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Changing dynamics of supply chain management



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


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SINGAPORE'S new port is open for storage

Singapore's new port is months away from full operations, but it has already opened its storage area to overcome supply chain bottlenecks. Ship arrivals at Singapore are on an average 7.5 days late, after schedule reliability fell to 33.6 per cent in August.

Chee Hong Tat, Senior Minister of State, Ministry of Transport, says, "Following the Ever-Given grounding, a ship which instead of docking in the Persian Gulf came to Singapore and unloaded 2,700 containers. In doing so, (port operator) PSA enabled the shipping line to skip a port and catch up on its schedule, after a two-week diversion around the Cape of Good Hope."



DB SCHENKER, LUFTHANSA CARGO extend CO₂-free freighter flights



When a cargo flight flew on a rotation between Europe and Asia, its fuel requirements were met by sustainable aviation fuel, DB Schenker and Lufthansa Cargo made headlines (SAF). The weekly CO₂-free freighter flights between Frankfurt and Shanghai have been extended by DB Schenker and Lufthansa Cargo. The mission will run until March 20, 2022. Nokia has now joined the programme as well. Every week, it will employ SAF, which is made from renewable waste, to reduce greenhouse gas emissions. SAF covers the total fuel demand for the flight rotation from Frankfurt to Shanghai (PVG) and return. Every week, this saves around 174 tonnes of conventional kerosene.



GEODIS expands road network across Southeast Asia

GEODIS has expanded its Southeast Asian road network to include Vietnam, a step closer to realising its goal of creating a scheduled road service connecting Singapore and China. Loads will be transported by road through Singapore, Malaysia, Thailand, and now Vietnam, thanks to GEODIS' own fleet of vehicles and expanding network of partners. It will be the driving force behind the current manufacturing expansion in that country. The GEODIS Road Transport service in Southeast Asia was launched in November 2019 to suit the needs of firms searching for a transportation solution for freight weighing between 30 and 1,000 kg each shipment.

OPEN LOGISTICS FOUNDATION established in Berlin



The Foundation was established in Berlin by Dachser, DB Schenker, duisport, and Rhenus. The mission is to establish a European open-source community with the goal of promoting open source-based digitalisation in logistics and supply chain management, and standardising logistics operations through de facto standards. "It is both a beginning and an appeal to the logistics sector to think of technology and processes together and actively participate in the open-source community," the founding members declared in a joint statement. Now it is about anchoring open source in the logistics sector and implementing the internal structures to work with the corresponding hardware and software.

CARGOLUX launches SAF programme

Cargolux has introduced sustainable aviation fuel (SAF), solidifies the company's commitment to decarbonising its operations. The airline plans to be carbon neutral by 2050 and has taken steps to ensure that it is completely compliant with impending European rules and offsetting schemes. This achievement represents a significant step forward in the company's efforts to cut CO₂ emissions.

"The introduction of SAF is a significant step forward for us. We are pleased to be part of an initiative to make our business, our industry and our world more sustainable, says **Richard Forson**, President and CEO, Cargolux.



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IAG CARGO integrates IATA's service



The International Air Transport Association (IATA) has incorporated a new 'quote and book' option to IATA Net Rates, and IAG Cargo, IAG's cargo subsidiary, is the first carrier to use it. Airlines will be able to offer freight forwarders dynamic pricing when booking their shipments as a result of this.

"The IATA Net Rates new 'quote and book' function simplifies and accelerates the rate distribution and booking process between airlines and freight forwarders. We are pleased to expand our Net Rates partnership with IAG Cargo to support their efficient cargo rates distribution and booking capabilities, across the different airlines of the group," said **Frederic Leger**, Interim Senior Vice President for Commercial Products and Services, IATA, and President, CNS.

DP WORLD opens an empty container park

DP World has opened a new empty container park at Southampton to extend storage capacity amid the peak pre-Christmas season. The new empty park worth US\$ 4 million is part of DP World's ongoing US\$ 54.3 million investment. The new facility will be able to hold additional empty containers to strengthen resilience for customers and keep supply chains moving when dwell times at terminals across the U.K. have increased.

"We now have 25 per cent more storage capacity at Southampton than before, which will enable us to maintain productivity and service levels for the next few months and beyond," notes **Ernst Schulze**, Chief Executive-UK, DP World.



PACIFIC AIR CARGO launches PACTRAK



Freighter operator Pacific Air Cargo has introduced a new airfreight tracking and notification service, PACTRAK. The system offers shipment update notifications through SMS, emails, or both. Notifications can also be tailored for different milestones during the journey, such as flight departure or arrival.

"We are pleased to offer this state-of-the-art tracking service to our partners. We believe that PACTRAK will make shipping with Pacific Air Cargo even more convenient, and we look forward to introducing other enhancements and useful tools in the future," says **Tanja Janfruechte**, Chief Executive, Pacific Air Cargo.



DHL EXPRESS launches logistics hub at ADIA

DHL Express has launched the construction of a new logistics hub, at the Abu Dhabi International Airport (ADIA). The 15,000 sq. m., facility, on a 30,000 sq. m., airside/landside plot, is located in ADIA's Future Cargo Area, being developed in partnership with Abu Dhabi Airports Free Zone Authority (ADAFZ). The new facility features a 10,800 sq. m., built-up area, with future expansion potential to increase capacity by an additional 50 per cent. The facility will be well-equipped to handle up to 86,400 inbound and outbound/transit shipments per day. It will also follow the TAPA security regulations, employing the latest technologies across all of the operation.

BRUSSELS AIRPORT becomes shareholder in SkeyDrone

Brussels Airport Company and skeyes signed an agreement under which Brussels Airport will become a 50 per cent shareholder in SkeyDrone, a subsidiary of skeyes. SkeyDrone offers a range of services that enable safe and efficient drone operations. Brussels Airport intends to play role in the drone technology developments and in the provision of drone services to various industries in Belgium and abroad. "With SkeyDrone, we can fully explore, develop and commercialise drone management systems and drone services that can be used on a daily basis by clients in various industries," says **Arnaud Feist**, CEO, Brussels Airport Company.



Position : **Cargo Manager Mumbai**
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Apply to : **Head of Cargo, Africa, M.east & India vide email to : shankar.iyer@swiss.com or by post.**

Your assignment

SWISS Cargo is looking for a Managerial candidate, for its Mumbai sales region. In this interesting and challenging position, you will be the commercial and operational lead of local Mumbai organisation, representing the company interests in Western region of India. You will facilitate and implement Swiss World Cargo strategies in close coordination with the Regional head to ensure positive development of key quantitative and qualitative Performance Indicators

Besides building a sound, well performing motivated local team subordinated to you, you will be responsible in fostering smooth and seamless relationships with External and Internal Stake holders, to achieve your annual goals.

Functionally you will report to head of Swiss World Cargo APAC-IN.

Your Duties

You will assume overall lead of Swiss World Cargo Mumbai team, for activities in Cargo Sales, Marketing, Customer Service, Accounting, team management and Operational proficiency including Security and Safety.

You will be Responsible to achieve defined annual revenue goals & KPI's, using resources efficiently and effectively.

- Define the Sales Plan jointly with Regional Management and ensure implementation by Monitoring of targets (revenue, charges, yields, tonnages) via MIS, inhouse analytical tool CARIS regularly and Securing measures to reach them.
- Adopt and implement local Pricing Policy. Monitoring, Steering and Controlling of outdoor sales activities. Report them via CRM tool.
- Acquisition of new cargo traffic through a target oriented sales approach, maintenance of existing business. Increase market distribution of Swiss WorldCargo Special products (VAL, XPS, VUN, CEL)
- Planning and executing sales and marketing activities in the assigned sales territory and develop long-term partnerships with the customer base.
- Work closely with service providers and group company partners for overall benefit of Swiss WorldCargo

Dealing with Customers & Stakeholders

- Represent Swiss WorldCargo interests in W.India, mainly with forwarders, customers, authorities & other stakeholders..
- Provide professional customer service & visit clients in the sales area to maintain and increase overall business.
- Arrange regular monthly Quality & Security meetings with the handling agents to take corrective actions.

Dealing with your Team

- Be recognized as a firm and fair leader, motivating team, setting ambitious and realistic goals for local organization and for individual team members. Perform yearly EATs with staff, support team with up-to-date training.

Projection of the Company

- Maintain optimal information flow within own organisation, with Regional Management and Central services Group.
- Participate in projects / trainings /meetings at CSG and within the Region.
- Represent SWISS image whenever requested (events and meetings).

Your Profile

Recognized Bachelors University degree, 5-7 years in commercial role in airline and/or airfreight industry,

preferably 2-3 years of leadership experience. Pleasant outgoing personality with strong interpersonal communication skills, verbal and written (email, letter, internet).Good command of English language. Good listener, convincing presentation, negotiation, Strong analytical skills with organizational capability. Microsoft Office user knowledge is a must..

Impeccable customer service attitude, able to adapt to change. Flexibility and ability to travel (nationally and internationally).



Shankar Iyer

Head of Cargo Africa, M.East & India.

Swiss WorldCargo

Swiss International Air Lines Ltd.

501, Solitaire Corporate Park

167 Guru HarGovindji Marg, Andheri (east)

Mumbai 400053.

Revolutionising logistics and supply chain

Like every other industry, there is a requirement of skilled personnel to run operations in the Indian logistics industry. There is already a growing interest, since logistics, supply chain management, and other related subjects are becoming more prevalent, says **Afzal Malbarwala**, President, ACAAI.



Priyanshi Bana

As the President of ACAAI, which key issues do you plan to focus on?

Address and resolve long-pending issues: Enhance cooperation and build consensus amongst all stakeholders to tackle the ongoing issues.

Infrastructure growth: Share our experiences and ideas and convert them into initiatives with participation from all stakeholders. Growth is good news for all of us.

Ease of doing business: Work together, share ideas and make this industry more efficient.



Afzal Malbarwala
President, ACAAI and
Gallery of Legend (India Cargo Awards) 2017



What scope do you see in improving the air cargo services?

The ACAAI has a strong commitment to development. We see opportunities for different stakeholders (and associations) to work together to address issues that are hindering development

The government has lifted the lockdown, and we have begun operating with a skeleton workforce in accordance with authorities' directives, which include keeping adequate distance and other safety precautions



(infrastructure, full utilisation of available resources, improving cargo turnaround timelines, etc.).

How has digitalisation helped in the effective movement of air cargo?

In all aspects of business, digitalisation is the future. It is the same in our industry. As our operations grow in size and revenue value, we must support the implementation of effective processes and be open to and embrace changes that are required. I firmly believe that our next level of success as a growing economy will be determined by how swiftly we accept and implement newer trends and technologies.

What is your idea of skill development?

As in every industry, we need skilled resources to run our businesses. There is already growing interest as logistics, supply chain management, etc., is a growing subject right

from 10th grade onwards. We need focussed institutes, which can train our talented workforce in managing the various roles in the industry and support trainings at all levels to sustain these skill sets.

What is the present demand and supply situation in the Indian logistics industry?

The current climate is characterised by high demand and a gold rush to supply. We are racing against the clock as the volume surges in the post-pandemic scenario challenging our infrastructure on all levels, including space, facilities, pricing, etc. Warehousing, in particular, is growing at an amazing pace, and I am happy to see newer business units attempting to design solutions to meet the demand. The supply crisis requires immediate focus, as otherwise, supplies may be diverted to other developing countries, as we have a history of being reluctant to implement solutions and address our problems.

Building resilient air cargo ecosystem

Under the chairmanship of **Jyotiraditya Scindia**, the Cargo Advisory Sub-Group of the Civil Aviation Advisory Group held its third meeting recently. The Cargo Advisory Sub-Group addressed issues for the attention of the Minister of Civil Aviation, such as air cargo traffic handled during COVID affected years, and future air cargo projects.



CT Bureau

The Civil Aviation Minister, Jyotiraditya Scindia formed a Civil Aviation Advisory Group to comprehensively address the issues concerning maintenance, repair and overhaul (MRO), cargo carriage, Flight Training Organisation (FTO) and ground handling (GH). The key members of Cargo Sub-Group, including Keku B. Gazder, CEO, AAICLAS; Cyrus Katgara, President, ACFI, and Partner, Jeena & Company; Tushar Jani, Chairman, CSC; G.V.S. Reddy, Chairman, APAO; and Vipin Vohra, Convener, Air Freight Council, FFFAI. Members of associations, such as ACFI, ACAAI, FFFAI and others were also present.

