

# Fasttrack

ISSUE 55, OCTOBER-DECEMBER 2017

## BEST IN-HOUSE MAGAZINE



**Distribution Redefined**

**INSIDE**



### Brand integrity

Harish Bijoor, Brand expert, advices to never confuse advertising and visibility with branding.

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### CSR strategy

Many companies & startups are finally realising that they can & should make a difference to the world around them.

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### Healthy eating

Companies as well as employees are becoming aware of the importance of healthy snacking in office.

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## SMART TRUCKS SMARTER LOGISTICS

Considering road transport makes for over 60% of the freight, it is a smart strategy to have trucks that are more efficient and faster. Technology plays a crucial role in achieving this.

**Prerna Raturi**

**K**nown to put a spin to anything revolutionary, Tesla CEO Elon Musk has been talking about an electric semi-truck for a few years. His April 2017 tweet revealed as much as it hid: "Tesla Semi-truck unveil set for September. Team has done an amazing job. Seriously next level." There was soon news that the truck might even have self-driving capabilities. However, he was pipped to the post by Cummins, Indiana-based maker of diesel and natural gas engines, which revealed an all-electric demonstration truck this August. Powered by lithium-ion batteries, the concept Urban Hauler Tractor can run 100 miles on a single charge, along with optional batteries that extend the range to 300 miles. Cummins also announced that it would start manufacturing and selling the 140-kilowatt hour battery packs to bus

operators and commercial truck fleets in 2019. The vehicle has been christened Aeos, the mythological Greek horse.

Rewind to last year, at the International Commercial Vehicle Fair in 2016, Daimler Trucks, the world's leading truck manufacturer, demonstrated its technological leadership in the field of connectivity and systematically consolidating its worldwide lead in connected trucks. According to a company statement, the completely connected trucks initiate a radical change in transport, which will make surface transportation traffic even more effective and efficient, not only for drivers, haulers and vehicle manufacturers, but also for the society as a whole.

As Sven Ennerst, Head of Truck Product Engineering and Global Procurement, Daimler Trucks, explains, "The smart, self-optimising truck has the highest priority for us. By using connected communication

between the trucks, other vehicles and the surroundings, we can improve traffic flow and lower fuel consumption and emissions. At the same time intelligent trucks help to lower the number of road accidents. This is an important step on our way towards accident-free driving."

The company's aim is to fully network the truck with the internet of things (IoT). For this, no less than 400 sensors in today's Daimler trucks register data of all kinds. It is worth mentioning here that worldwide, 365,000 Daimler commercial vehicles are already connected. This connectedness has a number of advantages, such as reducing empty journeys, and autonomous truck platooning (electronic docking by vehicles on motorways and long-distance highways) that lowers fuel consumption and CO<sub>2</sub> emissions. As a matter of fact in North

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### MESSAGE



### LOOKING BACK

A calendar year drawing to a close puts many of us in a contemplative, stock-taking mood. We reminisce about all that we went through – the successes, the challenges, the failures and, most importantly, the learnings. It is these learnings that make for interesting anecdotes to be shared with colleagues during office parties and as a pep-talk to oneself when the going gets tough. These are more than just that, however. They are also a treasure-trove of rich experiences that guide our behaviour, decision-making and emotional and intellectual quotient in future.

Talking about future, I'd like to mention our cover story for this issue, which looks at smart trucking and how trucks and other freight carriers are fast becoming hubs of information and data. While India might be lagging behind in terms of technology in trucks now, the coming years are sure to see a revolution, thanks to supply chain & logistics catapulting into a high-growth sphere. In today's connected world, however, it isn't just good work that matters – it also makes business sense to talk about what you do and make your brand stand out in the crowd. Harish Bijoor, one of India's best brand experts, spoke to Fasttrack about this and more.

There is another side to the world that is changing faster than ever. In a quest to stay ahead in the race and mark your journey, it is crucial to not compromise on the basics of a business. Because no matter how high up on the ladder you are, fatal flaws are just that – fatal. The recent downfall of Uber's Travis Kalanick is a case in point, and one we take up in our In Focus section, and discuss arrogance in business and industry.

Our Offbeat this time features the importance of healthy snacking at workplace and has takeaways for each and every one of us. After all, it is only a healthy mind and body that can contribute positively at workplace. I even suggest a New Year resolution for 2018: let's all promise ourselves to become a healthier version of ourselves – in mind and body.

Happy reading!

*PJ*

**PAWAN JAIN**

Founder & Chairman  
Safexpress Pvt Ltd



America, more than 185,000 vehicles are already connected through Detroit Connect, a suite of connected vehicle services for information about the vehicle's performance, behaviours, trends, root causes, and key insights on fuel consumption and safety performance data across the fleet.

It isn't new for Daimler to put its money where its mouth is. It has been investing in technology in trucks for many years now. Said Stefan Buchner, Head, Mercedes-Benz Trucks, "When the first iPhone was introduced in November 2007, our customers had already been using FleetBoard for seven years. For over 15 years they have now been able to control their fleet and driver management efficiently, both in their Mercedes-Benz trucks and in those from other manufacturers."



When the first iPhone was introduced in November 2007, our customers had already been using FleetBoard for seven years. For over 15 years they have now been able to control their fleet and driver management efficiently, both in their Mercedes-Benz trucks and in those from other manufacturers.

**Stefan Buchner,**  
Head, Mercedes-Benz Trucks

## The India story

Cut to the Indian trucking scenario, where the road transport via trucks is still dependent on reams of paperwork – although that has started changing with the new Goods and Services Tax (GST). It is also worth remembering here that India's logistics cost is one of the highest in the world. Industry figures estimate it to be a whopping 14% of the GDP, as against that of 9% in the US, and 8% in super-efficient Germany. A study by Assocham-Resurgent India says India can save up to \$50 billion if logistics costs are brought down to 9% of the GDP. This will also bring down the prices of products, said the 2016 report. "Growth in supply chain & logistics industry would imply improved service delivery and customer satisfaction, thereby leading to growth in exports of

# Making *trucks* a *powerhouse*

## GPS trackers

Today, GPS trackers have gone beyond merely predicting the best route or giving a hand with directions. Giving information in real-time, advanced trackers indicate speed & weight limits for container trucks while also relaying information such as current location back to the base. They also come with notifications such as vehicle & driver safety, fuel consumption, service reminders, and so on.

