

# Fasttrack

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BEST IN-HOUSE MAGAZINE



Distribution Redefined

INSIDE



## Become unstoppable

Amish Tripathi, celebrated author, talks about secret to success, lessons from failure, and how to become unstoppable.

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## Go digital

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## Wellness holidays

Rujuta Diwekar, wellness consultant, talks about how yoga holidays provide you a wholesome way of life.

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Supply Chain & Logistics industry is set to metamorphose into a smarter and sleeker entity, thanks to GST. *Fasttrack* looks at three other trends that are set to change the industry forever.

Perna Raturi

By the time this issue of *Fasttrack* comes in your hands, the revolutionary Goods and Services Tax (GST) may have been implemented. Newspapers will be full of reports on how the new tax regime is helping, the challenges companies are facing, and how to move forward. There will be debates about the same on prime time TV, making for great TRPs as well. After all, it is one of the biggest reforms to impact the Indian economy since liberalisation. It will make India a common market with removal of tax barriers and seamless credit. The cost of tax compliance will come down significantly due to the integration of multiple taxes into the single GST. It will also send a positive signal to the other economies in the world

which will bring in more foreign investments, thanks to a tax regime that is seen as transparent and stable.

The industry GST will really reinvent, however, is supply chain & logistics. With state borders becoming merely geographical borders, companies will not have to decide on transport routes based on taxation. The decisions regarding manufacturing facilities and distribution networks will be based not on tax rebates and incentives, but on factors that encourage operational efficiencies. Same for warehouses which, until now, were located in states where companies did business; this was to do away with interstate movement of goods and not pay CST. Since GST will mean the same taxation system across India, the number of warehouses will be consolidated.

All in all, exciting times indeed for the industry. There are other trends, too, which are sure to dominate the supply chain & logistics industry. Globally, industry experts have pointed out how Internet of Things (IoT) & Digital Supply Chains, Augmented Reality (AR), and Ecommerce, will bring in a lot more technological know-how in the supply chain & logistics space, thereby changing it for the better. It is worth mentioning here that *Fasttrack* had covered IoT for supply chain & logistics in its AMJ 2016 issue as cover story. As mentioned in the story, Gartner Inc forecasts that 8.4 billion connected things will be in use worldwide in 2017, and will reach 20.4 billion by 2020. This will alter supply chain leader information access and

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## MESSAGE



### MID-YEAR COMMITMENTS

It's not tough to be in the go-getter mode in the beginning of the year. There's an entire year ahead of you to prove yourself, chase your goals and cross new milestones. For many, however, it's a different story six months later – deadlines and targets have weighed us down, many New Year resolutions fallen by the wayside, and there's still so much to be achieved!

However, mid-2017 promises to be different, what with the Goods and Services Tax (GST) rollout. The new tax regime promises to make India one common marketplace and bring about the metamorphosis of supply chain & logistics industry into a consolidated, efficient, and far more competitive entity. A robust supply chain & logistics industry will have a direct impact on the economy as well.

Industry experts also point out to trends that will change the supply chain & logistics industry in the near future. Steve Banker of ARC Advisory Group, a leading industry analyst and technology consulting company, wrote in *Forbes* magazine that the three top supply chain trends for 2017 are: Internet of Things (IoT) & Digital Supply Chains, Augmented Reality (AR), and Ecommerce. Our cover story takes a keen look at these trends from the Indian perspective.

Don't miss the exclusive interview with Amish Tripathi, who has been lauded as Paulo Coelho of the east.

SME Watch is sure to make an interesting read, too, where the story looks at Small Tea Growers (STGs), the Davids in the big, bad, world of Goliaths. There's a special mention of smaller tea brands that have taken on competition from the biggies with remarkable online presence and are shipping quality tea to customers all over the world.

Then there is digital marketing, which has changed the way companies the world over are reaching out to their target audience. Our Inside Out covers the phenomenon, thumb rules, as well as do's and don'ts. Talking about do's and don'ts, I urge you to read the Offbeat section, which looks at the importance of wellness getaways.

All in all, enough to keep you enthused and busy for the rest of the year.

Happy reading!

*Pawan Jain*

**PAWAN JAIN**  
Founder & Chairman  
Safexpress Pvt Ltd





IoT has implications for every business because it forces a complete rethink of just about everything we do. And that is a good thing because it raises all sorts of exciting questions and opportunities to think about how we can create the best possible customer experience.