The Cargo Advisory Sub-Group headed by Cyrus Katgara, President, ACFI, is committed to create a congenial ecosystem in the country by addressing the current challenges of air cargo logistics industry, suggesting regulatory, policy improvements and improvements in the infrastructure facilities and measures for better efficiency for the growth of air cargo trade/industry as well as economic development of the country. The Cargo Advisory Sub-Group has held regular meetings with the members of Civil Aviation Advisory Group headed by the Hon'ble Minister of Civil Aviation, Jyotiraditya Scindia and held three useful meetings till now.



The third meeting of the Cargo Advisory Sub-Group with the Civil Aviation Advisory Group under the Chairmanship of Jyotiraditya Scindia was held on October 28, 2021. In the presentation of Cargo Advisory Sub-Group before the members of Civil Aviation Advisory Group, Cyrus Katgara touched upon the following issues for the attention of the Minister of Civil Aviation:

- Major airports landscape: World top 10 and Indian airports
- Air cargo traffic (domestic and international) handled during COVID affected years FY2019-20, FY2020-21 and FY2021-22
- Future air cargo projections: FY2020-21 to FY2030-31
- Key to air cargo growth: Capacity creation for EXIM by Indian and foreign airlines

Following points of the presentation were taken up by Sanjiv Edward, Secretary, ACFI:

- Air cargo hubs – The game changer
- Transshipment hubs to boost air cargo
- Effective air cargo ecosystem

The Minister recommended the following for the Cargo Advisory, Sub-Group members:

- The PPT pie chart on the effective air cargo ecosystem, i.e., air cargo infrastructure, network development, and operational excellence, the Minister CA wants a clear suggestions (from Cargo Advisory Group) about what needs to be done by MOCA and other ministries or any regulator.
- The Minister also requested that the Cargo Advisory Sub-Group present a proposed design for a good cargo airport (tier-I, II, and III) setup based on the Indian scenario and requirements.
- On the topic of benchmarking Indian airports with global airports and the successful impact of cargo hub strategy, the Minister has expressed an interest in researching the global business drivers and KSF, i.e. operational excellence, network development, and attractive business location, for other major international airports (Mumbai, Chennai, Kolkata, Bangalore, and Hyderabad), as shown in the presentation for Delhi Airport.
- The Minister has also set November 12, 2021 as the date for the fourth meeting of the Cargo Advisory Sub-Group. The meeting concluded with the vote of thanks to the Chair.

The Minister has set November 12, 2021 as the date for the fourth meeting of the Cargo Advisory Sub-Group

Gearing up to deliver medicines by drones

As a natural extension of the Boeing 757 fleet, Blue Dart has always embraced future-ready technologies, including the deployment of drone flights to aid last-mile deliveries. The company supports the DPDHL Group's 'Strategy 2025 - Delivering Excellence in a Digital World', shares **Ketan Kulkarni**, CCO and Spokesperson, Blue Dart.

 Priyanshi Bana

How well is India and, particularly, Blue Dart prepared for drone deliveries?

The pandemic fast-tracked the digital and technological transformation that was already underway. Digital/virtual solutions eliminating contact became the backbone of every industry across verticals and a necessity within the logistics industry. Technological leaps is what we expected the future of the supply chain to reflect and, therefore, we prepared ourselves. When the opportunity presented itself, we were well-prepared along with our partners, to leverage the use of drones to build a robust healthcare infrastructure in the remotest areas of the nation. We, along with our partners, Skye Air and Altitude Angel, joined the Ministry of Civil Aviation, World Economic Forum, Niti Aayog and Healthnet Global as the Blue Dart Med-Express Consortium under the 'Medicine from the Sky' project. An important part of this process is to ensure streamlined coordination between all our partners.

Blue Dart has always embraced future-ready technology and the use of drone flights to facilitate last mile delivery as a natural extension of our fleet of Boeing 757 aircraft. We are aligned with the DPDHL Group's 'Strategy 2025 - Delivering Excellence in a Digital World'



Ketan Kulkarni
CCO and Spokesperson
Blue Dart

and this only encouraged our search for innovative solutions. Currently, the Blue Dart Med-Express Consortium has completed trials using drone flights to create an alternative logistics route, providing a safe and reliable pickup and delivery of healthcare items. The drones can handle even our specialised Temperature Controlled Logistics (TCL) with a payload of up to 5 kg. They are designed to deliver the shipment from the distribution centre to the specific location and vice-versa. While the current delivery model is strictly intra-district, it will be extended further to cater to inter-

district and inter-state deliveries, across industry verticals as well.

The Consortium is an excellent example of a PPP model. The liberalised drone policy, and the government's aim to make India a global drone hub by 2030, shows the government's support towards strengthening logistics technology. The new rules have propelled our ability to help improve the country's healthcare infrastructure without compromising on quality. Moreover, the recent announcement of a ₹120-crore PLI scheme for the drone industry over the next three years positions the sector to have a total turnover of up to ₹12,000 crore to ₹15,000 crore by 2026. India is jumping on to the tech-first bandwagon and we, at Blue Dart, are keen to support its endeavour as its most preferred trade facilitator.

What are the challenges in making drone delivery a reality?

Coordinating the launch of future-ready technology requires an eye for detail and a significant amount of diligence to be done to ensure that we eliminate challenges prior to the launch. In line with the guidelines set by the Government of Telangana and Ministry of Civil Aviation, we could curate a fool-proof and risk-mitigated product that also receives necessary





clearances from the the DGCA. An important part of this process is to ensure streamlined coordination between all our partners, including the UTM service provider, DGCA-approved drone operator, safety expert, cold chain and healthcare expert. Risk-mitigating strategies have also been put in place to eliminate any unexpected outcomes during the flight or delivery.

How successful has the Blue Dart Med-Express been in delivering healthcare products?

We concluded the visual line of sight (VLOS) and beyond visual line of sight (BVLOS) drone trials in September 2021. The Blue Dart Med-Express Consortium drone delivery trials involved delivery of vaccines from Vikarabad to the PHC in Sidduloor using a multi-rotor drone. Multiple trials for VLOS operations (up to 1 km) and for BVLOS operations (up to 9 km) have been conducted daily. Operated by remote pilots, the drones can travel up to 10 km in a single run at a speed of 32 kmph. The criteria to determine the success of the BVLOS trial was to ensure a consistent result was achieved mirroring Blue Dart's reliability and responsiveness; anything short of perfection will not be accepted.

What services did Blue Dart provide in terms of TCL in the delivery of COVID-19 vaccines?

Our reliable and efficient services, along with our robust TCL infrastructure, make us the right candidate for every pharmaceutical provider in the nation, as well as the government's provider of choice.

For handling bio-medical cargo, we have the operational experience and

specialised infrastructure required. We have our own fleet of six Boeing 757 freighters, 20,000+ ground vehicles, and a strong army of Blue Darters to service 35,000+ locations. In Mumbai, Chennai, Hyderabad, Ahmedabad, Pune, Kolkata, Delhi, and Bangalore, we have eight pharma-grade conditioning rooms in eight strategic locations. These rooms are in close proximity to Blue Dart Airport Stations, decreasing turnaround time and facilitating the delivery of temperature-sensitive vaccines. PUF-constructed conditioning rooms are expandable and designed by refrigeration/cold room experts.

We have specialised life science solutions experts with us because we understand the criticality of the shipment. We have already done the background work in terms of capacity requirements, such as packing materials, availability of data loggers, insulated shippers, walk-in cold rooms, coolant, network reach, manpower preparedness, and technological investment to meet such demands. We employ single-use packaging (which has a temperature stability of 48 to 72 hours) as well as multi-use boxes (which have a temperature stability of 96 hours).

Additionally, a taskforce including all DPDHL Group business units has been created to leverage each other's strengths in terms of network, vehicles, and internal assets. We have access to a large-scale global shipping network, local freezers, extensive storage capacity, and in-country logistical expertise. Our unrivalled capabilities, combined with a solid logistical infrastructure and our core values of reliability, responsiveness, and

↳ **During COVID-19, we came to the aid of the government by shifting medicines and vaccines all over the country and across borders** ↳

resilience, distinguish us as the nation's trade facilitator.

Explain your collaboration with Gol on the 'Lifeline Udan' initiative.

Blue Dart has always been the first responder throughout any national crisis because of our 'First In, Last Out' policy. By partnering with the 'Lifeline Udan' project, we facilitated movement of essential supplies for several state governments, municipalities, pharmaceutical companies, hospitals and other research institutions.

To ensure supply chain and business continuity, we deployed our Boeing 757 freighters to fly across the country as well as overseas charters. Our aircraft operated across borders to Guangzhou, Shanghai, Hong Kong, Dhaka, Yangon, and Hanoi, helping not only our own country, but also our neighbours. We transported medical supplies including ventilators, PPE and testing kits, reagents, enzymes, respirators, surgical face masks, goggles, and gloves, as well as other mission-critical materials.

We worked round the clock throughout the lockdown and afterwards, with our pilots flying aircraft in the air, our hub operating 24x7, and our couriers delivering essential and non-essential items in a door-to-door framework. As a socially responsible corporation, we enhanced our outreach to communities and provided support to individuals with co-morbid tendencies by flying special food for paralysed children, medicines for senior citizens, pharmaceuticals for cancer-affected children and healthcare workers, and temperature-controlled movement of COVID-19 testing kits and samples to maintain their efficacy. ↳

FACTFILE

↳ Blue Dart, along with its partners, Skye Air and Altitude Angel, joined the Ministry of Civil Aviation, World Economic Forum, Niti Aayog and Healthnet Global as the Blue Dart Med-Express Consortium under the 'Medicine from the Sky' project.

Becoming future-ready with digitalisation

Digitalisation will assist businesses in gaining a competitive edge. Rather replacing old technologies with new ones in a robotic manner, the industry must ensure that the existing can be integrated with future technologies, observes **Amit Bana**, Co-Founder and Chief Growth/Revenue Officer, AutomationFactory.AI.



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In terms of digitalisation, how are you different from competitors?

All digital transformation companies around the world are striving for the same goal: To offer businesses and their consumers with an unparalleled experience. In that sense, we are all colleagues rather than competitors. Now, when it comes to our USP, we have not one, but three.

To begin with, there are very few IT organisations whose primary focus is enabling companies in moving goods from point A to point B via any mode of transportation. Digital transformation adoption is slow, haphazard, and fraught with problems. The main reason for this dismal state of affairs is that the cargo/logistics industry has far too many stakeholders, all of whom work independently of one another. The technology they employ differ from one another. At AutomationFactory.AI, we help cargo/logistics companies adopt technologies that can be synced with the technologies used by other stakeholders.

Second, we view our IT services from the standpoint of a factory model. We believe that if the core components of a software development framework remain the same, entirely new applications can be developed more rapidly. We aim to replicate the assembly line approach to development used in automobile manufacturing

plants. We are also a proponent of the low-code/no-code software development paradigm. Lastly, we try to democratise the data and leverage it to drive tangible business outcomes, which leads to realised revenue.

What is your opinion on digitalisation being considered a necessity rather than a cost?

You can only postpone digitalisation for a limited time. Customers today expect companies to provide impeccable, swift service. Digital transformation is the only way to do this.

Assume there are two companies. On its ERP platform, Company A employs digital transformation levers, but Company B is still stuck in the legacy ERP era. Company A would now be aware of all key business insights, processes, critical and important data elements, and would be able to make real-time analytics-driven business decisions.



Amit Bana
Co-Founder & Chief Growth/Revenue Officer
AutomationFactory.AI

You can only postpone digitalisation for a limited time. Customers today expect companies to provide impeccable, swift service

Company B, on the other hand, is behind due to manual data entry, back-and-forth between departments, slow information flow, and a lack of visibility. Hence, Company A can provide better services, whereas Company B has a low on-time delivery rate, cash flow issues, and poor customer service. All of these factors contribute to lower sales and revenue. As a result, digitalisation is a necessity. Lastly, forward-thinking companies know that if they do not invest in digitalisation now, they will have to spend a lot more money afterwards.

Will digitalisation help make businesses future-ready?