## RFID-based trackers

These automate the entire process of transportation – from loading at the manufacturing base to unloading at the delivery point, while also ensuring product identity, traceability of each SKU in the consignment, and maintenance. The handheld RFID readers can not only trace products, but also the vehicles on the road.

## Embedded products

These are not very popular in India at the moment but are sure to catch on because of how simple they make life in the supply chain & logistics industry. These products range from on-spot billing devices, handheld weighing metres, walky-talkies, sensors, alarm automation systems, and so on.

## GPRS locks

These are controlled by either mobile apps or cloud-based apps, and give you the freedom to lock your vehicle even when you are not physically present there. This technology is especially good for container vehicles that have just one entry or exit point and provides assured security. IoT plays a crucial role here.

## GPS mobile apps

One of the most popular on-the-go solutions when it comes to the transport business, GPS-based mobile apps give you the facility of real-time tracking as well as management of your vehicles and shipments. With a better idea of which vehicle is where and how many are plying empty, the person can choose to take up more orders, or lineup the next trip accordingly.

Indian goods and potential to create job opportunities," stated the report.

For the supply chain & logistics industry, transportation makes for a significant portion of the pie – a third of the total logistics cost. Of railways, roads and waterways, roads make for over 60% of the total freight. If this link in the chain is made more efficient and less time-consuming, it will have a direct bearing on the total logistics cost. Much to the relief of some industry watchers, stakeholders in the supply chain & logistics industry are finally taking a closer look at not just the state of the roads, but the freight trucks and carriers that transport goods from one part of India to another.

## Becoming the change

Agreed, the super connectivity of Daimler trucks might not be the norm in India already, but supply chain & logistics companies are considering bringing in more technology into the trucking

business. Truck companies, too, are pulling up their socks to meet the challenge. Take, for instance, the Blazo range by Mahindra Truck and Bus Division (MTBD). Unveiled at the Auto Expo 2016, Mahindra's Blazo has what the company calls FuelSmart technology. Explaining the same, Nalin Mehta, Managing Director & CEO, Mahindra Truck and Bus Division, says, "Turn on the 'heavy' mode when carrying full loads. Use the 'turbo' mode when transporting big loads over steep inclines or simply switch on the 'light' mode when running without load. Each mode squeezes maximum efficiency from the mPOWER FuelSmart engine and gives unbeatable mileage." He rightly adds that this not only saves on fuel, but also cuts down emissions, a move that is crucial in today's polluted environment.

Being touted as India's first smart truck, the Blazo range flaunts a driver dashboard with LCD screen, which gives information such as vehicle and engine

condition, per km fuel consumption, air pressure, service reminders, and so on. The cabin is also designed so that additions like GPS and RFID upgradations can be easily done.

## A connected world

Now that BS-IV has become a norm, telematics – long-distance transmission of computerised information – in most commercial vehicles is fast becoming popular in India as well. Most of these, however, are portable and detachable devices that are put into the vehicles later. An exception is Ashok Leyland's ALERT, a GPS-based telematics service that the company introduced in 2008.

According to Roland Berger's 2017 study "Telematics in India: Trends and Opportunities", telematics offers a number of solutions to help make a vehicle smarter, such as fuel management, proactive maintenance, driver behaviour, journey analysis, vehicle tracking, GPS &

navigation, accident notification, accident recording, vehicle theft tracking, vehicle logbook, internet connectivity, mileage reporting, and vehicle diagnostics. It further states that the commercial vehicle telematics market in India is expected to grow at 25% per annum, mainly led by after-market segment and entry-level solutions.

Another trend is visible: original equipment manufacturers (OEMs) are entering partnerships with telematics players to offer integrated fleet management solutions for logistics, says the report. For instance, Ashok Leyland's i-ALERT offers solutions such as real-time tracking, geofencing, and SME alerts in terms of navigation, driver analysis & report generation for fleet management, anti-



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**Nalin Mehta,**  
Managing Director & CEO,  
Mahindra Truck and Bus  
Division

theft alerts, collision warning systems in school buses for safety & security, and infotainment & passenger info system for buses. Likewise, Tata FleetMan has similar features, as well as remote unit management and maintenance reminders for vehicle management. There are others, too, such as Volvo Dynafleet, Eicher Live, and BharatBenz Ormat.

With these top truck manufacturers taking the lead in telematics and giving fleet operators & truck owners the option of smart trucking, technology is sure to play a far bigger role when it comes to transportation of freight. Real-time connectivity and navigation system will change India's freight network. What is needed is an open mind and foresight on the part of leaders in the supply chain & logistics industry.



## LEADERS

Brand expert Harish Bijoor says it like it is. That is why he has no qualms about sharing how there is no wining and dining for clients and there are no pitching exercises either. And yet, his company, Harish Bijoor Consults Inc, has been creating successful brand stories for the past many years and has a presence in Hong Kong, Bengaluru, London and Dubai. "We are brand doctors. We help give birth. We help sustain and nurture. We help grow and gallop. We help check health. The only thing we do different from a doctor is that we help kill a brand as well. Kill it slowly with profits milked to the maximum," he sums it during the interview. Bijoor also discusses the future of digital marketing and how each enterprise has a story to tell. Slightly-edited excerpts:

**Perna Raturi**

*Your voice is one of authority as an expert in branding. In your experience, how has India Inc changed its views with respect to the need for branding in the past decade?*

India has changed, Indians have changed, and with it, so has India Inc. The attitude towards brands in the early days was one that was tentative. The belief in brands and branding has taken a bit of time to happen in India. Today, however, we live in an age where branding is considered to be the cornerstone of enterprises, startups, and every business that looks ahead and is forward-thinking.

Branding today is not about the brand name alone. It is about the

entire 360-degree brand at large. This includes the brand name, the logo, the colour, the experience, the after-experience, and more. And digital is its biggest part.