Andrew Penn,  
CEO, Telstra

cyber-risk exposure. The research and advisory firm on IT further states that IoT will create a network which is rich with information that allows supply chains to assemble and communicate in new ways.

While Keanu Reeves' Matrix-level augmented reality may not hit supply chain & logistics just yet, technology is being tested for warehouses where workers hold a camera and as a pallet passes through the camera's eye, the corresponding information about it comes on to the screen. In any case, considering how much lies on their shoulders, supply chain & logistics executives need to feel no lesser heroes, Reeves' augmented reality assistance aside.

While IoT and augmented reality may not be that tangible yet, ecommerce is there for everyone to see and its effects, equally visible. In the past few years, ecommerce has changed the way people perceive supply chain & logistics, and the industry itself has seen new startups joining the fray and big investments in terms of manpower and technology becoming a reality.

*Fasttrack* takes a closer look at the three trends:

## IoT's in

To refresh our memory about IoT, it can be defined as the interconnection via the internet of computing devices embedded in everyday objects, thus enabling them to send and receive data. Just reading the definition again gives you a better

idea of how this technology would fit seamlessly into supply chain & logistics.

For starters, consider how transparent it will make the in-transit process. With IoT, the entire supply chain – from the manufacturer to the end-consumer through its various steps – will be visible. The trucking business stands to gain, too, what with CCTV cameras and GPS-enabled vehicles. There are barcodes, RFID tags, cloud computing and sensor aids, too, which will make a positive difference to shipment management, efficient real-time communication, reduced transportation costs, more effective digital marketing, data management, and so on. Data collected through IoT means a treasure trove of information that can be mined and analysed to take better business decisions.

According to a study by management consulting firm Zinnov in May this year, Bengaluru is the prime destination for IoT startups to set base (52%), followed by Delhi-NCR (12%), Mumbai (11%), Hyderabad (4%), Chennai (2%), and others (19%).

In March this year, Andrew Penn, CEO, Telstra (Australia's largest telecommunications and media company), in a LinkedIn

revolution." He added, "IoT has implications for every business because it forces a complete rethink of just about everything we do. And that is a good thing because it raises all sorts of exciting questions and opportunities to think about how we can create the best possible customer experience."

This opportunity to "create the best customer experience", through and along with supply chain & logistics, will make a difference not only for the company but also the business ecosystem as well.

## Augmented Reality's real

While attending the Supply Chain Asia Forum, Frank Paduch, Regional Head of Business Development (Asia), Systems & Automation at SSI Schaefer – Singapore, said, "AR is no longer in the realm of science fiction and is already providing tangible benefits across many industries today, including supply chain & logistics. It has the potential to significantly reduce operating costs during the picking process, which accounts for a large cost of warehousing operations."

According to American market research company Forrester Research, large companies will spend \$3.6 billion

augmented reality is knocking at the door as well. In simple words, it is the technology that enhances reality by creating a digital layer over what we see.

As Tuong Huy Nguyen, Principal Research Analyst, Gartner, puts it, "AR leverages and optimises the use of other technologies such as mobility, location, 3D content management & imaging, and recognition. It is especially useful in the mobile environment because it enhances the user's senses via digital instruments to allow faster responses on decision-making."

AR as a technology can fit in seamlessly with the needs of supply chain & logistics. As mentioned before, there's the camera of your phone displaying detailed picking information about the pallet in front of it. What's more, you will also get a 3D image of how to load your shipment, or download the directions on how to fix a broken part of machinery, again in 3D. Other head-up displays can help you with information and verification of products, best transport routes, as well as quick training modules on product information and quality assurance.

Then there are the drones, which can be used to scan the unmanned part of your shipment and the yard, as well as read RFID tags on trailers. Industry watchers are also putting their money on Automated Guided Vehicles (AGVs) such as forklifts, tuggers, and conversion units for existing lifts.

## Shopping reinvented

There's hardly anyone who doesn't know about USA's Black Friday, which comes the day after Thanksgiving Day and marks the beginning of Christmas shopping season in the country. It marks phenomenal sales and record-breaking revenues for companies. There's another big day that threatens to overshadow Black Friday, however – Cyber Monday. As the name suggests, it is on the Monday following Thanksgiving, promoted by online retailers as a day for exceptional bargains.

Not just in the US, online shopping – or ecommerce – has changed the way we shop in India as well. Not just the way we shop, ecommerce has had a significant impact on everything, from inventories, transportation patterns to consumer behaviour. Not only has ecommerce helped companies reduce costs and streamline processes, it has also enhanced customer service and flexibility in moving products.