Digitalisation will help companies in gaining a competitive advantage. However, when it comes to being future-ready, the problem is that new technologies emerge at a breakneck pace. So, rather than robotically replacing old technologies with new ones, we must find a way to ensure that the technologies we use today can be integrated with the newer technologies of tomorrow. Companies must, of course, replace legacy infrastructure and codes that are over 20 years old. But, keeping up with rapidly evolving technologies is challenging. What we should strive towards is the harmonisation of modern technology with future technologies. That is what it means to be truly future-ready. This is about being future-proof.



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Building a digitally integrated vision

Drone deliveries' true potential will only be realised until a larger number of 3PL/4PL logistics supply players are able to adopt it. As India Inc., explores the possibilities of emerging technologies, the logistics and supply chain sector is poised to embrace the disruption and drive its growth, notes **Hector Patel**, Executive Director & Board Member, Jeena & Company.



The recent Drone Liberalisation policy announced by the central government in 2021, is set to accelerate AI and robotics-enabled technology adoption across sectors, including defense, mining and logistics. This move is also in line with the government's ambitious National Logistics policy, which aims at bringing a series of infrastructure and policy changes, and will aid in bringing down the overall logistics costs of the country.

The new policy comprises of a number of relaxations in the drone procurement and use by the private sector, making the technology affordable and accessible. The policy has also increased the permissible weight load for drones and drone taxis, increasing it from the previous 300 kg to 500 kg. For the



Hector Patel
Executive Director & Board Member
Jeena & Company

logistics sector, this translates as major disrupter. The move, when implemented, will help logistics and supply chain players to cut costs, reduce delivery time and drive efficiency, while optimising

✦ **When considering drone deliveries, one needs to analyse the specific geography where these may be most useful and add value to the existing brand reputation** ✦

human resources and minimising dependency on road transport, which is marred with delays and roadblocks. Not to mention the impact on environmental pollution, which is also

set to reduce drastically, since road transport is one of the leading sources of air and sound pollution.

But all of the above is not without its challenges. Even as most drone deliveries are right now focussed on medical/pharma and will soon be adopted widely by e-Commerce players for last mile deliveries, the real potential of the technology will only be truly tapped when a wider set of 3PL/4PL logistics supply players are able to adopt the same. As India Inc., continues to gradually explore the possibilities of emerging technologies like AI, robotics and ML, the logistics and supply chain sector is also set to gradually embrace the disruption, putting it on the road to accelerated growth. And eventually, the aim of arresting the high logistics

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costs to under 10 per cent of the GDP from the current 14 per cent, will be an achievable target.

Listed here are a few factors that need to be understood by logistic and supply chain players, to be able to best leverage the technology and manoeuvre through the challenges of the new technology:

Rol/investment: As is the case with any new technology adoption, investment and Rol are the fundamental aspects to be considered before embarking on developing a drone delivery system. For a logistics and supply chain player, this translates into working on the basic cost analysis, labour and technology ratio, the value that this will bring to the business and the brand and need for upgrading supportive technology infrastructure needed to effectively leverage drone deliveries etc., need to all be well calculated and analysed.

Geography: This is one of the basic attributes that make drones so appealing; the ability to reach the most remote areas and are difficult to reach through conventional last mile operators. This includes deliveries to rural areas with bad or undeveloped transport infrastructure, or deliveries to areas impacted by calamities like floods, which make them inaccessible. When considering drone deliveries, one needs

✈️ **The aim of arresting the high logistics costs to under 10 per cent of the GDP from the current 14 per cent, will be an achievable target** ✈️



to analyse the specific geography where these may be most useful and add value to the existing brand reputation.

Nature of cargo and special delivery requirements: Another important aspect to consider in drone delivery is the specific nature of cargo that one intends to use drone deliveries for. From specific timely deliveries to remote locations and temperature-controlled deliveries over shorter distances, drone deliveries need to be clearly defined, in alignment with approved government policies, special routes, and a contingency plan in case of a malfunction.

Right technology partner: For traditional logistics and supply chain providers, partnering with the right

drone delivery expert is vital, to not only ensure efficacy and cost effective last mile deliveries but also enhance the overall supply chain operations and achieve customer success while building trust. Having a long-term partnership goal and vision can help brands to leverage not only the best in drone based deliveries but to eventually streamline smart technology-enabled operations across the entire supply chain, building value, trust and industry leadership, in the years to come.

In line with the above factors, it is also important for Indian logistics and supply chain providers to evaluate their long term business goals and build a vision that integrates AI, ML and intelligent device-led operations, to be able to truly embrace digital transformation. ✈️

FACTFILE

➔ With over 120 years of experience in supply chain and logistics and spearheaded by the 5th generation of its founders, Jeena & Company, an authorised customs house agent is a market leader globally renowned for its best end-to-end logistics services.

Digital freight forwarding



Scalable and reliable technology solutions offering enterprise-wide business functionality to handle multi-modal operations and security combined with an affordable cost of ownership has pushed freight forwarders to adopt digitalisation, says **Nitin Master**, 3PL Business Unit Head, Kale Logistics Solutions.

Freight forwarders play a crucial role in the entire logistics industry. Apart from arranging carriers to move cargo forward, they have a strategic advisory role in terms of documentation, planning, providing local services and execution of cargo movement. Complex, demanding and the most competitive business scenario in the logistics industry is pushing freight forwarders to set benchmarks for growth. Increased cargo processing time, low level of automation, and complex paperwork and revenue leakage are some of the key challenges faced by freight forwarders in the current times. Freight forwarders today need a scalable and reliable technology solutions that offer enterprise-wide business functionality to handle multi-modal operations and security combined with an affordable cost of ownership. And this requirement has pushed freight forwarders to adopt digital freight forwarding such as:

FACTFILE

➤ Kale Logistics Solutions is headquartered in India and serves more than 4,500 customers in 30 countries. Over the 10 years, its deep domain expertise and experience in international logistics and trade services have created the best research-driven cargo community platforms and enterprise business automation systems.

Integrations: The first and foremost aspect of having a good ERP system for freight forwarders is integration with financial systems as well as other process-oriented systems. In several cases, forwarders find it difficult to consolidate data in all these disparate systems and prepare reports. A smart freight forwarding system will consolidate all financial and operational data into one system.

End-to-end tracking: Information on cargo movement on a micro level is not available for the stakeholders. For example, once the cargo moves into the airport/port ecosystem, there is an abrupt lull in terms of status sharing and the same persists with the maritime ecosystem too. A freight forwarder being the custodian of cargo should always be aware of the movement of cargo on a micro and macro level. The right freight forwarding system will offer tracking of cargo movement between each milestone. With this, the freight forwarder can also see the stakeholder handling the cargo.

Generation of reports/MIS: Handling of multiple reports and documents is a major concern for freight forwarders. Often forwarders find it challenging to deal with multiple documentation and result in a smart freight forwarding system will enable generation of hundreds of operations and MIS reports using



Nitin Master
3PL Business Unit Head, Kale Logistics Solutions
and India Cargo Awards 2019

➤ **A freight forwarder being the custodian of cargo should always be aware of the movement of cargo on a micro and macro level** ➤

different parameters. Moreover, these reports can be exported to Excel/PDF file as per user requirements.

Customs clearance: Adhering to customs and regulatory guidelines is quite essential for freight forwarders while they indulge in documentation procedures. Every now and then a new policy change might surface that affects the entire documentation process. Therefore, a smart freight forwarding system will enable freight forwarders worldwide to stay compliant to various policy changes and keep upgrading their efforts.


Support for international trade documentation: In cross-border trade, some key documents are involved, such as bill of lading, air waybill, delivery order, etc. The right freight forwarding system will offer support for international trade documentations such as the above in an electronic format. Yes, all these documents are now available in electronic format as well with verification from regulatory authorities.

A good freight forwarding system manages every aspect in a single frame and eliminates the need of standalone ERP applications. In turn, it would eliminate disparate forwarding functions and ensure time-efficient, cost-efficient operations as well as improved bottom line results. For more information, contact: info@kalelogistics.com. ➤



Multimodal logistics: continue to evolve

With periodic checks and balances, lowering the cost of fuel and resolving technical issues with internet access would prove to be a game changer in making multimodal transportation more efficient. **CARGOTALK**'s virtual conclave on Multimodal Logistics provided an excellent opportunity for in-depth discussion with some of the industry's most notable speakers.

 Priyanshi Bana

With the increasing global economic integration, the world economy needs the support of an efficient freight transportation system. By relying on two or more modes of transportation, multimodal transport can substantially improve transport efficiency and reduce transportation costs for the complete process integration organisation transportation service.

Developing a network of multimodal logistics parks (MMLPs) to act as logistics hubs will address the issues of unfavourable modal mix, inefficient fleet mix and an underdeveloped material handling infrastructure



According to statistics, multimodal transport can improve transportation efficiency by 30 per cent, reduce cargo damage by 10 per cent, reduce transportation costs by 20 per cent, reduce highway congestion by more

than 50 per cent, and promote energy savings and emissions reduction by more than one third.

Basis the importance of various modes of transportation, **CARGOTALK**'s virtual



Express; and Yuvraj Sharma, Cluster Head, Sales and Marketing, India, Sri Lanka and Maldives, Kuhene+Nagel.

Showing way forward on multimodal transportation of logistics, Xerrxes Master, President, AMTOI, said, "Multimodal is the only optimal logistic solution where the best mode of transport is chosen with the most cost effective and time efficient manner. Finally, the Indian government has recognised the importance of multimodalism by renewing the old Multimodal Transportation of Goods Act 1993. AMTOI has been actively involved with the government in policy formulation, also to become a self-regulating organisation for the benefit of its members. Multimodalism is carried out by all the three modes of transportation where a contract can be executed by different modes of transport under one single document which is the essence and the basis

conclave on Multimodal Logistics was apt for a detailed discussion with some of the eminent speakers from the industry, **Xerrxes Master**, President, AMTOI; **Chander Agarwal**, MD, TCI



Xerrxes Master
President
AMTOI

✦ Multimodal is the only optimal logistic solution where the best mode of transport is chosen with the most cost effective and time efficient manner ✦



of the benefits of multi modalism. It has a bright future for India since it now moves from singular mode of transportation to two or more modes making it cost effective and time saving solution."

Explaining on how the country's economy will be benefitted with the multimodal way of transportation, **Chander Agarwal**, MD, TCI Express, said, "India is on the cusp of becoming a US\$ 5 trillion economy meaning that the logistics cost is going to be US\$ 1 trillion approximately. This is a great opportunity for the logistics companies to enhance their capabilities and become leading service providers in the country. Multimodal will benefit the Indian economy in a big way because of a vast coastline and land area. Multimodal may help in bringing down the cost for the logistics sector, moreover, the overall efficiency and the transfer of goods from manufacturer to consumer will be at a much faster pace.

Multimodal in India is now based demand driven rather than supply driven. Multimodal basically increases the speed and efficiency which is



Chander Agarwal
MD
TCI Express

✈️ **Multimodal may help in bringing down the cost for the logistics sector, moreover, the overall efficiency and the transfer of goods from manufacturer to consumer will be at a much faster pace** 🐦

FACT FILE

✈️ TCI XPS was established in 1996 as one of the foremost divisions of Transport Corporation of India (TCI). Today TCI XPS has been hived off to become TCI EXPRESS LIMITED, an independent company listed with stock exchanges of India.



required in a big way in India. Our country's operating cost are very low comparative to the world due to poor infrastructure. Be it trucks, inland waterways or even the trains which are not high speed. In India the logistics cost is the fuel cost which needs to be brought down drastically."

Developing a network of multimodal logistics parks (MMLPs) to act as logistics hubs will address the issues of unfavourable modal mix, inefficient fleet mix and an underdeveloped material handling infrastructure. Logistics parks are expected to help transition from the current situation of point-to-point freight movement to an ideal situation of hub and spoke model freight movement.

Says Master, "For the roadblocks we cannot hold the government entirely, it is equally the responsibility of the stakeholders. The government has been pushing the digitalisation to a great extent with the new logistics portal, but there have been certain loopholes which still needs to be plugged in. Secondly, implementation of the infrastructure projects have to be far quicker. Instead of talking about high speed trains, multimodal logistics parks, etc., they need to be implemented fast. Such issues need to be looked after in specific time frames and time limits."