*You've worked with innumerable brands across domains. What are some of the most common mistakes companies make when trying to build their brand story? How does Harish Bijoor Consults Inc come into the picture?*

The most common mistake companies make when they attempt to build their brands is they do not invest enough into the integrity of the process. Much of the time, brands tend to get carried away and claim much more than they should. Short-termism tends to dominate mindsets, since there are short-term goals to be achieved for the brands in question. Long-termism suffers. Advertising hyperboles take over, and visibility becomes the biggest norm to chase at the cost of all else. We insist on brand integrity and we insist on long-term investments into brand building. That's the only way to build something solid and long-lasting. We insist on this even with the startups we consult with. And we have gotten away with murder, and brand success!

In addition, brands tend to confuse advertising and visibility with branding. I tend to say that there are two bits to it. One is advertising and the other is branding. Branding is the dog and advertising is the tail. The dog must wag the tail and not the other way round. If you really peek into the lives of some short-lived brands, the tail wagged the dog – a prime recipe for brand disaster.

The practice I have built with the help of each of my 93 senior consultants to date is reasonably different, if not unique. Firstly, we do not solicit business. We do not have a business development manager. No one touts the business. Our work does. And good work leads to good word-of-mouth. And good word-of-mouth is the best business generator of them all. This removes the stress of solicitation which many senior

consultants carry with them. This is a marketing approach on its own. I have tested it for 17 years and believe me, it works. Not in the beginning. But eventually, it does.

Today, if we are in the position of being choosy about which brands to work with, it is because of a passionate implementation of this first philosophy I started out with 17 years ago. We do not advertise. We do not even have a real deep web presence in terms of a website. We do not attend pitches. We do not participate in request for proposals (RFPs). We do not participate in tenders for work. We do not make introductory presentations. No wining and no dining. No one in my company can charge a dinner or drinks bill with a client or a proposed client. We charge for every meeting, including the first one, which is typically an introducing-one-another kind of session.

Also, we do not believe in the standardised solution. We are a maverick practice. What has worked for one pharma offering will not work for another for sure. We believe in diving deep into consumer insight and bring up stuff that is about the future, rather than the past or the present. This helps us build propositions that are insulated. We believe thought leadership is brand leadership. We invest deeply into this process.

*What are some of the domains that consider brand building integral to their marketing strategy and understand its presence?*

Today every domain believes in branding. We work with hospitals, schools, higher education institutions, temples, and a church, as much as we work with brands otherwise considered commercial. The biggest demand today is from the startup ecosystem. We have worked with hundreds of brands in the pharma space, just as we have worked with brands of tea, coffee, bread, biscuit, chocolate, biotech, IT, and more. The startups want enterprise branding to build brand value. Existing brands want brand health reviews that define the future for them. New brands want to be kicked-off and existing brands

want to move forward.

To that extent we are brand doctors. We help give birth. We help sustain and nurture. We help grow and gallop. We help check health. The only thing we do different from a doctor is that we help kill a brand as well. Kill it slowly with profits milked to the maximum.

*It is easier to create a brand story around, say, a Paperboat, a Flipkart, or some FMCG product. However, what about something like a supply chain & logistics company, which works behind the scenes, mostly. How should such companies approach their brand strategy?*

The brand story is easy in every realm. You just need to look, you need to peek closely at the business. A supply chain & logistics company is rich in the diagnostics it throws up. I cannot comment extensively on this, as we have just completed work on one of them, which is yet to hit the market. However, a supply chain & logistics company has plenty of insights to share about its client's business. So, building a brand strategy around thought leadership may be a great idea.

*Digital marketing is integral to brand story-telling today. What are the biggest strengths of digital marketing? What are the weaknesses?*

Digital marketing is the present and the future, for sure. I am a complete digital evangelist, have been one for the past four years. We have spun off a vertical on digital brand strategy as well. I do believe every enterprise and brand needs to have a digital avatar. Digital is not about advertising and branding alone. It is all about the enterprise, the product, the service, its delivery, its set of granular customers, sales, marketing, after-sales and more.

**The biggest mistake companies make is they do not invest enough into the integrity of the process. Much of the time, brands tend to get carried away and claim much more than they should.**

In the companies and brands I work for, I insist that the company has a physical business plan and a digital business plan. This is a five-year document that is created painstakingly. The physical is getting shaken and stirred by the digital. In the future, everything will go digital. Look around you. The ideal, (not the best) place to buy a book is possibly Amazon or Flipkart. The ideal place to get counselled anonymously is possibly online. I can go on and on. Digital is the ideal place of the present and the future.

The biggest strength of digital is the fact that it is 24 by 7 and is the future. The biggest weakness is the fact that digital kills the enterprise of the human. In the future, machines are going to be more important than men in business. For instance, the ideal media planner is an algorithm on a machine embedded in an app. The physical media-planner of yore is, therefore, dispensed with. Or will be, in the near or distant future. That depends on how long you will want to cling on to humans before embracing the machines.

The key question to part with then: When machines will do everything, what will men and women do in the future? Ouch!

Brand expert **Harish Bijoor**, on the right way to approach branding and the role digital marketing is going to play in the future.

# Don't confuse Advertising and Visibility with **BRANDING**





## WHAT WORKS WHAT DOESN'T

### THE REAL STORY

One would think the Companies Act amendment and a lot of good press on the matter would have had companies hit the accelerator on their CSR activities. It was thought that the implementation of Companies Act amendment would revolutionise social causes: Right? Wrong. As Kanika Datta of Business Standard puts it in the newspaper, "Corporate India spent only 30 to 40% of the amount that was expected to flow in once Section 135 and Schedule VII of the Companies Act 2013 were notified with effect from April 1, 2014, and the voluntary sector says corporate interest is still tepid." This was in 2015, and experts say things are still not moving at the speed that they should.

Having said that, however, it is also true that a number of initiatives undertaken by companies aren't tangible and can't be measured in terms of money spend and the effect the move has had. Plus, the rules also exclude employee welfare programs from CSR activities, no matter how positive they are, and how much they have helped the community. Companies that have been working with communities within local ecosystems, thus, can't talk about the schools and hospitals that they have opened for the areas where their employees live, even though non-employees also benefit from them.