Be it India or any other market, however, one can't forget

that ecommerce companies are all about inventories and not display windows, salespeople, access to the store, and so on. The more variety you have, the better & more robust your supply chain is, the better the customer experience. In fact, experts go to the extent of calling ecommerce companies as "massive supply pools" rather than marketplaces.

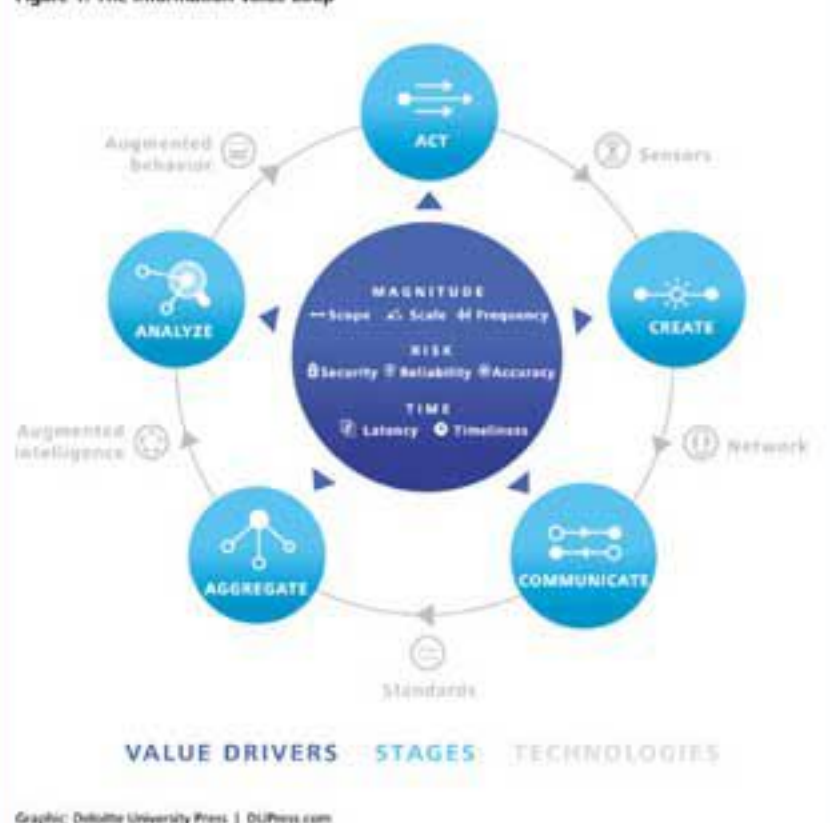
They aren't off the mark. Ecommerce has put the ball in the customer's court, and she can purchase when & what she wants, and how. Thus, supply chains now have to be more responsive rather than reactive and predictive. There's a lot happening in terms of matching supply & demand, but also helping and gently nudging customers towards what they want to buy. It not only means selling more products, but also more accurately. There's the price quotient, too, of course, and ecommerce sites offer some of the most competitive pricing in the history of retailing. Since overhead costs are far lower than in a brick-and-mortar business, the ecommerce companies can pass off the benefits to their customers. Ecommerce has brought about a change when it comes to demand forecasting, inventory management, warehousing strategies, better technological know-how and distribution channels as well.



AR leverages and optimises the use of other technologies such as mobility, location, 3D content management & imaging, and recognition. It is useful in the mobile environment because it enhances the user's senses via digital instruments to allow faster responses on decision-making.

Tuong Huy Nguyen,  
Principal Research  
Analyst, Telstra

Figure 1. The Information Value Loop



post, said, "Every IoT use case I saw at MWC (Mobile World Conference) this year – including the smart, connected cars & trucks, the planes & trains, the houses & businesses, the domestic appliances & even the manhole covers – were an unambiguous reminder that IoT and 5G networks are not so far in the future anymore. In fact, they are just around the corner. They were also a reminder that the key to understanding IoT is that this is not just a technology revolution, it is a customer experience

on smart glasses by 2025. What's more, 14.4 million US workers will be able to use them and the AR that comes along with it. Last year, large companies spent \$6 million on this technology.