Emphasising on the need of the multimodal transportation in order to be more efficient, **Yuvraj Sharma**, Cluster Head, Sales and Marketing, India, Sri Lanka and Maldives, Kuhene+Nagel, said, "Today's environment does not just demand to get into a multimodal option for servicing our customer, but it is the need since we have capacity issues, congestions happening, time definite deliveries. All of this requires multimodal as a cost effective and time efficient mode of moving goods

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Today's environment does not just demand to get into a multimodal option for servicing our customer, but it is the need since we have capacity issues, congestions happening, time definite deliveries

from one place to another. From logistics performance index point of view, India is today ranked at 44. Multimodal is definitely one way that can not only help in avoiding the challenges we face in today's time we are working in but improve from the transit point perspective also. And see India becoming a leader not only in the export supply chain but also in the import supply chain."

Role of technology or digitalisation is significantly important in multimodal logistics sector for the fast and efficient movement of goods. Says Agarwal, "Technology is an enabler. In India, we face a lot of problem with internet connectivity. Once resolved, many smaller companies from smaller towns will come on-board. Biggest problem our country is currently facing is that the GST collection not happening in the logistics sector because still a large number of players are not registering themselves and not generating e-way bills. Government should share its plan on the connectivity issue for more clarity. In such a case multimodal will be of help because of it has direct connection with the manufacture, EDI or through the API with the logistics provider. Visibility is more important."

Expounding further, Sharma says, "Providing a common platform to check the movement of cargo can save in a lot of time, but it is the multi-layering of technology that creates the hindrance. The ability for us to find the solutions on such services is still complex. Regulation policy and seamless movement of goods is still an issue when multi modal is concerned. For example, if you go to Europe, with one T1 document you can move around anywhere in the Western Europe and enter from any point. Such

challenges prohibits us from using these multimodal transportations. This is where technology has a critical role to play."

Sharing the responsibility in making multi modal a success in Indian context, Master adds, "Associations like ours should become self-regulatory organisations (SROs) to work in conjunction with the government to ensure self-regulation and bring about the necessary changes suited for the growth of industry in a fair and transparent manner."

With checks and balances being validated from time to time, bringing the fuel cost down drastically and solving the technical glitches of internet connectivity will definitely prove to be a game changer in making multimodal transportation more seamless, faster and efficient.

FACT FILE

In 1890, August Kuehne and Friedrich Nagel founded a freight forwarding company in Bremen, Germany. Over the last 130 years, Kuehne+Nagel has evolved from a traditional shipping company to a global logistics partner that offers highly specialised solutions for major industries worldwide.



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Sailing through supply chain complexities

E-commerce which gained prominence during lockdown has forced organisations to modernise supply chain networks. Automation is okay, but how is the million-dollar question, says **SPS Chauhan**, Director for Asia & Middle East, Bastian Solutions.



CT Bureau

What are the supply chain challenges faced by companies during the festive season?

The festive season has started, and companies are still adjusting to the pandemic-accelerated e-Commerce market. Consumers are moving towards online shopping. Retailers are adopting multi-channel distribution by balancing in-store and e-Commerce D2C fulfilment. You also have an existing peak season and new e-Commerce challenges, as well as traditional order fulfilment processes and international supply chain complexities with increasing freight charges.

Today's supply chain network must rise to match these new expectations. The shift to e-Commerce means changes in warehousing to accommodate increased single item picking, in contrast to bulk orders. Retail companies must prepare their warehouse operations to meet today's e-Commerce speeds which can be tested during the festive season. The ability to double a client's same-day and next-day delivery potential requires scalable and flexible automation. Some automation solutions can be installed while existing operations are running. When a client upgrades with scalable and flexible automation, they see



SPS Chauhan
Director for Asia & Middle East
Bastian Solutions

With online orders of the consumers increasing, retail firms have no way out but to meet the speed of e-Commerce market which will be evaluated in the festive season 

throughput rates double. For brands that have recently added a D2C selling model, this comes with the necessity of an efficient last-mile delivery.

Has e-Commerce been a major contributor in the rising demand of goods?

When the country was under lockdown, the online platforms enabled organisations to continue functioning and gave consumers an alternative to in-store shopping. The same-day delivery model for grocery goods has also influenced the purchasing power of consumers in the e-Commerce market. The ability to discover desired products and the convenience of ordering goods with a single touch has changed buying behaviour, thus, increasing e-Commerce transactions.

How does automation help e-Commerce and retail companies' in speeding delivery?

We have witnessed same-day delivery and in-store pickup rising. Many of our customers have opted to use a goods to a person automated warehouse system. This is a high-density, bin storage system that leverages robots to store and move products to and from fulfilment workstations in warehouse and



distribution centres. The bins are often stacked on top of each other in a grid-style format. This can increase storage space up to four times without needing to expand the system's footprint. It has also been shown to increase performance up to 10 times.

How does multimodal transportation help the supply chain sector in being faster and accurate?

Supply chains comprise factors that call attention when offering the best transportation solutions to reach customers. Multimodal transportation has become crucial to meet the increasing demand. It will help organisations achieve service levels and inventory accuracy rates between 85 and 90 per cent. Organisations looking to reach international customers will have a greater significance with multimodal transportation. Running 24x7, multimodal transportation shortens timelines and saves cost, especially during festive time. We use state-of-the-art optimisation software and a proven methodology to modernise the supply chain network, cut overall supply chain costs, improve customer service, perform contingency planning, and optimise production sourcing decisions among others. 

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Changing dynamics of supply chain management

As e-Commerce grows, businesses will likely need to modify their business models to meet the rapid, free, and convenient delivery services that consumers expect. Digitalisation plays an important role in last-mile delivery. Logistics firm can determine how to best remain competitive among industry changes by working with a reliable financial partner.

 Priyanshi Bana

The rise of e-Commerce and changes in consumer buying behaviour during COVID-19 has been phenomenal since they now expect fast, free shipping and competitive pricing. The delivery schedule challenges the logistics and supply chain models, forcing them to tweak their strategies to provide low-cost and on-demand delivery service. Come festive season, the pressure of deliveries will at a peak for both the e-Commerce and logistics sectors, says **Saahil Goel**, CEO and Co-Founder, Shiprocket.

FACT FILE

→ At an estimate, e-Commerce sales will reach 17.5 per cent of retail sales worldwide by 2021. This growth and demand will impact the logistics and transportation industry as well, as they will need to be prepared to manage increased volume and delivery expectations.

“Consumer expectations have evolved immensely, and one- to two-day shipping is something that most consumers expect from e-Commerce and logistics platforms. However, this has multiple challenges, including the lack of transparency in delivery services, intense traffic conditions, lack of quick and efficient customer service, and an overall lack of technology integration,” he says.

“To solve these issues, Shiprocket has deployed cutting-edge technology-driven tools, such as route mapping, automated

warehousing and on-board expert courier partners who can ensure timely deliveries and last-mile deliveries. The end-to-end fulfillment services reduce shipping costs by up to 20 per cent and ensure quicker intra-city and intra-zone shipping. Shiprocket is endeavouring to minimise return-to-origin (RTO) rates and increase profitability for online sellers.”

Explaining further, **Prodipto Roy**, Co-Founder, QuickShift, says, “Quickshift (QS) offers fulfillment services for any D2C brand (e-Commerce or social commerce)



that wants to scale up quickly while offering the best of customer service. A challenge for a D2C brand today is how to fulfill in a cost-effective manner within a particular time frame, if they get an order from another part of India, say, 2,000 km away. If the brand does not service, then they risk disappointing the customer, and cannot build scale, thus increasing their cost of customer acquisition further. This is where QS steps in. Through its tech-enabled, multi-city warehouses and integrated shipping, it offers transparent order management, storage, shipping, COD, RTO, non-delivery receipt (NDR), and ultimately, customer delight."

At an estimate, e-Commerce sales will reach 17.5 per cent of retail sales worldwide by 2021. This growth and demand will impact the logistics

and transportation industry as well, as they will need to be prepared to manage increased volume and delivery expectations. By engaging with a trusted financial partner with knowledge of the industry and collateral, logistics companies can determine how best to remain competitive amidst industry changes.

Says **Manish Kumar**, Co-Founder and CEO, KredX, "The pandemic has exposed long-standing vulnerabilities and risks lurking in the supply chain ecosystem, leading to uncertainties not only on the economic front, but also on all industries' financing and operational capabilities. The challenges reveal the interdependent or global nature of supply chains, underlining that most industries are not set up to manage this interconnectivity



Saahil Goel
CEO and Co-Founder
Shiprocket

🐦 **Consumer expectations have evolved immensely, and one- to two-day shipping is something that most consumers expect from e-Commerce and logistics platforms** 🐦

when adverse impact occurs. This is especially true for the logistics industry, predominantly a capital-intensive sector has been impacted due to the pandemic and the consequential lockdown. Being the prime mover of the supply chain ecosystem, companies operating in the logistics space often incurs 80 per cent of the cost associated with operating costs during transportation which frequently leads to a massive working capital crunch. Additionally, the logistics disruption and the introduction of e-way bills and GST has paved the way for supply chain disruption in India, leading to perceive supply chains in their entirety, and not as a standalone but as an end-to-end ecosystem in itself.

A major aspect of a supply chain is finance. The future of this finance aspect is enabling an end-to-end digital process, one that not only provides internal visibility, but also provides a birds' eye view of every element. This is what KredX aims to do by serving as the operating system for supply chain finance. Think of it like an OS that is central to managing various aspects of

🐦 **A challenge for a D2C brand today is how to fulfill in a cost-effective manner within a particular time frame, if they get an order from another part of India, say, 2,000 km away** 🐦

— **Prodipto Roy**



Prodipto Roy
Co-Founder
QuickShift

an organisation's supply chain, given how there is an expiry associated with every element from the start of the supply chain to the finish, from sourcing of raw materials to consumption. A lag at any one of these causes a delay that affects the entire supply chain. At the end of the day, it is all about capital, and that needs to move fast to ensure a healthy ecosystem. And this fast movement of money is paving the way forward for KredX.

Our latest offering 'buy now pay later' (BNPL) solution is a tailor-made solution to help enterprises get instant payment against products sold, while their buyers get immediate financing to purchase products on credit with a flexible repayment window. While BNPL for consumers is there in the market for some time, BNPL for MSMEs is a completely new game. It gives buyers access to credit without the need for a credit or debit cards, and still access to credit periods. As you know that credit card penetrations are low in India, and what is even more astonishing is that access to credit cards to MSMEs are even lower while they have a higher need for it. This means that BNPL for MSMEs is a game changer for any MSMEs as they can buy a product from other businesses, take time to sell it to their customers and then pay for the products that they purchased. This will eliminate their concerns about working capital."

Consumers have become accustomed to quick delivery and, as more retailers offer fast, free shipping options, logistics companies will need to adapt to the delivery pressures that align to evolving consumer expectations and preferences.

Ketan Kulkarni, Chief Commercial Officer, Blue Dart, says, "The nation has acclimatised to the 'new normal'



Manish Kumar
Co-Founder & CEO
KredX

✈️ **The pandemic has exposed long-standing vulnerabilities and risks lurking in the supply chain ecosystem, leading to uncertainties not only on the economic front, but also on all industries' financing and operational capabilities** ✈️

and is leading recovery across industry verticals. Consumers continue to prefer online purchasing over in-store purchases. Therefore, this festive season will follow suit in terms of a boom in handling large shipment volumes. During such a period of opportunity, two things are vital; preparedness and practicing of what we learnt over the last year. This helps in differentiating a resilient organisation that can succeed in remaining a customer favourite from the rest. For us, the festive season is inundated with delivery requests from across the globe and the business propels across verticals. With the success of the vaccination drive and reduction in COVID cases, we firmly believe this trend will witness a significant rise during this festive period. We are geared up to ensure that social distancing and fear of contagion do not come in the way of our customers' festive celebrations. Our contactless delivery (CLD) service, pioneered to provide a socially distanced delivery experience, has been a huge success across our customer base. We also provide customers with the flexibility to book their shipments 'on-the-go' with our 'My Blue Dart' mobile App. Our teams on the ground, supported by our market-differentiating Boeing 757-200 freighters and our extensive ground network, are equipped to be subject matter experts



in providing customers with only the best during this joyous time. To uphold the festive spirit of gift giving and encourage our customers to #BlueDartIT to their loved ones, we have launched the 'Diwali Express' for both domestic and international, providing customers a one-stop solution for all their logistics needs at our retail centres."