A number of CSR initiatives also came under the radar of authorities for being nothing but an eyewash. There's hardly anyone who hasn't heard of, or knows of cases where companies are now wearing the garb of CSR activities only to launder their black money. Since CSR spends need not be vetted by auditors, there is a lot of room for companies to misuse the funds earmarked for social welfare for their own well-being. While authorities have taken cognizance of the fact and questions are being asked on the hows, whys and wherefores of CSR spend, a lot more needs to be done.

### LIMITATIONS AND CHALLENGES

Just like a company whose core competency lies in marketing shampoo might have to outsource its logistics, the same company may know little or nothing about how to approach tangible CSR initiatives. After all, the social sector area is rife with interconnected challenges and most need multi-pronged solutions and answers. For instance, poor literacy levels among children of a particular region might not be because there aren't enough schools, but because people need to send their children to work for supplementing their income. Here, alleviating poverty would be the solution, and not more educational infrastructure.

It takes courage to admit that you can't be the master of all trades, however. It is here that social enterprises and non-governmental organisations (NGOs) come into the picture. Depending on how you want to disburse your CSR corpus, you approach a social enterprise that matches your requisition.

Despite a new law, it is unfortunate to note that not much has changed in the field of CSR. Those businesses that have always been committed to CSR continue to give back to the society and environment, while others express inability to do so or are looking at ways to appear as if they are making a difference. The silver lining: many companies and startups are finally realising and confessing that they can and should make a difference to the world around them, even if it doesn't impact their bottomline in any direct way.

Companies are also realising that merely writing cheques in favour of CSR activities that are to be carried out by their partnering NGOs, trusts or social enterprises isn't enough. Proper CSR can only be done through earnest involvement, assessment and keen strategising of CSR goals.

A good point to start: try to match your company's core competency with your CSR goals. For instance, a food and beverages company can look at feeding the malnourished, or a cement company can strategise a plan for a free housing scheme for the underprivileged. Additionally, the CSR activity should be aligned with the company's values.

A word of caution, however: trying to give Rs 1 from the sale of every kg. of your detergent will not look like CSR to your customers, simply because it isn't. You will be called out for this and in today's world of social media, it won't take long for your brand reputation to take a beating.

It is also vital you choose your CSR partners carefully. Make sure your partner isn't just an activist, but action-oriented. It is only when your partner organisation goes out into the villages, distributes saplings, helps them grow, creates awareness about watering the plants and nourishing the saplings through organic fertiliser that you can say you are indeed, making a difference to the environment and offsetting the carbon footprint.



DESPITE LEGISLATION FOR MANDATORY SPENDING ON CSR BY  
INDIAN COMPANIES, THERE STILL ISN'T ENOUGH TRACTION WHEN IT  
COMES TO INITIATIVES FOR MORE INCLUSIVE AND SUSTAINABLE GROWTH.  
WHAT CAN BE DONE TO SET THINGS RIGHT?

# CSR WHERE DID INDIA GO WRONG?

Purna Raturi

Three years ago, in 2014, according to consultancy firm Ernst & Young, India Inc was set to invest nearly Rs 22,000 crore towards corporate social responsibility activities. This money was estimated to come from the provisions of the then recently-amended Companies Act, which made it mandatory for such allocations. According to the amendment, companies with a net worth of Rs 500 crore or more, a turnover of over Rs 1,000 crore, or a net profit of Rs 5 crore or more would have to spend at least 2% of their average net profits made over three preceding years, on CSR programs.

Different sections of the society and India Inc reacted differently to the Act. While the social sector felt relieved and was glad that there was finally an opportunity to make a positive difference in the world, many in India Inc were unhappy at the "forced" charity move. Then there were organisations that always had a strong CSR agenda and the Act only made them feel vindicated. According to industry reports, it is also estimated that this will lead to no less than one lakh jobs being created in the coming six years, and as many as 16,000 companies will come under the CSR ruling. It is also worth mentioning that the Companies Act amendment made India the only country that brought out legislation on CSR.

Soon thereafter came the news that the Bombay Stock Exchange (BSE) and the Indian Institute of Corporate Affairs (IICA) have signed an agreement to

develop a CSR index, which would assess the CSR impact and performance of companies that are listed on the BSE. Talking about the index, S Ramadorai, Non-Executive Chairman, BSE, commented, "The CSR Index will be a driver for CSR practices for the corporates and an ideal option for investors to put their money for responsible investment. Increasingly, more investors are considering CSR as an important investment theme both globally as well as in domestic markets."

No matter how you look at it, however, there's one thing that CSR is not – charity. It is a way for enterprises to consider a more inclusive growth, give back to the society from which they take so much. It is an opportunity for an organisation to meet its social obligation. Social obligation, you ask? Think of how your company contributes to migration, pollution, sexism, receding green cover, health issues, and a host of other social problems. What are you doing about it? If even one of the above issues might be influenced by your company strategy, it could make a huge difference.

In today's world where information and real-time news sharing is par for the course, companies owning up to their duty towards society by investing time, money and effort into CSR initiatives also makes keen business sense. With customers becoming more & more aware and sensitive about where their product or service is sourced from, companies can no longer hope to hoodwink the customer for too long. Those that have a robust and tangible CSR strategy stand to gain by way of becoming a brand that is stronger, more visible, and more humane than others.

Think of how your company contributes to migration, pollution, sexism, receding green cover, health issues, and a host of other social problems. If even one of the above issues might be influenced by your company strategy, it could make a huge difference.

## INDIA'S TOP COMPANIES FOR SUSTAINABILITY AND CSR: 2016

Based on quantitative and analytical examination of Indian sustainability reports, annual reports, and business responsibility reports, is Futurescape and IIM Udaipur's report of 2016 on India's top CSR companies across domains – automobiles, banks, FMCG, infrastructure, IT, metals and mining, oil, power, steel, pharma, telecom, and others. The study focuses mainly on governance, disclosure, stakeholders, and sustainability.