From being a traditional industry, supply chain & logistics is globally changing into a force that is technologically equipped, armed with information & data and manned by a far more skilled workforce than ever before. While robotics has become a part of supply chain & logistics, especially in warehouses,



# Concentrate on **KARMA**, not its **FRUIT**

Crisp and succinct, Amish Tripathi speaks like he writes - without wasting words. No wonder then that his Shiva Trilogy - *The Immortals of Meluha* (2010), *The Secret of the Nagas* (2011), *The Oath of the Vayuputras* (2013) - has been the fastest selling book series in Indian publishing industry. After all, in today's world where holding your reader's attention isn't easy, you've got to be thrifty with your words. And still managing to make myth exciting and yet relatable with edge-of-the-seat drama, well that's Tripathi for you. His next book, *Sita: Warrior of Mithila*, which is part of the Ram Chandra series (*Scion of Ikshvaku*, being the first) hit the stands in June, 2017. The secret of his success: "I write from the honesty of my heart," says Tripathi, adding how little can be achieved without single-minded focus. In an interview, he discusses the importance of a hobby, the prime principle of the Bhagavad Gita, and bringing creativity to work. Excerpts from the lightly edited interview:

**Perna Raturi**

*Journalists are talking about how corporates are turning writers, and many have even cited it as a trend. We also know, however, that every journey is unique. Tell us about yours.*

The truth is that I hadn't really planned it. You can call it a happy series of coincidences. I had never really planned to be a writer. Essentially, it started with a story that grabbed my soul and I just had to write it. Even in terms of movement from corporate career to a full-time writer, it happened slowly. I resigned only after my second book, when my books started doing well and I realised I could make a career out of it.

I was working hard on my books and, at the same time, slogging it out at my corporate career. I was horrendously busy for five-six months, and had very little time for anything else. But it also meant that I didn't have to compromise on my writing for money. It wasn't like, it's month-end and there's no money to pay the bills. You have to understand that these are the practical realities of life. And because I had a job, I could keep my writing pure.

*Was there an epiphany or a gradual realisation that you could take up writing full-time?*

There was no bright flash of light or anything like that, no. It

may sound interesting, but it wasn't like that! It slowly grew on me. When I started writing, it was only for me. I wasn't even considering where this book will go, forget about it doing well. I wasn't thinking whether the book will get published. I was writing purely for myself. I think that without realising, it was the Bhagavad Gita's primary rule I was following. "Karmanye vaadhika-rastey, maa phaleshu kadachana." That is, you have the right to your karma, but not to the fruit of your karma. Think about it: If you are not bothered about the fruit of your karma, you become unstoppable. Failure does not discourage you and success doesn't get to your head.

I feel success is more dangerous than failure. You'll find so many people - in all fields - who have been one-hit wonders. That is because they lose the core of what they are doing once success comes to them. If you are detached from success, however, you are unstoppable. You only focus on the work at hand.

It is also a very empowering philosophy. But you have to interpret it right. In modern India, we interpret it to be fatalistic. We think, if the fruit is in God's hands, why bother. That's not how it works.

*Did you apply this law to your*

*corporate career as well, or was it difficult with all the competition, targets, reports, and so on?*

I can't say my corporate career meant as much to me as the book I wrote, honestly. But when I took to writing, I became a lot calmer. When I started writing, I realised I wasn't as ruthlessly aggressive as I used to be. Interestingly, I found I was doing better in my corporate life as well. As far as competition is concerned, I was always competitive and that competitiveness is still there.

*Did your stint in the business world teach you anything that you applied to your writing career? Alternately, what were the things that you had to unlearn?*

There were no takeaways from my corporate career on the creative side. And yes, I had to unlearn a lot of things. In the corporate world, you have to be in control of your department and everything that you manage. On the creative side, however, you have to learn to fully give up control. It sounds easy but it is extremely difficult. Sadly, it has been hammered into us that you're a loser if you aren't in control.

But yes, there was a lot that came in handy on the business side. My corporate experience stood me in good stead when it came to negotiating my contracts, in marketing, and so on.

*How easy is it for you to segregate the two selves - negotiating a good deal, chalking out a marketing strategy, and the creative writing aspect?*

They are two different aspects. And one has to, for want of a better word, try to compartmentalise the two. For writing, you should be focused more on your right brain, and be more instinctive. And when you are looking at the business side, you have to consider your instincts, but also think a bit more, strategise more, use your left

brain. Ideally, you should use both left and right brains.

In our old education system in India, in fact across the world, you had to exercise your left and right brains together and build harmony. Only then could you find success and happiness. The modern education system is specialised. And I wonder if that's such a good thing, really.