The dynamics of the supply chain are fast changing too, as companies are augmenting traditional long-haul delivery with just-in-time (JIT) delivery and suppliers are transitioning from multiple storage facilities to single warehouse locations to meet local needs. This often results in a need to change the composition of fleets and invest in smaller trucks and vans that can provide the shorter, more frequent runs needed to accommodate an increase in last-mile delivery.

Adds Goel, "Shiprocket has come up with its latest product, Shiprocket Fulfillment, a complete fulfillment solution with eight warehouses across India aimed to improve customer experience by offering same day and next day deliveries. Working towards their commitment to enable small and medium sellers to reduce their order RTOs, Shiprocket has also launched Shiprocket Engage. It is a dedicated post-purchase order processing platform that allows sellers to scale their e-Commerce business through automated workflows, AI-based order analysis for risk scoring, and provide impeccable customer experience, and boost profitability."

According to **Sunny Nandwani**, Founder and CEO, Acuver Consulting, "In the changing marketplace, some potential challenges are keeping up with



consumer buying behaviour and their ever-increasing expectations of improved speed, quality, and service. Consumer demands are constantly changing across different verticals. There is a need for an efficient multi-channel route to market to meet the shifting trends. On the one hand, the e-Commerce segment has increased the demand for faster order fulfillment. At the same time, there is a need for efficient omnichannel communication for better service and customer satisfaction. While many segments in the supply chain might not feel affected by this omnichannel revolution, it affects all the parts of the supply chain. The changing buying behaviour and consumer habits require complete cohesivity within the organization. To maintain the balance between demand and supply, there is a need for better network design, planning, and operations, among other strategic solutions. For every industry, a robust supply chain platform helps in managing end-to-end operations seamlessly. When there is a multi-fold increase in demand, a scalable supply chain architecture and system help to meet the gap between supply and demand. With more tech-enabled platforms available today, companies get real-time visibility and updates on all their operations. This allows them to take immediate action to alter their processes to fulfill the altering market trends. Meanwhile, the supply chain integrations facilitate a risk mechanism where stakeholders at every level can redirect their operations, be it procurement, order management, rerouting, or logistics, as per the change in demand. While the ever-changing market trends tend to create a gap between the demand and supply, robust supply chain management can help overcome the potential challenges.”

As e-Commerce continues to rise, it is likely that companies will need to continue to adjust business models to accommodate the fast, free and convenient delivery service that consumers demand. Last-mile delivery is a key area where the role of digitalisation also becomes crucial. Says Roy, “The last decade has witnessed enormous



Sunny Nandwani
Founder & CEO
Acuver Consulting

✦ There is a need for efficient omnichannel communication for customer satisfaction. While many segments in the supply chain might not feel affected by this omnichannel revolution, it affects all the parts of the supply chain ✦



Ketan Kulkarni
Chief Commercial Officer
Blue Dart



shifts in the supply chain management practices of progressive companies that are one to adopting best practices. Three trends in the field of Information Technology have been drivers:

Acceptability to Cloud technology: As more companies graduate to cloud environments it becomes easier to access, store and have real-time information. This allowed companies to pay for what is used rather than heavy investment that used to get front loaded.

Application programming interface (API): Gradual ease of API’s sharing amongst different applications across different functions. This allowed data to be shared across the supply chain.

Open-source development: OSD allows small and critical applications to be developed and helps in automating the processes by signing on for the use of this App and pay for just the usage.

Expounding further, Goel says, “Today’s technology has taken centre stage, and digitisation has almost become a criterion for businesses to navigate the cut-throat competition and thrive in the market and plays a pivotal role in building an efficient delivery system. With digitised operations, platforms can track customer feedback to enrich their experience and boost customer satisfaction, save time and cost, increase profitability, and enable real-time monitoring for overall operational efficiency. At Shiprocket, we have maintained a singular focus on integrating technology into nearly every aspect of our operations to provide sellers and end customers with the best possible shipping/fulfillment experience.”

According to Nandwani, “With the soaring online sales, more brick-and-

mortar retailers are looking for new and faster ways to get goods delivered to consumers. Over the last few years, customer experience, including the speed, accuracy, and quality of the on-time delivery, has become crucial for their satisfaction and business success. It highlights the need for an accurate delivery system. Digitalisation plays an important role in cost-effective and agile supply chain management. Digitalised supply chain solutions powered by AI and other cognitive technologies help in expediting order management and fulfillment.”

“In addition, they also provide real-time traceability of packages and help ensure supply chain operational efficiencies. In

✦ Despite widespread vaccination programme, consumers continue to prefer online purchasing over in-store purchases. Therefore, this festive season will follow suit in terms of a boom in handling large shipment volumes ✦

— Ketan Kulkarni

today’s fast-paced world, a flexible and customized WMS is a key enabler when it comes to end-to-end management of operations and inventory across multiple locations. Companies have also started employing tech-based supply chain solutions to integrate e-Commerce gateways that enhance inventory visibility and wave planning. Meanwhile, it also provides real-time inventory visibility and tracking while ensuring seamless operations and logistics management to maximise returns,” he adds. ✦

Quick estimates for selected major commodities for Sep 2021

Trade: Export

Sl. No.	Commodities	Values in Crores		% Change SEP'21
		SEP'20	SEP'21	
1	Tea	551.48	569.78	3.32
2	Coffee	383.85	624.64	62.73
3	Rice	5358.77	5666.23	5.74
4	Other cereals	413.36	501.47	21.32
5	Tobacco	677.87	567.88	-16.23
6	Spices	2658.80	2300.90	-13.46
7	Cashew	180.31	269.69	49.57
8	Oil Meals	725.78	442.83	-38.99
9	Oil seeds	505.02	370.25	-26.69
10	Fruits & Vegetables	1423.46	1726.19	21.27
11	Cereal preparations & miscellaneous processed items	1248.22	1320.10	5.76
12	Marine Products	4424.64	4990.82	12.80
13	Meat, dairy & poultry products	2872.94	2566.36	-10.67
14	Iron Ore	2228.68	607.56	-72.74
15	Mica, Coal & Other Ores, Minerals including processed minerals	2656.72	2894.25	8.94
16	Leather & leather products	2633.86	2832.17	7.53
17	Ceramic products & glassware	2342.84	2013.59	-14.05
18	Gems & Jewellery	19858.92	23799.55	19.84
19	Drugs & Pharmaceuticals	16485.47	15109.37	-8.35
20	Organic & Inorganic Chemicals	13476.50	17491.67	29.79
21	Engineering Goods	50674.98	69414.43	36.98
22	Electronic Goods	6805.88	8607.33	26.47
23	Cotton Yarn/Fabs./made-ups, Handloom Products etc.	6851.51	9637.38	40.66
24	Man-made Yarn/Fabs./made-ups etc.	2639.30	3342.06	26.63
25	RMG of all Textiles	8747.13	9566.05	9.36
26	Jute Mfg. including Floor Covering	259.77	301.77	16.17
27	Carpet	1110.97	1161.31	4.53
28	Handicrafts excl. handmade carpet	1332.24	1364.28	2.41
29	Petroleum Products	25917.09	38376.38	48.07
30	Plastic & Linoleum	4660.15	5533.63	18.74
	Sub-Total	190106.48	233969.92	23.07
	GRAND TOTAL	202508.54	248605.74	22.76

Note 1: Grand total is inclusive of component 'Other'.

Note 2: The figures for SEP'21 are provisional.

(Source: Ministry of Commerce & Industry, Government of India)

Quick estimates for selected major commodities for Sep 2021

Trade: Import

Sl. No.	Commodities	Values in Crores		% Change SEP'21
		SEP'20	SEP'21	
1	Cotton Raw & Waste	229.29	322.62	40.70
2	Vegetable Oil	6306.08	14643.45	132.21
3	Pulses	1025.51	1439.27	40.35
4	Fruits & vegetables	1172.38	1640.42	39.92
5	Pulp and Waste paper	458.53	817.23	78.23
6	Textile yarn Fabric, made-up articles	892.64	1224.43	37.17
7	Fertilisers, Crude & manufactured	6465.06	8838.48	36.71
8	Sulphur & Unroasted Iron Pyrites	60.48	405.57	570.56
9	Metaliferrous ores & other minerals	4347.05	6172.53	41.99
10	Coal, Coke & Briquettes, etc.	8788.08	16090.73	83.10
11	Petroleum, Crude & products	42812.53	128268.20	199.60
12	Wood & Wood products	2228.73	3566.18	60.01
13	Leather & leather products	333.33	486.57	45.97
14	Organic & Inorganic Chemicals	11679.09	18295.84	56.65
15	Dyeing/tanning/colouring materials	1405.04	2548.69	81.40
16	Artificial resins, plastic materials, etc.	7946.79	12110.00	52.39
17	Chemical material & products	4695.02	6465.75	37.72
18	Newsprint	172.09	266.26	54.72
19	Pearls, precious & Semi-precious stones	15333.42	18917.77	23.38
20	Iron & Steel	6481.10	9917.08	53.02
21	Non-ferrous metals	6912.42	10749.37	55.51
22	Machine tools	1851.87	3232.19	74.54
23	Machinery, electrical & non-electrical	16550.58	23528.90	42.16
24	Transport equipment	7332.01	8587.56	17.12
25	Project goods	911.67	480.93	-47.25
26	Professional instrument, Optical goods, etc.	2933.08	3338.74	13.83
27	Electronic goods	43156.23	50672.44	17.42
28	Medicinal & Pharmaceutical products	4605.84	4626.07	0.44
29	Gold	4419.41	37633.27	751.55
30	Silver	67.82	4063.15	5891.22
	Sub-Total	211573.17	399349.69	88.75
	GRAND TOTAL	224254.02	414812.41	84.97


Note 1: Grand total is inclusive of component 'Other'.

Note 2: The figures for SEP21 are provisional.

(Source: Ministry of Commerce & Industry, Government of India)

Technological changes must for firms

Canon India's supply chain management is its backbone. The company has adopted increased levels of safety and security measures for an unrivalled product handling process. It intends to continue using the most cutting-edge technology in its supply chain management, says **Ashutosh Varshney**, Head-SCM Logistics, Canon India.

 Priyanshi Bana

How has the supply chain sector evolved during COVID-19?

The pandemic has made us retransform the supply chain model to navigate the challenges and sustain operations in the country. With a rising focus on technical innovations and changing consumer preferences, the need for integrated supply management has become more important than ever before. As a result, digitisation of business processes has become more important for companies looking to develop their customer base. During the COVID-19 crisis, we tweaked our supply chain and focussed on catering to high-priority sectors so that our services continued unhindered. So far, we have been able to tackle disruptions



Ashutosh Varshney
Head-SCM Logistics
Canon India

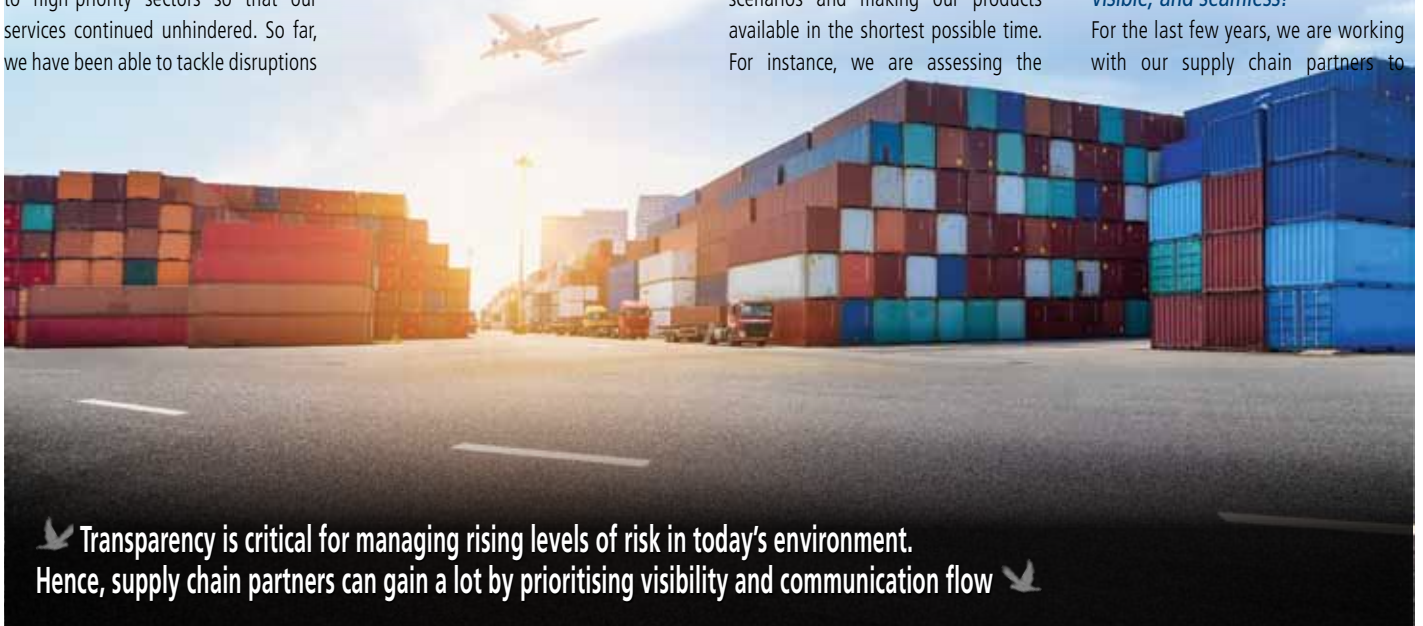
arising within the supply chain with determination and innovation.