Top 100 companies from last year are:

- |    |   |     |  |
|----|---|-----|--|
| 1  | Tata Steel Limited                        | 47  | Godrej Consumer Products Limited               |
| 2  | Tata Power                                | 48  | Power Grid Corporation of India Limited        |
| 3  | UltraTech Cement Limited                  | 49  | Bosch Limited                                  |
| 4  | Mahindra & Mahindra Ltd                   | 50  | Hindustan Zinc Limited                         |
| 5  | Tata Motors Ltd                           | 51  | Reliance Infrastructure Limited                |
| 6  | Tata Chemicals Limited                    | 52  | Idea Cellular Ltd                              |
| 7  | ITC Limited                               | 53  | Havells India Ltd                              |
| 8  | Shree Cements Limited                     | 54  | Siemens Limited                                |
| 9  | Bharat Petroleum Corporation Limited      | 55  | Rashtriya Chemicals and Fertilizers Limited    |
| 10 | Larsen & Toubro Limited                   | 56  | Titan Company Limited                          |
| 11 | Infosys Limited                           | 57  | Axis Bank Limited                              |
| 12 | ACC Limited                               | 58  | IndusInd Bank Ltd                              |
| 13 | Indian Oil Corporation Ltd                | 59  | Aditya Birla Nuvo Ltd                          |
| 14 | Ambuja Cements Ltd                        | 60  | Cairn India Ltd                                |
| 15 | Steel Authority of India Limited (SAIL)   | 61  | Asian Paints Limited                           |
| 16 | Jubilant Life Sciences Ltd                | 62  | Welspun Corp Ltd                               |
| 17 | Coca-Cola India Pvt Ltd                   | 63  | Jaiprakash Associates Limited                  |
| 18 | GAIL (INDIA) Limited                      | 64  | Lupin Limited                                  |
| 19 | Tata Consultancy Services Limited         | 65  | Tata Global Beverages                          |
| 20 | Hindustan Unilever Limited                | 66  | Mahindra & Mahindra Financial Services Limited |
| 21 | Cisco Systems India Pvt Ltd               | 67  | Tata Communications Ltd                        |
| 22 | JSW Steel Ltd                             | 68  | Hero MotoCorp Ltd                              |
| 23 | Hindustan Petroleum Corporation Limited   | 69  | Union Bank of India                            |
| 24 | Maruti Suzuki India Limited               | 70  | IDFC Limited                                   |
| 25 | YES BANK Limited                          | 71  | National Aluminium Company Limited             |
| 26 | Cummins India Limited                     | 72  | Neyveli Lignite India Limited                  |
| 27 | HCL Technologies Limited                  | 73  | NMDC Limited                                   |
| 28 | Reliance Industries Limited               | 74  | Adani Power Limited                            |
| 29 | Essar Oil Ltd                             | 75  | Bharti Airtel Ltd                              |
| 30 | Hindustan Construction Co Ltd             | 76  | ABB India Ltd                                  |
| 31 | Nestle India Limited                      | 77  | Exide Industries Ltd                           |
| 32 | Oil and Natural Gas Corporation Limited   | 78  | Godrej Industries Limited                      |
| 33 | Jindal Steel & Power Limited              | 79  | NHPC Limited                                   |
| 34 | Vedanta Limited                           | 80  | Tech Mahindra Ltd                              |
| 35 | Dr. Reddy's Laboratories Ltd              | 81  | Grasim Industries Limited                      |
| 36 | Dabur India Limited                       | 82  | Coal India Limited                             |
| 37 | Apollo Tyres Ltd                          | 83  | Adani Ports & Special Economic Zone Ltd        |
| 38 | Bajaj Auto Limited                        | 84  | Eicher Motors Limited                          |
| 39 | Chambal Fertilisers and Chemicals Limited | 85  | Kotak Mahindra Bank Limited                    |
| 40 | Bharat Heavy Electricals Limited          | 86  | Rural Electrification Corporation Ltd          |
| 41 | NTPC Limited                              | 87  | Container Corporation of India Ltd             |
| 42 | Wipro Limited                             | 88  | Cipla Ltd                                      |
| 43 | Oil India Limited                         | 89  | Sun Pharmaceutical Industries Ltd              |
| 44 | HDFC Bank Ltd                             | 90  | Bharti Infratel Limited                        |
| 45 | Hindalco Industries Limited               | 91  | Mangalore Refinery and Petrochemicals Limited  |
| 46 | Bharat Electronics Limited                | 92  | Reliance Communications Ltd                    |
|    |   | 93  | State Bank of India                            |
|    |   | 94  | Marico Limited                                 |
|    |   | 95  | DLF Ltd  |
|    |   | 96  | Adani Enterprises Ltd                          |
|    |   | 97  | Procter & Gamble                               |
|    |   | 98  | SABMiller India Ltd                            |
|    |   | 99  | Jain Irrigation Systems Ltd                    |
|    |   | 100 | GMR Infrastructure Ltd                         |

Source: Futurescape



## SME WATCH

The action plan for Startup India is based on three pillars: simplification & handholding, funding support & incentives, and industry-academia partnership & incubation.

Ritu Raj

There's nothing but good news for Indian economy. By 2025, the country's economy is slated to cross the \$5 trillion mark, which will make it one of the leading economies of the world. Economy experts have put a caveat on it, though. This will only happen if the SME sector is given its much-deserved due in the growth story. Hailed as the backbone of any economy, the SME sector contributes heavily to India's GDP as well. The sector has the maximum number of entrepreneurs, innovators and disruptors today. They create the maximum number of jobs, both direct and indirect. Did we mention much-deserved?

Will the SME sector in India boom? Is it possible? Will it get its recognition as the engine for India's growth? It certainly seems so, for the voices from the SME sector are being heard in the power corridors and those at the policymaking level are working on a number of schemes to help SMEs in India realise their true potential. In this issue, Fasttrack takes a close look at some of the schemes that have been recently announced by the government.

