017 themed **"Dream, Build & Grow- Unleashing the Entrepreneurial Potential"** on February 9 and 10, 2017. The conference aimed at bringing together academics, researchers and entrepreneurs to discuss the perspectives of responsible development of small and medium -sized enterprises in a dynamic environment. The conference debated the contemporary theme, from a wide range of perspectives: economic, social, environmental, organisational, technological, marketing, competitiveness and human angle.

The conference received over 100 papers from national and international delegates. There was an active delegate participation from over 46 academic institutions and corporates spanning across 5 countries. 56 papers were shortlisted for publication and 6 papers have been selected to be published in the School of Management's Bi-annual Journal titled G D Goenka Business Review.

The selected papers were published in a book of proceedings released by Dr. Deependra Kumar Jha, Hon'ble VC, GDGU, Dr. P. K Goel, Dean, School of Management, GDGU, Mr. Swagat Sarangi, Co-founder Symtten and Dr. M. Akbar, Professor, IIM Lucknow and conference convener Dr. Tanuja Kaushik. Dr. H. V Verma, Professor, FMS, Mr. Karun Thareja, Marketing Head, Faircent.com, Prof. Arturo Dell' Acqua Bellavitis, Professor, Politecnico di Milano and Dr. Arindam Bhattacharya, MD, BCG India was were the other guests at the conference.

The highlights of the conference were the panel discussions on the themes "Women empowered" and "Role of entrepreneurs and competitive cooperation for economic well-being and development of markets". The panel discussions were followed by a series of technical sessions on varied subjects like Financing: Risks and Returns for Entrepreneurship Firms, Entrepreneurial Marketing: New Perspectives and Tools, Entrepreneurship Education and Skilling, Eco-Environments and Sustainable Entrepreneurial Enterprises, Entrepreneurial Dimensions and Economic Growth, Make In India and Start Up India, Operations and Logistical Challenges for New Venturing, HR Practices for Promoting Entrepreneurship and Innovation, Public Policy and Government Interventions as Pillars of Entrepreneurial Growth.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UNIVERSITY
4TH INTERNATIONAL CONFERENCE ON MANAGEMENT
GDGU ICON 2017
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CILT India - Vision

To be the first choice professional body for Supply Chain, Logistics and Transport industry and professionals nationally and be a premier knowledge sharing platform in the field of supply chain, logistics and transport management.

The Chartered Institute of Logistics and Transport (CILT) is the international professional body for all sectors of the Logistics and transport industry. Founded in the United Kingdom in 1919 and granted a Royal Charter in 1926, it was established to promote knowledge of the science and art of logistics and transport and to provide a source of authoritative views for communication to government, industry and the community. CILT is currently operating in 31 countries globally and has over 30,000 logisticians as it members. CILT India, the India chapter of CILT, was formed in 1993 and has more than 1000 practicing professionals and a large number of corporate organizations as its members. CILT India is fully involved in spreading awareness about Logistics and Transportation industry in India and also organizing training programmes for students and Management Development Programmes for practicing professionals, apart from Research and Studies
on Logistics and Supply Chain Management.

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Center of Excellence at G D Goenka University

Vision: **School of Management, GD Goenka University aims to *be a premier institute known for holistic development of future managers, leaders and entrepreneurs.***

Center of Excellence at School of Management, G D Goenka Univesity is an initiative jointly undertaken by the G D Goenka University and CILT.

We at Center of Excellence believe that a lot can and shall be done on our part to create, disseminate and proliferate the knowledge and learning's in above mentioned field. We are undertaking some endeavours in these broad areas, which are as follows:

- Carry out extensive, path breaking and relevant research in the area of supply chain management, logistics and transport.
- Develop and propagate latest technologies and models in the area of supply chain and transportation.
- Undertake executive trainings, bespoke trainings, and short courses in this area.
- Jointly conduct seminars and conferences for the convergence and reflection on new ideas and findings.
- Get connected to best Supply Chain Management professionals across the globe.
- An access to global research and knowledge in U.K. knowledge centre.

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