In the last few months, we have kept our supply chain up and running by adapting to the changes and being responsive to the needs of our customers. We have continued to operate with agility and are ensuring product availability at the shop floor. With a robust business continuity plan (BCP) in place, we have our entire operations commencing again. This has helped us adapt to customer demands and maintain product supply. We have been adapting to various scenarios and making our products available in the shortest possible time. For instance, we are assessing the

demand within the pharmaceutical research sector, hospitals, clinics and banking institutions to ensure we serve their needs. We also believe that transparency in a supply chain is critical for managing rising levels of risk in today's environment. Hence, from suppliers to retailers, supply chain partners can gain a lot by prioritising visibility and communication flow. Additionally, distribution strategies can be streamlined by accessing and acting on vital information.

Is the role of technology making the supply chain more efficient, visible, and seamless?

For the last few years, we are working with our supply chain partners to



 Transparency is critical for managing rising levels of risk in today's environment. Hence, supply chain partners can gain a lot by prioritising visibility and communication flow 



maintain a technologically-driven value chain system. All of us are digitally connected, from suppliers to logistics service providers, retailers, and delivery partners, giving us an integrated perspective across the enterprise, enabling us to see problems quickly and create tailor-made solutions. The need to make decisions using real-time information act as the 'nerve centre' of the flow of supply chain data in our system.

We have invested a lot in advanced IT systems to develop a well-connected end-to-end supply chain. Using new technologies, such as Cloud, Internet of Things (IoT), Big Data, social collaboration applications, digital

connectivity, and predictive analytics, we are enabling smarter, more flexible, and agile production planning complemented by a modern supply chain network. The electronic exchange of data between Canon, its suppliers, distributors, and logistics operators through EDI tools for information flow enables all the links in the supply chain to stay aligned.

Our logistics partners are some of the leading names in the industry and the coordination we have with them is more on the technological aspect of operations. Their systems, like ours, have been updated to meet the recent requirements, such as IoT sensors, vehicle telematics, and other tools, enabling better transparency and visibility of supplies and shipments through an integrated end-to-end ecosystem.

How is Canon dealing with challenges of reverse logistics and its increased cost due to COVID-19?

Reverse logistics is essential in almost every manufacturing business, regardless of scale, product, or scope. Although its requirements are complex, they are pivotal in managing relationships with

✈️ **We have kept the supply chain running by adapting to changes and being responsive to customer needs. We are operating with agility and ensuring product availability at the shop floor** ✈️

customers, vendors, and contractors. This comes with its own sets of difficulties such as identifying goods or managing efficiency. But with the right technologies, these challenges can be overcome so that organisations can concentrate on serving their customers. At Canon, we have well planned reverse movements to solve several issues, including cost efficiency.

What are the expansion plans of Canon India for 2021?

Supply chain management is the backbone of Canon India. We have embraced high levels of safety and security measures for an unparalleled product handling process to assure a steady operation. With 'customer delight' as our guiding principle, we aim to continue to leverage the best technology for our supply chain management. Our focus is on introducing innovative technological breakthroughs and initiatives for a seamless logistics and supply chain process over the next few years. Automated information exchange with suppliers and vendors, deliveries as per customer-preferred schedule, world-class warehouses, same-day delivery etc., are some of the innovations that we plan to continue to use in this domain. ✈️

FACTFILE

→ Canon India has kept its supply chain up and running by adapting to the changes and being responsive to the needs of its customers. The company has continued to operate with agility and are ensuring product availability at the shop floor. With a robust BCP in place, Canon India has its entire operations commencing again. This has helped the company adapt to customer demands and maintain product supply.



Supply chain meets artificial intelligence

Traditional technology and equipment lacks end-to-end visibility and real-time updates on operations. The majority of businesses now use AI-driven cognitive solutions to improve supply chains and help them move forward in line with market trends, stresses **Sunny Nandwani**, Founder and CEO, Acuver Consulting.



CT Bureau

The main objective of supply chains has always been to meet customer demand on time. In recent years, the ever-evolving market trends and shift in demand patterns have made the management of supply chains more complex. The increasing range of products demands for frictionless supply chain management. It has led the companies and stakeholders to focus more on building agile and resilient supply chains that are cost-effective and flexible.

TRANSFORMATION OF SUPPLY CHAIN MANAGEMENT

Amidst the gamut of shifting trends in the market, companies face a wide range of supply chain challenges. The changing demands based on product



Sunny Nandwani
Founder & CEO
Acuver Consulting

segments, price fluctuations, and geographies make the market volatile and unpredictable. Digitalisation across different industries has shifted the customer behaviours, where the need for on-time delivery, customised products, localisation, and multi-channel buying platforms has risen manifold. This has resulted in supply chain players taking a step ahead, using tech-based solutions to enhance their day-to-day operations to ensure success in businesses.

While traditional supply chains employed technology and machines, they lacked end-to-end visibility and real-time updates on operations, causing a lag in logistics, miscommunicated operations, and unhappy customers. Today, most companies adopt AI-driven cognitive solutions that make supply chains efficient

and help move the business forward in synchronisation with market trends.

With intelligent supply chain solutions, the companies can keep real-time track of inventory, orders, trends, logistics and gain relevant insights. It helps in better decision-making while ensuring seamless operations across all levels of the supply chain. A report by McKinsey states that the early adopters of AI-enabled supply chain management improved their logistic costs by 15 per

Technological innovation has become the mainstay of many companies to keep abreast of the market trends. The aim is to ensure seamless working of the supply chain



cent and service levels by 65 per cent compared to those who lagged in scaling up with new-age technologies.

RE-DEFINING SUPPLY CHAIN PROCESSES WITH TECHNOLOGY

Organisations across industries are gradually adopting AI-enabled supply chains, helping in demand forecasting while providing complete transparency,



be it in inventory, procurement, production, logistics, or delivery. The data-driven insights allow the organisations to ensure customer-centric and intelligent strategic planning leading to customer satisfaction, business progress, and increased profit margins. Let us take a closer look at how AI drives supply chain transformation and growth.

Enhances end-to-end visibility:

Tech-driven intelligent solutions capture and analyse vast set of structured as well as unstructured data to provide real-time visibility as well as valuable insights. This helps in managing complexity and taking informed decision across the system. Powerful resolution engines, powered by AI, facilitates automation and optimisation to meet strategic objectives. With mammoth data to process, these engines can perform real-time, what-if analyses and supply chain management (SCM) modeling across a host of variables determining the impact on key performance indicators and ultimate business outcomes. Thus, a real-time visibility and insights helps business to take right decision at right time and bring in desired returns.

Improves agile decision-making:

In most cases, following conventional methods involve manual management of supply chain activities to drive sales. Powering up with cognitive intelligence and smart technology facilitates seamless integration of all data flowing through different verticals in the supply chain. Participants can share real-time data and decide for better implementation of logistics and operations. Besides this, a collaborative AI-based platform helps rule out any hindrances or delays by taking data-driven immediate actions.

Creating flexible and personalised value chain:

Organisations are now opting for strategic planning based on data-driven insights. AI and ML-driven technologies help understand consumer behaviour, predicted market shifts, and the urgency of potential trends. This empowers business to strategise their initiative to deliver desired business outcome. Also, tech-enabled platform helps in making an integrated supply chain network modular, flexible and efficient.

Optimising ops to enhance business performance:

If you think about any business, the

✈️ We have kept the supply chain running by adapting to changes and being responsive to customer needs. We are operating with agility and ensuring product availability at the shop floor ✈️

FACTFILE

➔ For years since its inception, Acuver Consulting Pvt. Ltd., has gone from being just another tech start-up to revolutionising the challenge of providing seamless supply chain optimisation in India and abroad. The efforts have been central to thrusting clients' business continuity and helping them overcome supply chain challenges while maintaining an agile and collaborative approach to create customised solutions in the digital value chain.

goal is to ensure continuous successful performance.

This is what an AI-driven supply chain helps in. The advanced analytics helps determine the business's performance based on operational costs and profit margins. By getting insights from predictive trends and the current state of the business operations, intelligent tech-based tools help in devising remedial plans. For instance, if an organisation predicts an increase in demand for a particular product, it can revise its procurement, production, and shipment plans by communicating with vendors, suppliers, and logistic partners in advance.

The next-gen technological advancements, augmented by data, fuels evolution and efficiency in supply chain management. By incorporating new-age AI-enabled cognitive technologies, businesses can unearth operationally efficient supply chains to create sustainable competitive advantage, to meet the competitive market demands, ensuring customer satisfaction and supporting accelerated business growth. 🚀



Back to pre-COVID levels of cargo volumes

Cargo volumes in the Indian port sector are likely to return to pre-COVID levels in FY2022, with volumes expected to exceed FY2020 according to Sai Krishna, Assistant VP and Sector-Head, Corporate Ratings, ICRA Limited; and Ravish Mehta, Senior Analyst, ICRA Limited.

 Priyanshi Bana

The cargo volumes at Indian ports (both major and non-major) had grown at around 6-7 per cent per annum during FY2017 to FY2019 but witnessed slowdown with only 3 per cent growth in FY2020 due to subdued growth in EXIM trade and impact of COVID-19 in Q4 FY2020. During FY2021, the volumes had declined by ~14 per cent during H1 FY2021, following the strict lockdown measures imposed which had resulted in severe economic contraction.

FACTFILE

➔ During 5M FY2022, the y-o-y cargo growth at Indian ports continued to witness recovery led by all major cargo segments, except FRM and fertilisers.

However, with the easing of containment measures there was recovery in H2 FY2021 with y-o-y growth of 3 per cent, and the full year volume declined by only 5 per cent. The recovery has continued during 5M FY2022, with volumes nearly at pre-COVID levels despite the impact of second wave of COVID-19. ICRA expects the full year growth to be ~7-10 per cent on y-o-y basis and ~1-4 per cent compared to FY2020 driven by sustained pickup in economic activity during the second half of FY2022.





Sai Krishna
Assistant V.P. & Sector-Head, Corporate Ratings
ICRA Limited



Ravish Mehta
Senior Analyst
ICRA Limited

✈️ Cargo volumes at Indian ports had witnessed a sharp contraction of ~14 per cent during H1 FY2021, following the strict lockdown measures imposed which had resulted in severe economic contraction ✈️

✈️ Despite liquidity support measures, cash flows of some entities that had recently begun operations or completed debt-funded capacity expansions came under strain in FY2021, due to lower cargo movement ✈️

Petroleum, oil, and lubricant (POL) accounts for 34-36 per cent (average share from FY16-20) of cargo in Indian ports, followed by coal (23-28 per cent) and containers (16-19 per cent), with remaining key cargo segments being iron ore, fertiliser and fertiliser raw material (FRM), agri-products, and

cement and project cargo, accounting for the remaining key cargo segments. Both the POL and coal segments had witnessed contraction in FY2021, however the container segment saw a sharp recovery in H2 FY2021, leading to a 1 per cent increase in volume for the year.