### STARTUP INDIA

Launched in January 2016, Startup India campaign aims at promoting bank financing for startup ventures in India so as to encourage entrepreneurs to realise their dreams while also encouraging them to create more jobs. In other words: create jobs, don't look for one. The action plan for the scheme is based on three pillars: simplification & handholding, funding support & incentives, and industry-academia partnership & incubation. The scheme focuses on restricting the role of states in the policy domain, cutting the red-tape and other hindrances that startups face in the initial stages. Key points

include: single-window clearance, a corpus fund of Rs 1,000 crore, reduction in patent registration fee, modified & friendlier bankruptcy code to ensure a 90-day exit window, freedom from inspections, capital tax, and tax in profits for the first three years, self-certification compliance, new schemes for IPR protection, and starting innovation programs in five lakh schools. The scheme also has an innovation hub under Atal Innovation Mission. Already, states such as Andhra Pradesh, Karnataka, Kerala and Telangana have implemented policies to support startups.

Rs one crore to at least one scheduled caste or scheduled tribe borrower, and at least one woman borrower, per bank per branch, for setting up greenfield enterprise in trading, services or manufacturing sector. The scheme looks at supporting entrepreneurs beyond monetary help and through handholding support, providing information of financing, and credit guarantee. With connect centres such as Small Industries Development Bank of India (SIDBI) and National Bank for Agriculture and Rural Development (NABARD), the scheme will also connect these entrepreneurs to institutions such as

(loans up to Rs 50,000), Kishor (loans between Rs 50,000 and Rs five lakh), and Tarun (loans between Rs five lakh and ten lakh). As of 2015, 3.5 crore beneficiaries availed Rs 1.22 lakh crore loans under PMMY.

With government schemes that range from mentoring and handholding to financial assistance, the SME sector is finally ready to come into its own.

## THE PLACE TO BE

### SKILL INDIA

Launched in July 2015, the Skill India scheme has an apt tagline that says "Kaushal Bharat, Kushal Bharat". The aim: train over 40 crore Indians in different skills by 2022. The major initiatives under the scheme are: National Skill Development Mission, National Policy for Skill Development and Entrepreneurship 2015, Pradhan Mantri Kaushal Vikas Yojana (PMKVY), Skill Loan Scheme, and Rural India Skill.

### STANDUP INDIA

Launched in April 2016, Standup India aims to give women and the SC & ST community a more level playing field in the business and industry fraternity. To encourage entrepreneurship among them, the scheme offers bank loans of between Rs ten lakh and

Rural Self Employment Training Institutes (RSETIs), vocational training centres, MSME development institutions, state SC/ST development & financial corporations, industry associations, district industrial centres, the Dalit Indian Chamber of Commerce & Industry, skilling centres, and women entrepreneurial associations.

### PRADHAN MANTRI MUDRA YOJANA

Launched in April 2015, this scheme by the government comes under the Micro Units Development and Refinance Agency (MUDRA Bank), and is aimed at providing funding to the non-corporate small business sector, an area of the SME behemoth that is often left ignored. Available from all bank branches across India, the scheme provides loans under three categories, namely: Shishu

### PUBLIC PROCUREMENT POLICY

To promote Make in India initiative, in June 2017, the Cabinet approved a procurement policy that will give preference to goods that are manufactured within India. The policy stated: "Preference in public procurement on the basis of minimum local content. Only local suppliers eligible in procurement of Rs 50 lakh or less, if sufficient local capacity and competition ensured." This will not only enhance the income of Indian SMEs, but also create more employment opportunities. According to the policy, local suppliers are those whose goods and services meet prescribed minimum thresholds, which is ordinarily 50%, for local content, meaning domestic value addition. This value addition can be achieved through partnerships, cooperation with local companies, establishing production units in India, or through joint ventures with Indian suppliers, thus increasing the participation of local employees in services and by training them.

Then there is the new indirect tax regime, the Goods and Services Tax, which will not only bring in a new era of transparency and ease of doing business in Indian industry, but will also encourage SMEs to put their paperwork in order, conform to the taxation system and find India's diverse geography a far more level playing field with the country becoming one big marketplace.

To conclude then, the SME sector is ready to finally come into its own, thanks to a number of schemes and incentives by the government. A little will power, some self-determination and approaching the right channels will go a long way.





Omkar Goswami said in an open letter to Narayana Murthy, "Enough is enough. You have drawn first blood. Do not mortally wound the organisation by persisting in your actions. Let Infosys get on with its business, heal itself from injuries you have inflicted and again grow shareholder value. Learn to walk away, as you had promised when handing the reins to Vishal."

Perna Raturi

You don't see too many founders told to leave their top-job by the company board. Travis Kalanick suddenly quitting from Uber recently was extremely shocking since he had disrupted the taxi and car-hire sector like few had, in any domain. Thanks to Uber, people all over the world had learnt an entirely new way of travelling within and around cities and towns. Why not take a closer look, we thought.

And then, Vishal Sikka quit as managing director and chief executive officer of Infosys. Explaining Infosys and all that it has done for information technology and business process outsourcing industry in India would mean resorting to hyperboles. So let's leave it at that, since anyone reading this already knows the success story that Infosys has been. Sikka cited the reasons for his resignation as, "...the distractions that we have seen, the constant drumbeat of the same issues over and over again, while ignoring and undermining the good work that has been done, take the excitement and passion out of this amazing journey." The markets reacted adversely and Infosys shares touched a three-year low. The board

didn't take long to point fingers at Infosys co-founder Narayana Murthy, saying, "Mr Murthy has repeatedly made inappropriate demands which are inconsistent with his stated desire for stronger governance. The board is a fully independent board, with professionals as its members who have been appointed by a clear majority of the shareholders." Murthy was said to be "anguished" at this singling out for the attack.

Can you trace a common thread between Kalanick's ouster and the Sikka saga? While Kalanick was under fire for being considered unfit for the top post despite being the company founder, Sikka chose to leave since he was harangued by the co-founder. Another case on similar lines comes to mind of

under pressure from investors since his leadership left a lot to be desired. As the Bloomberg site famously said, "Kalanick had become a giant liability to the car-hailing company for a growing number of reasons, from sketchy business practices to troubling lawsuits to a basic management situation that was akin to really toxic goat rodeo." Even though he had voting power to stay, he had to go.