*You are also a popular speaker in various schools, colleges and universities. Do you see a change in perception, ideology and aspirations of students? Is there a shift in how they look at life?*

What I find and what I like a lot in the young generation today is their confidence. They think seriously of entrepreneurship. In our times, or our parents' times, it was a rare phenomenon. To have the confidence to try, even if you fail, is commendable. The only way you will succeed is if you're not afraid of failure. If you are afraid of failure, chances are you may not even try a few things.

*For someone as successful as you, how difficult or easy is it for you to stay away from the pressure of delivering another, if one may use the word, hit?*

I write my books the way they come to me. For me it is clear that I will write from the honesty of my heart. If they work, great; if they don't, I'll go back to a corporate career. I start to think pragmatically, and on how to sell the book only when it comes to marketing the book. I genuinely believe if you just want to be famous and make loads of money, there are far easier routes than writing.

Banking is not a bad business to be in; it's a good way to make a lot of money legally. Writing has to be something like a calling. While writing, I keep all other considerations out of it and write from my heart. For instance, with the Ram

**Amish Tripathi,**  
on the secret to success,  
lessons from failure,  
and how to become  
unstoppable.

Chandra series, I am experimenting with a different narrative style, which is called the multi-linear narrative. I felt like doing it, and I think my readers like complexity as well.

Fame and money, if they come, should be a happy byproduct of anything creative that you do. The main purpose should be that there's something that has touched your soul and you want to express it, be it through a book, painting, or music.

*Can one apply this to a paying job? One can't make money a byproduct in a banking job, can they?*

That's the difference between a creative pursuit and a job. With a job, there is an objective given by the organisation. Your own creative pursuit depends on you. Of course, you have to bring some level of creativity to the job that you do, because that in itself makes the job far more fun and exciting. Even an organisation would want that.

That can't be the core driver, however. Ideally, you should have a hobby, where you let your creative juices flow. It is good for you as a person as well. You become a better human being and you get better at your job.

*Tell us more about your new book in relation to women. Will there be any lesson for a woman to learn from a character like Sita, who has always been looked upon as a victim of circumstances?*

Sita isn't a victim in my book. The title itself is *Sita: Warrior of Mithila*. She was a strong woman who had a mind of her own and did what she believed was *dharma* (the right thing). Man or woman, this is something one must learn and apply to the corporate world as well. What matters most is your talent, not your gender, your background, or your religion.



# DIGITAL MARKETING

## DIGITAL MARKETING HERE'S HOW THEY DID

A successful campaign is often the fruit of changed perceptions, created value and even forced actions. With digital marketing, the bridges between discovery and acceptance of an idea or concept are relatively shorter. The campaigns I have picked have either set benchmarks in the industry or have simply changed the way people perceive brands or ideas.

Gareth Mankoo

### 1. HUL – Kan Khajura Tesan (KKT)

How do you get the rural audiences, who have hardly any access to mainline advertising, to literally "ask for your ad to reach them"? That's the brilliance of a successful digital campaign. A powerful insight that rural audiences are big on feature phones did the trick. This 2014 campaign was rolled out for mobile-connected users and asked them to give the famed "missed call" to a number that would play free audio content out and insert ads for HUL's brands every now and then. The punchline: Missed call lagao, muft manoranjan pao (Give a missed call, and get entertainment for free). This became such a rage that the company received over 5 million missed calls from nearly 8 lakh unique numbers, which is just as much as the number of previously inaccessible people who now had access to the ads. KKT is a mobile radio and dishes out entertainment to people in Bihar, Uttar Pradesh and Jharkhand, which are primarily Hindi and Bhojpuri-speaking regions. The songs were interspersed with ads for HUL's brands.

### 2. Zomato

The problem with Facebook that most marketers are grappling with is that content-stickiness can hardly be proven by numbers, thanks to the dropping reach of organic content. Zomato stands out with its series of

original posts that they publish regularly. I know several creative mavens who simply visit the Zomato Facebook page for a dose of fresh content. Such is the humour and inspiration they draw from it.

### 3. Ola Cabs – #PeekeMatChala

Indian brands are rather reserved when it comes to their reputation. In the week of revelry and indulgence between Christmas and New Year's Day last year, Ola Cabs set their reservations aside and went for an absolutely hilarious campaign. The result? A series of tweets, tweeted from the official Ola handle, written as if by a drunk. People went berserk ridiculing the brand for having someone drunk on the job only to be jolted back to reality by a smooth reveal that announced "About those last tweets, drunk tweeting is dangerous, imagine what drunk driving can do. #PeekeMatChala".