Exhibit 1: All ports: Volume trends (million MT)

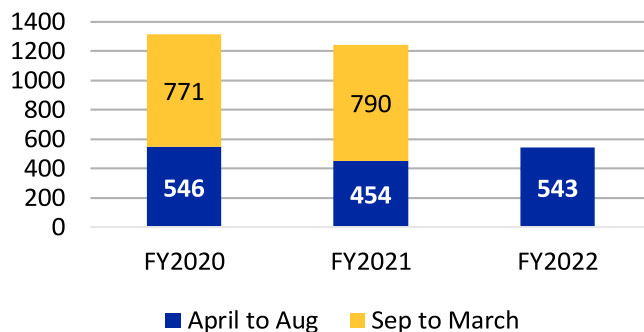
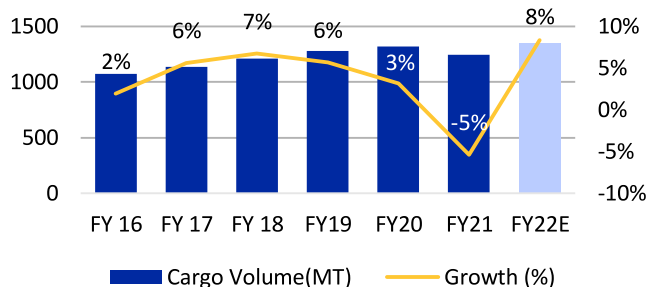


Exhibit 2: Annual cargo volumes and YoY growth (million MT)



Source: ICRA Research

Further, segments like FRM, and fertilisers and iron ore had also witnessed growth in FY2021. During 5M FY2022, the y-o-y cargo growth at Indian ports (both major and non-major ports) continued to witness recovery led by all major cargo segments, except FRM and fertilisers; however, while volumes of segments like containers, iron ore and other miscellaneous cargo have exceeded pre-COVID levels of 5M FY2020, POL and coal segments remain laggards.

The recovery in the volumes have been driven by increased exports in certain segments like containers, iron ore, etc., while imports have been impacted due to subdued demand for thermal coal and POL due to the disruption caused by COVID-19. However, the demand for these segments are also expected to improve with pick-up in economic activities.

Despite the liquidity support measures provided by the Ministry of Shipping and the RBI, the cash flows of some entities in the port

sector that had recently begun operations or completed debt-funded capacity expansions came under strain in FY2021, due to lower cargo movement. However, as expected, the SPVs promoted by stronger sponsors have had the financial flexibility to weather the downturn and their debt servicing has not been materially impacted. Going forward, with healthy volume growth expected for FY2022, the financial performance of the port sector entities is expected to improve as they will benefit from the operating leverage.

The Indian port sector has also been witnessing consolidation in the last few years, with acquisition of ports and port assets by larger players. The trend is expected to continue as some of the weaker entities or strategic standalone assets get acquired by stronger and larger players. The sector is also expected to benefit from policy measures like implementation of Major Ports Act 2021 and will get traction from infrastructure projects like Sagarmala and Dedicated Freight Corridor, in the medium to long term. ✈️



AIR CARGO CLUB OF DELHI



ACCD: Diwali celebrations

Air Cargo Club of Delhi hosted a bright and colourful Diwali dinner infusing a festive feel. Dressed up to the occasion, the gathering had all the eminent members and stakeholders.







2nd edition of IIFF-FIATA Online Diploma Course

Logistics is the ideal industry for global exposure since it offers a wide range of opportunities for personnel/business development. In line with this, the IIFF has announced the opening of its second batch of IIFF-FIATA Online Diploma Courses in logistics/shipping and freight forwarding to match the needs of the next generation.



CT Bureau

The Indian Institute of Freight Forwarders (IIFF), the education wing of the Federation of Freight Forwarders Associations in India (FFFAI), has announced to launch its second batch of IIFF-FIATA Online Diploma Course in logistics/shipping and freight forwarding on November 1, 2021, tentatively. The IIFF-FIATA Diploma Course has been validated by the International Federation of Freight Forwarders Association (FIATA), which is recognised across the world.



Shankar Shinde
Chairman
FFFAI and IIFF



Tej Contractor
President
IIFF

online diploma, the course is designed to equip students with effective technical and managerial skills necessary to become efficient logisticians at the supervisory and managerial levels. In addition, the programme aims to provide the essential knowledge and pre-requisites for the pursuit of further education in business or logistics management.

Contractor further asserted that the IIFF-FIATA course qualifies the company/student with the requirements of customs clearance, freight forwarding including road, rail, air and sea, warehousing, and supply chain management. The course also covers international conventions on multimodal transport of goods, Hamburg rules, insurance, information technology in the supply chain, warehousing, etc., within a span of 12 months. "The institute has developed a career pathway for those who are interested to pursue a career in the ever-expanding logistics industry," he said. The complete information on the IIFF-FIATA course is available on mgmt@iiff.in or call on +91 72080 79966. 📞

Shinde, Chairman, FFFAI and IIFF, stated that the logistics industry is leading towards more professional mode and it is now perceived as choice of an industry to work for, rather than 'entry by accident' or 'inherited business'. "Accordingly, we have to enhance our logistics courses to meet the expectations of the next generation," the FFFAI Chairman emphasised.

According to **Tej Contractor**, President, IIFF, who is engaged in execution of the

The programme aims to provide the essential knowledge and pre-requisites for the pursuit of further education in business or logistics management



Commenting on the crucial role played by IIFF in skill development for the logistics industry practitioners, **Shankar**



Future-proofing supply chain

Companies that lag on digitalising their supply Chain will be left behind and face further disruption brought on by the uncertain times. Those who invest ahead of the curve, and nurture innovation, agility and connectedness within their supply chain will be well-positioned as the resilient organisations of tomorrow, says **Noel Singgih**, CIO-APAC, DHL Supply Chain.



CT Bureau

Since the start of the millennium, every sector of the economy has been driving towards the digitalisation, automation and connectivity of operations and products and services throughout the global supply chain. Global industries have been adapting to the seismic disruption as a result of the fourth industrial revolution, fuelled by factors, such as the advent of e-Commerce, and massive shifts in consumer demand. While this trajectory and its economic implications were predictable, the pandemic accelerated the global drive to digitalise and helped usher in the future of commerce, trade and logistics much faster than astute experts anticipated.

Unfortunately, challenges arising in transport and supply chain sectors around the globe led to disruption in cross-border movement of goods and services. This is an increasingly complex scenario, exacerbated by ongoing bottlenecks constricting the supply chain of Asia-Pacific region, producing ripple effects across continents. Supply chain bottlenecks, shortages of goods and workers, and a myriad of other challenges will not go away unless production increases or demand diminishes. The latter is unlikely to happen. The former can only be achieved if companies can harness

big data, connected devices, automation and an upskilled workforce through the digitalisation of integrated supply chain networks.

HARNESSING DATA THROUGH TECHNOLOGY

We have deployed considerable resources towards the digitalisation and automation of our supply chain encompassing a mix of emerging technology, including autonomous vehicles, smart wearables, augmented reality and AI applications. Production facilities are more flexible than ever, and integrated with their equipment and materials, safely engaging a hybrid human-machine workforce to fulfill custom orders at costs comparable to mass production. All along the value chain, big data, sensors and other digital assets are being leveraged to make full and agile use of global transportation networks to deliver orders to your doorstep. By capturing and connecting intelligent data across their business networks, and adapting processes to how digitalised supply chains operate, companies will be better equipped to adapt to new processes and meet the evolving needs of the consumer.

AUTOMATION SHOWS THE WAY

The Rol from digitalised supply chains of the future can already be seen



Noel Singgih
CIO-APAC
DHL Supply Chain

Our production facilities are more flexible than ever, safely engaging a hybrid human-machine workforce to fulfill custom orders at costs comparable to mass production

today. Research from McKinsey shows companies that digitise their supply chain could see annual earnings growth (EBITA) of 3.2 per cent and revenue growth of 2.3 per cent. A recent survey conducted by DHL Supply Chain, 'Digitalisation and the Supply Chain', revealed 82 per cent of companies believe the supply chain digitalisation is having an impact on their business today, which is why the company is investing US\$ 2.2 billion in digitalisation and automation initiatives until 2025.

We are establishing our own network of fulfilment centres in 12 cities, such as Mumbai, New Delhi, Ahmedabad, Bengaluru and others. These centres will process both B2B as well as B2C orders. They will be fully automated allowing our customers to have real-time and complete visibility on their orders.

The development of global standards directing how devices communicate, integrate and clear customs will be a critical component that ensures digitalised supply chains are able to harness the growing momentum. Companies also need to strike a balance between leveraging automation efficiencies and ensuring human capital has a continued role to play in operating increasingly complex tasks and new technologies that will comprise the supply chain of the future.

Focus on meeting consumer demand

FM Logistic has opened dedicated warehouses and plans to expand its footprint. Despite the disruption induced by COVID-19, the company has shown its resilience in India, by increasing its turnover by 58 per cent in the first half of this fiscal year and plans to increase it by 35 to 40 per cent by the end of the year.



CT Bureau

With a strategy focused on omnichannel supply chain services, urban logistics, sustainability, distribution, and customer experience, FM Logistic aims at increasing its revenue to € billion by 2030. At a recent press conference in Pune, the company unveiled its 'Powering 2030' strategy. The company strives to be a reference partner in the field of sustainable, omnichannel supply chains. The company's new tagline, 'supply change', was adopted earlier this year. The new tagline recognises the need for supply chains to evolve in order to promote responsible consumption and a sustainable economy.

To achieve these objectives, the company is ready to cater to the rising demand for omnichannel commerce, especially in



Alexandre Amine Soufiani
MD
FM Logistic India

We continue strengthening our value-added services, such as copacking, automated labelling and last stage customisation for digital marketplace readiness

urban centres, which is driving demand for outsourced logistics services. In India, FM Logistic is one of the top three contract logistics service providers. Last year, despite the pandemic the company added 10 lakh sq. ft., of warehousing space under its operations. This amounts to a 20 per cent growth in its footprint.

Alexandre Amine Soufiani, MD, FM Logistic India, asserts, "Despite the turmoil caused by COVID-19, FM Logistic in India has proved its resilience. We have recorded a growth of 58 per cent in turnover during the first half of this fiscal and aim to finish the year at 35 to 40 per cent growth. In our endeavour to become the reference partner in the field of sustainable omnichannel supply chains in India, we continue to carry out our expansion plans and reinforce our offer of end-to-end supply chain services. We are focussed on developing Grade-A multi-client facilities (MCFs), dedicated warehouses near our customers' manufacturing centres, and modern urban logistic hubs — all interconnected with an agile and dense transportation and last-mile delivery network. We continue strengthening our value-added services, such as copacking, automated labelling and last stage customisation for digital marketplace readiness."

FM Logistic India is already making significant progress in executing Powering

2030. This year, they have been awarded new contracts in the FMCG, retail, omnichannel, e-Commerce and engineering sectors. The impetus for this growth is the focus on developing the omnichannel and e-Commerce service offerings for customers in the FMCG, FMCD, pharma, auto and engineering sectors.

Supply chains today need to be tailored to the needs of each and every channel. Sustainable omnichannel services are the need of the hour. To strengthen its omnichannel fulfillment capacity, FM Logistic will be expanding its network of large MCFs, supported by investments in automation connected to a full network of urban logistic hubs. To cater to the growing demands of customers in urban areas, the company is developing a network of technology-driven, sustainable and compliant urban logistic hubs. These hubs are designed to offer a range of sustainable omnichannel services, including order fulfillment, last stage packaging customisations, digital marketplace, last stage readiness and cross docking. Green last-mile delivery, too, is part of the offer thanks to its EV charging points-enabled infrastructure. These in-city hubs are connected to FM Logistic's large MCFs located outside city limits, thus, enabling the offer of a complete portfolio of supply chain services. The company will also cater to tier-II and tier-III cities by setting up warehousing infrastructure there.





Setting eyes on digitalisation



CT Bureau

The roll-out of Kale Logistics Solutions' Airport Cargo Community System (ACS) at Kempegowda International Airport, Bengaluru, has been adopted by 95 per cent of airport stakeholders. Airport operator Bangalore International Airport Limited (BIAL) took the decision to implement the ACS to digitalise and streamline cargo operations as part of its goal to become a smart airport, with roll out commencing in March this year.

"The idea for the ACS was that we could orchestrate the cargo community, including building a single window platform to provide full visibility across the supply chain," said **Satyaki Raghunath**, Chief Strategy and Development Officer, BIAL.