What went wrong? His working style, in short and simplified words. A brand's ethics that trickle down from top management clearly left a lot to be desired when a March 2017 video of him arguing with a cab driver went viral. He ended the argument with the infamous, "You know what, some people don't like

That is not what I did, and it cannot be explained away."

Not many accepted his apology, however, since the Uber work environment was fast becoming known as "aggressive, untrained". It was also said that the ride-hailing service particularly emphasises "meritocracy", the idea that the best and the brightest will rise to the top based on their efforts, even if it means stepping on toes to get there." Clearly, there was a lot wrong with Kalanick's leadership style.

It is hardly surprising that he had to leave. This brings one to a crucial, even if existential, observation about the business community. It doesn't matter if you are worth billions of dollars. Your clout counts for little. And so what if you founded the company? If the person holding the top job isn't doing what is right, others in the company and the market will call him out. That is what happened in the case of Kalanick. Ratan Tata got his share of flak at Mistry's ouster. And Murthy has a long battle ahead of himself to defend his "drumbeat of distractions".

These aren't the dark ages of the industry. The media, customers, market, competitors are well aware of what is happening in a company and behind closed doors. It is necessary that the top man doesn't lost his sense of self, why he is, where he is, and what he is there to achieve. Eye off the ball might mean slippery ground, as has been proven in the case of Tata, Kalanick and, now, Murthy. As well-known columnist Omkar Goswami, who was also on the board of Infosys once, said in an open letter to Narayana Murthy in The Economic Times, "Enough is enough. You have drawn first blood. Do not mortally wound the organisation by persisting in your actions. Let Infosys get on with its business, heal itself from injuries you have inflicted and again grow shareholder value. Learn to walk away, as you had promised when handing the reins to Vishal. The corporate governance halo that was conferred upon you is shrinking. Let it not disappear."

# LOSING THE PLOT

WHAT IS IT ABOUT CEOs AND FOUNDERS GETTING DISTRACTED FROM KEEPING THEIR EYE ON THE BALL, AND WHAT KEEPS THEM GROUNDED.

Cyrus Mistry's removal as the chairman of the Tata Group in 2016, which has been discussed in Fasttrack in the past, as a case in point for poor succession planning. Already, Sikka's resignation has given way to a number of debates, such as whether India Inc is not ready for independent CEOs, how succession planning should be taken more seriously, why founders can't seem to let go, and so on. The company also seems to be headed for a case of washing dirty linen in public, or so it seems at present.

The incident has another angle that gives credence to our Kalanick angle. The Uber founder had to quit

to take responsibility for their own \*\*\*\*. They blame everything in their life on somebody else. Good luck!". And the driver's prophetic words, "Good luck to you too, I know that you aren't going to go far." Later, Kalanick did apologise, saying he had behaved "disrespectfully", and that "To say I am ashamed is an understatement. My job as your leader is to lead... and that starts with behaving in a way that makes us all proud."

## MAKING AN IMPACT

The JAS quarter started with enthusiastic participation by Safexpress in various events across India. The firm participated in Assocham Logistics Conference, India Warehousing Show, IMTOS 2017, Delhi Book Fair, all held in New Delhi and India Retail Forum held in Mumbai. Safexpress was awarded with prestigious Best Air Cargo Logistics Company award at Assocham Civil Aviation Awards held at Hotel Taj Mahal, New Delhi. Safeduate, education & training arm of Safexpress, was honoured with 'Best Institute for Innovation in Skill Development' award at the Assocham Skill Development Awards held in New Delhi.



Being the 'Knowledge Leader' and 'Market Leader' of supply chain & logistics industry in India, the firm was ready to embrace the biggest tax reform after independence. Safexpress became 100% GST compliant firm with the dawn of GST. Safexpress is the first supply chain & logistics company in India to go live on Oracle Fusion Cloud, the latest financial management solution from Oracle, which has enabled the firm to have 100% GST compliance.



In the month of August, Safexpress launched its 32<sup>nd</sup> state-of-the-art logistics park at Hyderabad. The logistics park spans over 4,00,000 sq ft and is strategically located close to National Highway 44. This facility will help the industries in Hyderabad belt in having access to country's best supply chain & logistics services from Safexpress. As Hyderabad is a global trade centre in multiple business domains, this facility will further help in augmenting economic growth in Telangana region and will strengthen the logistics connectivity in Southern India.



On the eve of Antyodaya Diwas (Birth anniversary of Pandit Deendayal Upadhyaya), Ministry of Rural Development organised an event at Vigyan Bhawan on 24<sup>th</sup> September, 2017. The event was graced by Mr Narendra Singh Tomar, Hon'ble Minister of Rural Development and Mr Ram Kripal Yadav, Hon'ble Minister of State for Rural Development, alongside senior government dignitaries.

Ms Divya Jain, Founder & CEO, Safeduate was invited to this event to give a speech on how Safeduate is changing lives on the ground, and making an impact. In her speech, she elaborated about efforts made by Safeduate for DDU-GKY. Ms Jain highlighted that Safeduate at the grass-roots level has achieved a landmark of skilling more than 40,000 rural youths across 53 towns and cities in India.



## OFFBEAT

# ACCORDING TO HARVARD BUSINESS REVIEW'S PAPER "WHAT YOU EAT AFFECTS YOUR PRODUCTIVITY", FOOD HAS A DIRECT IMPACT ON OUR COGNITIVE PERFORMANCE, WHICH IS WHY A POOR DECISION AT LUNCH CAN DERAIL AN ENTIRE AFTERNOON.

Ritu Raj

The will to eat healthy when the deadline is upon you, but then unwillingly giving in to the temptation of unhealthy snacking, is something that will resonate with most reading this. Slices of cold cucumber or a pack of plain curd usually lose the battle when it comes to steaming-hot samosas, pizzas, cookies, French fries, or burgers. We've all fought that battle and lost, mostly. The result: unhealthy eating that fast becomes a habit, health risks and, studies suggest, even reduced concentration and low productivity. According to a paper published in the Harvard Business Review, "What you eat affects your productivity", food has a direct impact on our cognitive performance, which is why a poor decision at lunch can derail an entire afternoon.