### 4. BJP – Ab Ki Baar, Modi Sarkar

What better case study to state than one that changed the face of a nation? India was fatigued with complacency, struggling with corruption at every level and crimes. What makes this an inspiring campaign was the fact that it came with the same vanilla promises that every political campaign comes with, only this time, it spoke against an opposition that was hardly vocal and in a manner that was dominating. While the nation stays divided over the choice of words and promises fulfilled three years down, the work done by the digital agencies involved in this campaign deserves a tip of the hat. They got a discouraged nation to step out and vote.

### 5. YES BANK – #YESFORYOU

It was my privilege to work with the team on this thrilling campaign that proved to be a key mood-lifter in the heart of the "demonetisation storm". While bankers and banks continued locking horns and stories of unhappiness plagued mainstream media, YES BANK decided to pick moments of inspiration and showcase them with Twitter's endearing "Moments" feature. The stories featured were stories of appreciative bankers, supportive staff and patient citizens all working together to make the government's initiative a success.

## DIGITAL CONTINUES TO STAY THE FASTEST-GROWING MEDIUM AND HAS EVEN TRUMPED TV AD SPEND IN THE US. DOES YOUR DIGITAL STRATEGY GO WHERE YOUR TARGET GROUP IS?

Team Fasttrack

It's good times for the marketing people. GroupM, the world's largest advertising media company, in its biannual advertising expenditure report "This Year Next Year" 2017, forecasted India's advertising investment to reach an estimated Rs 61,204 crore in 2017. This represents a growth of 10% for 2017 over last year. CVL Srinivas, CEO - South Asia, GroupM, broke down the spend and said, "Digital is leading the adex (advertising expenditure) growth with a 30% growth, while TV continues to be the largest medium in the mix." He added that print continues to grow at a stable rate of 4.5% and is still the second-largest medium in the adex. The report says that with an estimated adex growth of 10%, India remains one of the fastest growing ad markets, globally. While 80% of incremental ad spend growth in major markets comes from digital media, in India traditional and digital media are at par. Even then, however, digital media accounts for 40% of the incremental ad spend growth. Citing the report, Lakshmi Narasimhan,

Chief Growth Officer – South Asia, GroupM, said, "As India matures as a digital advertising market, transparency and trust are critical for higher adoption of the medium. Those adopting high viewability standards will be able to differentiate themselves on quality parameters." In terms of media channel growth, digital will continue to be the fastest-growing medium, says the report.

That digital is fast becoming one of the dominant media when it comes to marketing and advertising is in plain sight, and the report only confirms it. In some markets, such as the US, it has even surpassed others. For instance, in the US, TV is no longer number one when it comes to ad spend. The Interactive Advertising Bureau, which has been recording digital ad spend since 2004, says that TV ad domestic revenues in 2016 were about \$71.3 billion, lower than digital advertising's \$72.5 billion. While this may not happen for a while in India, the fact that digital marketing is becoming a primary marketing tool is no exaggeration.

There's no risk of sounding repetitive when it comes to explaining what digital marketing is, however, considering how there are so many myths and misgivings about it still. In simple words, digital marketing entails all your marketing initiatives online. This includes Google search, social media, email, websites, online brochures, blogs, ebooks, and others. Thus, any activity that you conduct online, which helps you connect with your audience at the right place and at the right time, is digital marketing. It also means that with the help of digital marketing, you can reach your target audience anywhere and anytime. There are no geographical, regional, or cultural constraints. If you know where they are, you can get them.

Talking about "where they are", today, it is usually the internet. As digital marketing

expert Deepak Kanakaraju says, "I don't have a cable connection or a cable subscription. All my news consumption is online and I seek out the internet when it comes to entertainment and information." He could well be speaking for most of us. Industry figures say we spend twice as much time online as we used to 12 years ago. It is also true that the e-commerce boom and the numerous apps and the ease of using them have made it all the more lucrative.

It would, thus, make sense to have a formidable presence online, isn't it? And yet, there aren't as many converts to digital marketing as there should be, even though digital marketing has become more or less mandatory. That is because there are a lot of misgivings and misunderstandings about it. In the beginning, marketing professionals merely changed their medium to online, and not their strategy. It didn't work, simply because digital is a whole new frontier, one that hasn't had a precedent in a long time. Thus, when things didn't work, it was assumed that digital doesn't work. Says Aji Isaac, CEO, Techshu.com, east India's largest digital marketing agency, "People are not digital in that sense. They are merely putting offline into digital. For instance, you make a TV ad and put it on YouTube. But digital offers much more than that." We aren't technically inclined, rues Isaac, saying how that keeps us away from creating more assets. Also, companies are not ready to invest in digital as much as they can and should.