"Kale's ACS will enable collaboration between stakeholders in the supply chain to launch new services and deliver superior customer experiences," said **Amar More**, CEO, Kale Logistics Solutions. "Our ACS is built on the principle of enabling a cohesive ecosystem of partnership and driving efficiency in air cargo operations with the highest level of data accuracy, security and compliance."

BIAL also hopes to achieve full digitalisation at the airport in

preparation for anticipated growth in cargo throughput. In August 2021, Bengaluru Airport broke records when it handled the highest monthly cargo throughput since it began operations in 2008. Recent significant infrastructure developments have increased the airport's annual cargo capacity from 570,000 to 720,000 tonnes, but tonnages are expected to continue growing well beyond this. A longer-term master plan to relocate the cargo facilities to a new site aims to increase capacity at the airport to 1.5 million tonnes a year.

Since implementation, Kale's ACS has made real-time data available to the whole cargo community at the airport, has significantly reduced duplication and manual data entry, which previously led to errors and wasted time, and has also reduced dwell times and improved security. Feedback from stakeholders has been overwhelmingly positive, with the whole community committing to the collaboration.

Further refinements to BIAL's system are already planned, with modules and links to be added to the network, including freight corridors with partner airports and integration with a national airport community system, proposed by the Government of India.



Satyaki Raghunath
Chief Strategy and Development Officer
BIAL and India Cargo Awards 2019



Amar More
CEO, Kale Logistics Solutions
and India Cargo Awards 2019

The idea for the ACS was that we could orchestrate the cargo community, including building a single window platform

Our ACS is built on the principle of enabling a cohesive ecosystem of partnership and driving efficiency in air cargo operations

FACTFILE

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"As we emerge from COVID-19, the fact that we have done this puts us in a good position to reinforce our commitment to the wider cargo community, everyone is excited about the future," said Raghunath. "In the age of digitalisation, technology adoption is no longer something that airports can ignore," noted More. "With 95 per cent of adoption from the cargo community in Bengaluru, digitisation is already a norm in a major airport in India. Post completion it will set a precedent for other airports too to go 100 percent digital." Full roll-out of the ACS at Bengaluru Airport is expected to be completed by the start of 2022.

AIR INDIA goes back to Tata 'Parivar'



Tata Sons, the holding company of Indian multinational conglomerate Tata Group, has reportedly won the bid for the national carrier Air India, media reports said. The acquisition marks the return of Air India to Tata fold after 67 years. A panel of ministers has accepted a proposal from officials recommending the conglomerate ahead of an offer from Ajay Singh, the promoter of India's airline operator Spicejet, according to reports by Bloomberg and Moneycontrol. The Committee of Ministers on the national carrier disinvestment, headed by Home Minister Amit Shah, approved the winning bid for the national airline. An official announcement is expected in the coming days. Air India was founded in 1932 as Tata Airlines, and the government nationalised the airline in 1953. The government is selling 100 per cent of its stake in the state-owned national airline, including Air India's 100 per cent shareholding in AI Express and 50 per cent in Air India SATS Airport Services Private Ltd.

KIRBY INDIA to add third PEB facility



Kirby Building Systems is looking to extend its steel manufacturing capabilities by establishing a site in Gujarat. The global steel building behemoth, which is a subsidiary of Kuwait's Alghanim Industries, one of the Middle East's largest privately held enterprises, broke ground on its new 114,000 sq. m., plant, with operations set to begin in October 2022. Kirby India has a large PEB manufacturing facility in Hyderabad and Haridwar that serves the Indian market. With the addition of the new facility to Kirby's kitty, the company aims to revitalise the local economy by creating a slew of new jobs.

'CHINNARA DHAMA' to be launched soon

Fairfax Financial Holdings Ltd, Kempegowda International Airport Foundation (KIAF), and Sparsha Trust have teamed up to create 'Chinnara Dhama,' a project to provide shelter and education to 300 girl children from COVID-affected households. 'Chinnara Dhama' means 'a sanctuary for young children' in Kannada. It will be a residential and learning facility on the 'Makkala Dhama' campus. Sparsha Trust is a Bengaluru-based NGO, while KIAF is the CSR arm of Bangalore International Airport Limited (BIAL). Chinnara Dhama will be managed under KIAF's flagship programme 'Namma Shikshana' (our education).



SHIPROCKET sees 191 per cent growth in tier-III sellers

The D2C sector's annual Festive Season Report has been released by Shiprocket. The research shows trends, such as an increase in the number of sellers from tier-II and tier-III cities, as well as the most popular



Shiprocket

delivery and pick-up cities. In comparison to 2020, Shiprocket has seen a 191 per cent growth in sellers in tier-III cities, a nearly 176 per cent increase in tier-II markets, and a 138 per cent increase in tier-I cities. The percentage of first-time sellers increased by over 213 per cent in tier-III cities, while it increased by 138 per cent and 175 per cent in tier-II and tier-I cities, respectively.

SPV to be formed for MMLP at VOC Port



Sarbananda Sonowal
Union Minister for Ports,
Shipping, and Waterways,
Government of India

Sarbanand Sonowal, the Union Minister for Ports, Shipping and Waterways, has announced the formation of an SPV to establish a multi-modal logistics park (MMLP) at the VOC Port in Chennai. The PPP model will be used to create the MMLP. The SPV will supply land and connectivity, while a private developer will build the MMLP infrastructure. All three stakeholders, he says, will be equity partners in the proposed SVP: Chennai Port Authority, TIDCO, and NHAI. Sonowal said at the virtual MoU signing that V.O. Chidambaram Port has offered to set up an MMLP to link the Eastern and Western coasts because of its benefits such as rail-road connectivity, proximity to the main sea route, and geographic location.



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CCBL to build new rail ICD in Chittagong

The Container Company of Bangladesh Limited (CCBL) will construct a rail Inland Container Depot (ICD) in Chittagong to increase container train traffic. According to a deal inked on October 19, local terminal operator Saif Powertec Ltd., will build and operate the ICD on behalf of CCBL for 20 years before handing it over to CCBL. The new ICD will have a capacity of 100,000 TEU per year and will be constructed on more than 86,150 sq. m., of railway-owned land on the outskirts of Chittagong's port city. There are currently 19 ICDs in the country, handling 1.6 million TEU every year.



Loading the 100th LPG rake in 10 months



APM Terminals Pipavav and Aegis Logistics Ltd have reached a new milestone by loading the 100th LPG rake within 10 months of rake handling operations. The Port has provided a dedicated DFC compliant rail line for safer and speedier LPG evacuation since the rake handling capacity became operational in January 2021. APM Terminals Pipavav is one of the few ports in India having an LPG rail siding that can hold up to 1,200 metric tonnes of LPG cargo. **Jakob Friis Sorenson**, MD, APM Terminals Pipavav, said, "With robust LPG demand envisaged, we believe that faster evacuation of LPG through rail route would be an environment-friendly alternative for the firms importing LPG."

GMR expands ops in Delhi and Hyderabad airports

The GMR Group is expanding its airport operations. Prior to COVID, it was the world's second-largest airport developer in terms of annual passengers. The company now has a 94-million-passenger operational capacity, with an additional 85-million-passenger capacity under development. The Delhi and Hyderabad airports are driving GMR's expansion, which has attracted investments from French operator Groupe ADP. GMR has secured funding for its capital spending, giving them an advantage against the Adani Group, which has begun taking over airports following a hiatus during the last privatisation campaign. When traffic is lighter during lockdown, the period is used to ramp up capacity and scale up businesses.



PM GATI SHAKTI plan to be a game changer



Dr. A. Sakthivel, President, FIEO, says the unveiling of PM Gati Shakti National Master Plan for multi-model connectivity will increase India's productive capacity and global competitiveness in manufacturing and exports from India. "To have all utility and infrastructure planning under one umbrella is unprecedented. For a long time, our infrastructure sector was witnessing inter-ministerial delays, multiple layers of stakeholders, and the culture of working in silos," says the FIEO chief. This has led to time and cost overruns and staggered pace for infrastructure led growth. Sakthivel says that bringing 16 ministries on the digital platform for the integrated planning and consolidated implementation of infrastructure connectivity will be a game changer for the Indian economy.

INDIAN EXPORTS to reach US\$ 195 billion in the first half of current FY

After a much challenging time, Indian exports are finally making a significant recovery. As per reports, exports in the nation are likely to close the first half of the present financial year at around US\$ 195 billion, which is a significant achievement.

Union Commerce and Industry Minister, **Piyush Goyal** believes that exports are on course to reach the US\$ 400-billion target this year and a series of measures announced in recent months will pave the way for stronger growth. In 2020, with the outbreak of the pandemic, several logistical challenges surfaced, putting businesses in a tough spot. With the onset of COVID restrictions, shortage of containers and higher shipping rates, the exporters of our country seemed to be in murky waters, as they sought for some immediate aid from the government.





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TIACA UNITED STATES

Steven Polmans has been appointed as Chair of TIACA. He will remain at the helm of the organisation for the next two years. The re-appointment will ensure that the Association's leadership is in place for the Executive Summit in March 2022 and the Air Cargo Forum in November 2022. TIACA is the unique international not-for-profit association representing and uniting all parts of the air cargo industry, including shippers, freight forwarders, ground handlers, airports, airlines, manufacturers, and solution providers.



PORT OF ROTTERDAM AUTHORITY HOLLAND

Koos Timmermans has been named Commissioner of the Port of Rotterdam Authority, beginning October 1, 2021. He has been appointed to the position for a four-year tenure. He has spent more than 12 years at the top of the ING Group's management structure. He brings extensive experience in complex projects in the fields of financing, structuring, risk management, and international alliances as a member of the Supervisory Boards of PostNL and FMO.



MAGMA AVIATION UNITED KINGDOM

Conor Brannigan has been elevated to CEO of Magma Aviation, a freighter company, with current CEO Ross Wilson moving to the post of strategic advisor to the Board of Directors. He joined Magma as a deputy chief executive in July of this year. Brannigan formerly worked at Cargolux as director of strategic alliances and market development for two years. He also spent nearly six years at Etihad Airways in a global cargo role, and he began his aviation career at Aer Lingus, where he rose through the ranks to cargo business analyst.



CARGO IQ SWITZERLAND

Lothar Moehle has been named Executive Director of Cargo iQ. Moehle brings over four decades of experience in the air cargo and logistics sectors, including senior positions at UPS and DB Schenker. He was also one of the founding fathers of Cargo 2000, the original name for Cargo iQ. He has joined the leadership team as the management looks to drive the organisation in new directions, to achieve its ultimate goal of a quality-driven global supply chain.

CSAFE GLOBAL UNITED STATES

Ravindra Rao, CSafe Global's Director of Life Science Sales – India, has officially joined the company. He has over 25 years of expertise in India's pharmaceutical and life sciences industries, as well as a thorough awareness of customer environments, workflows, and business processes. Rao joins CSafe from Cytiva (previously GE-Life Sciences), where he managed operations in India, Sri Lanka, Bangladesh, Nepal, Bhutan, and the Maldives.



GEODIS GERMANY

Jürgen Adler has been named the Head of the Automotive Market of GEODIS. Adler has over 25 years of expertise in the automobile industry's logistics and transportation area. In a sector where 'just-in-time' is the norm, his goal will be to address significant structural changes as well as ongoing supply chain disruptions. He will draw on his experience to help GEODIS automotive customers in managing their supply chains on a global scale while addressing the issues of flexibility and cost reduction. He is based in the GEODIS offices in Frankfurt, Germany.



PHARMA.AERO BRUSSELS

Tushar Jani, Group Chairman of Cargo Service Center India, has been appointed as one of four specialists to join Pharma. Aero Advisory Board. The goal of constituting the Advisory Board is to ensure that members from all areas of the pharma air freight supply chain have a balanced voice. The Board will assist the organisation in maintaining a 360-degree view of industry trends and supply chain innovation in the pharma and life sciences industries.



PEPPERFRY INDIA

Piyush Agarwal has been appointed as the Head of Supply Chain at Pepperfry. He will be in charge of spearheading Pepperfry's supply chain agenda's next phase of expansion across the country. Agarwal has about a decade of supply chain experience in a variety of verticals, including materials, planning, operations, inventory management, warehousing, forecasting, and transportation. He formerly worked with Colgate Palmolive, where he was responsible for large-scale warehousing projects.

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