Why, you ask? We know that what we eat is converted by our body into glucose, which keeps us alert and is the fuel needed to see us through the day. Low glucose levels mean less energy and foggy brain. What many people don't know, however, is that not all foods are processed by our bodies at the same rate. The paper states, "Some foods like pasta, bread, cereal and soda, release their glucose quickly, leading to a burst of energy followed by a slump. Others, like high fat meals (think cheeseburgers and BLTs) provide more sustained energy, but require our digestive system to work harder, reducing oxygen levels in the brain, making us groggy."

It's not just about workplace efficiency and focus. Unhealthy eating at workplace also leads to obesity. A study showed how the proximity to snacks at workplace tended to elevate the consumption behaviour, thus leading to weight gain. The study was based on how some companies in the US offered free snacks and beverages to employees. The closer the snacks were

placed to the drinks, the more people tended to eat, even a difference of a few feet mattered. Lead researcher Ernest Baskin, Consumer Behaviour Expert at Saint Joseph's University, US, said, "It was a bit surprising that an extra few feet of distance between snacks and beverages yielded such a significant change in snacking frequency." More snacking equals more weight gain. And obesity is the precursor to a number of lifestyle diseases that range from being pesky to life-threatening.

Thankfully, companies as well as employees are becoming aware of the importance of healthy snacking in office, even if many haven't started to do something about it as yet. In other words, the hand lingers in mid-air for a second before it reaches for a hot kachori. Sometimes,

creamy peanut butter with raisins on top! You can also replace the peanut butter with cream cheese or ricotta cheese for an extra kick. So you get fibre (celery), energy (peanut butter, cheese), and raisins to satisfy that sweet tooth that rears its head just before an evening meeting.

There are several companies in India that have identified this gap in the snacks industry and cater to healthy options. A number of them even deliver at your office. Take for instance Yoga Bars, a brand of high-protein snack bars that was started by two sisters, Suhasini and Anindita Sampat Kumar. There is also Snackexperts, a Chennai-based startup that delivers ragi sev, oats & dry fruit laddoos and sugarless brownies. The best part: these have a long shelf life and can be stored for upto 60 days.

# FOOD FOR THOUGHT

FEELING GUILTY ABOUT SNACKING ON FRIED, UNHEALTHY CARBS IN OFFICE?

YOU SHOULD BE, SINCE THERE ARE PLENTY OF TASTIER, HEALTHIER OPTIONS AVAILABLE.

miracle of miracles, it even pulls back and you reach out for your cucumber salad.

However, what if you have far, far better options than wilted lettuce? What if you can have healthy snacks that taste and look better than chunks of cucumber, a handful of grapes, or an oxidised apple? What if they are even healthier? Health experts and dieticians say a snack should contain no more than 200 calories, and should give you the required energy, curb your hunger pangs, and taste good, too, so that you can keep going back to them. Why, celery sticks have lesser calories than what you expend chewing on them. But you don't see them in any "best snacks" list, do you? However, work with it a little and you get ants on a log, a favourite dish with healthy snackers – slather a handful of split celery sticks with

The Green Snack Co offers varieties of healthy kale chips that are made sans preservatives, sugar and MSG. Then there is Snackible, which has on its menu roasted makhanas (lotus seeds), soyabean mixes, a number of healthy cookie options, baked pizza strips with dip, peanut butter protein bars, and others. Would you rather have something healthy to drink? Choose from cold-pressed juices by Bengaluru-based Juice Maker, Rejoov Cold Pressery. Understanding the potential of the market, traditional snack companies such as Haldiram's, PepsiCo and Parle Products are also offering healthier snack options.

So why load yourself with processed carbohydrates, white sugars and preservatives, when healthier options are within reach? Chew on it.

## MUST-CARRY SNACKS AT WORK

### FRUIT SALAD

Seasonal fruits work best. Add a dash of salt, chaat masala and/or ground pepper for some punch.

### YOGHURT/CURD

These come loaded with probiotics that are good for your gut. You also have protein, calcium, vitamins, potassium and magnesium on offer. Add some berries and grapes for texture.

### DRY FRUITS

A handful of cashews, pistachios, almonds and raisins give you a burst of energy without making you feel too full.

### SEED-MIX

Stash away a container of flax seeds, sunflower seeds, pumpkin and melon seeds in your office drawer and you will never go hungry.

### DRY CEREAL

Too rushed for office in the morning to make a fruit salad? Top up your snack box with dry cereal such as bran flakes or muesli.

### PROTEIN BARS

Oats, dry fruits, jaggery or unprocessed sugar, and wheat puffs. What's not to like?

### PRETZELS

When eaten in moderation, low-fat pretzels curb your hunger pangs while giving you the salt your body needs in the evening.

### BANANAS

These sunny-yellow delights aren't called superfoods for nothing. They give you the burst of energy, and satiate your hunger pangs while increasing your concentration power.

### WASABI PEAS

Pungent enough for you to not eat too many, and healthy enough to keep you going until that power lunch, wasabi peas should be your go-to when you feel peckish.

### CUT VEGETABLES WITH DIP

Bell pepper, carrots, cherry tomatoes with creamy dip or home-made hummus will make you the leader of the health-food pack in office.

### HARD-BOILED EGGS

Sprinkled with salt and pepper, these delicious eggs will also stabilize your blood sugar.

### BHEL PURI

The good old snack made of puffed rice, peanuts, slivers of coconut, some chutney and a dash of mustard oil.

Fastrack is an award-winning quarterly magazine from Safexpress – 'Knowledge Leader' as well as 'Market Leader' of the Indian Supply Chain & Logistics industry. The magazine provides keen insights into Supply Chain practices and Management concepts, along with specialised and well-researched content on the latest trends in the economy. Fastrack has been reaching out to the top CXOs of India Inc for over a decade. Please do write to us with your views on our magazine at [fastrack@safexpress.com](mailto:fastrack@safexpress.com).