Isaac tells how there is still a great need for awareness and explains how the trend of consumption right now is ROBO, which means Research Online, Buy Offline. This is changing, however. Isaac gives a great example. In the tea industry, three-four years ago, Teabox came into the industry and all of a sudden, everyone woke up to the vast possibilities. "Everyone wondered how and

why Teabox was able to sell its product globally and at such a premium price," he says (See SME WATCH: Storm in a teacup). Its success made companies question themselves why they couldn't ask for such a premium price or sell to customers the world over. One such good example had all the players in the industry look at the digital world differently. "A lot of tea companies started selling online as a result," he says, adding how one such good case can change the game of the industry. If there are enough success stories from digital, there will be awareness and people will take to it.

### Issac's thumb rules for digital

1. Don't do digital marketing. Put digital in marketing, and then look at marketing for digital markets. There are four types of digital markets and about six to seven types of digital consumption. Understand where your customer is.
2. Next, look at what part of the funnel you are tapping into and have the right call to capture the target audience, nurture connects for consideration and sales.
3. Don't put a non-business person as your head of digital. Digital is serious business. Thus, put business heads who understand a bit of digital and are ready to learn.
4. Don't disrespect anyone. In digital, often you will have to interact with a much younger crowd. They need to be understood; they know some part of digital really well, not all about business.
5. Learn digital marketing structures. Invest in the need of digital marketing such as website with content first, before investing in a digital marketing campaign.

## DO'S AND DON'TS

Deepak Kanakaraju  
Digital Marketing Expert

### DO'S

#### 1. That piece of the pie

To start with, on an average, 30% of your annual marketing budget should go into digital marketing. Unless, of course, yours is a company whose target audience is one that doesn't have or need internet presence. And in today's world, that's hardly anyone.

#### 2. Right from the top

One of your company's top management executives or a co-founder of the venture ought to take up the role of chief marketing officer. Digital marketing is an extremely fluid space and you need someone with a keen focus on the company's vision, aim and targets to head that team.

#### 3. Help from outside

Companies that have budget constraints should look out for hiring talent in terms of a senior consultant who could advise them on their digital marketing strategy.

#### 4. Stay updated

The chief marketing officer should stay updated on what is happening in the field of digital marketing by staying tuned in to the usual suspects – bloggers and experts and follow them on social media. Don't miss out on Google blogs and Facebook, since both of them together take up 80% of the digital marketing share.

### DON'TS

#### 1. Be wise when hiring

Don't hire an expensive marketing professional as an employee for digital marketing. The person may have great experience, but if she doesn't have a great team, it's no good, is it? Plus, most marketing people are good with strategising but it can become tricky when we talk execution. Depending on the size of the company, bring in a good digital marketing team as a whole.

#### 2. A free hand

Don't try to micromanage your digital marketing team by asking them to come to you for approvals for everything. You have to trust your digital marketing person enough to give her a free hand to experiment. Digital

marketing is all about fast communication and faster changes. Thus, you have to trust them and give them enough freedom to make these changes on their own.

#### 3. Get real

Don't mistake digital marketing for a branding medium. Instead, look at it as a direct response medium. Branding is what you sometimes do with the help of hoardings and ads in the newspapers and TV. If you think you will have the same strategy in digital marketing by putting banners and video ads and this will increase your sales, it won't happen. People who are on the internet have innumerable windows open – they're shopping online, reading news, checking Facebook, and so on, all at the same time. Their attention is scattered.

#### 4. Don't stick to rules

In digital marketing, unlearning is more important than learning. It is a different medium and one that gives you the power for two-way communication. Digital marketing is a powerful engagement medium rather than a broadcast medium. It gives you the power where you can ask your customers to send in replies, you can conduct competitions, and ask them to tell their story. You can make videos that have the power to go viral. Today, it isn't about outthinking and outspending your competition.



### ABOUT THE AUTHOR

Deepak Kanakaraju is a digital marketing author, speaker, and consultant. He blogs about digital marketing at DigitalDeepak.com and heads digital marketing at Razorpay.com. He has previously worked in well-known B2B and B2C startups such as Exotel, Practo and Instamojo.



Ritu Raj

The tea industry in India is as traditional and old as the brew-drinking culture in the country. For decades, it has been the same big-name companies – read Tata Global Beverages, Duncans Tea, Ginnar Food & Beverages, Lipton, Bombay Burmah, Mcleod Russel, Goodricke Group, Dhunseri Petrochem, Assam Company, and others. The brands have remained the same as well – different variants of Tata Tea, Brooke Bond Red Label, Taj Mahal Tea, Lipton Tea, Society Tea, Tetley, and so on. They offer any kind of tea you want, too. Strong, light, more flavour, green tea, tea with infusions of tulsi with mint and/or ginger, the list is a long one. In fact, two years ago, Tata Tea even launched Tata Tea Fusion, which carried two different flavours – the Assam tea and Green tea in a ratio of 75:25.

According to the Tea Board of India, the 2015-16 financial year witnessed a record tea production of 1,233 million kg. The exports were record-breaking as well – 230 million kg after 35 years! The Board's statistics also point to total domestic production growing by 3%, which is nearly 36 million kg more from the previous year. The tea industry in India is worth approximately Rs 10,000 crore. It has a 90% penetration in domestic market and 70% of the tea produced is consumed within the country. It is also worth mentioning here that 74% of the market is organised.

The figures above point out to the vastness of the industry. After all, India is the world's second-largest tea producing country (second only to China). You may also think that it's only the big players that have a place here, right? Wrong. There is a considerable Small Tea Growers (STGs) segment in India, which accounts for nearly 36% of total tea production in India. According to the Tea Board, a STG is a person who cultivates tea in up to 25 acres of area. But there are STGs who cultivate tea in even two acres of land.

However, being a small fish in a big pond comes with its share of challenges, and STGs face the same, too. Since these plantations are scattered and are smaller, they lack the bargaining power that is par for course for, say, a Tata Tea or Dhunseri. They also perform poorly on technological know-how and management and business skills. Since they aren't represented visibly on the national and international levels, they aren't always heard when it comes to the government addressing their capital or labour woes. There is the Confederation of Indian Small Tea Growers Association (CISTA), but again, it's small.

Things are on the mend, however. For instance, last year, Minister of State for Commerce & Industry, Nirmala Sitharaman proposed to

# STORM IN A TEACUP

IN THE BIG, VAST WORLD OF GLOBAL TEA MARKET,  
SMALL TEA GROWERS AND NEW AND UPCOMING  
TEA BRANDS ARE SURE TO SERVE THE PERFECT CUPPA.

amend a 2003 order to define micro and mini factories. Thus, this year in January, the Commerce Ministry introduced the term "mini-tea factory" in the Tea (Marketing) Control (Amendment) Order, 2017, to enable STGs to set up their own manufacturing units within their own plantation areas. Moreover, the government's Tea Development & Promotion Scheme implemented by the Tea Board of India, has a separate component for development of STGs.

There are also organisations such as Centre for Education & Communication (CEC), which have been working towards reducing poverty and improving the income of STGs. CEC's 2014 project of "Sustainable Livelihoods for Small Tea Growers" is being implemented in partnership with Traidcraft and supported by the European Union (EU). The project spans across five states – Arunachal Pradesh, Assam, Mizoram, Tripura, and West Bengal. The program has reached out to over 50,000 STGs.

There's more good news. For the past few years, smaller tea companies are creating a remarkable dent in the industry by catering to niche markets, bringing superior customer service and consumer experience to the table, while also offering new things to the market, along with new and innovative ways of selling their teas. Take Teabox, for instance. An Indian tea brand that sells tea and tea-based products sourced from Assam, Darjeeling, the Nilgiris and Nepal, it was founded in 2012

by Kaushal Dugar, and raised \$1 million in seed fund from Accel Partners in 2013. Other investors include Ratan Tata, Angel Investor Cameron Jones, Robert Bass, founder of the private equity fund Oak Hill Capital Partners.

The story of how Bass funded Teabox in his personal capacity is an interesting one. According to media reports, the oil baron came across Teabox and became a regular customer. One day, he offered to help Dugar with funding and kept his word – he participated in the company's first round of institutional funding.

Teabox removes the distributors and retailers from the chain and delivers tea right at your doorstep as you order online. What else is new? The company claims its loose tea is fresher than other branded teas. Dugar should know the difference, since his family has been a part of the tea industry for over 80 years. However, he felt the present and traditional warehousing and distribution chain of tea doesn't maintain the tea quality and thus, Teabox.

It seems Dugar has found the perfect blends, since Teabox delivers tea to 95 countries across the world, and opened its first cold-storage facility in Siliguri in 2015. Last year, it announced the launch of TeaPac, an innovative product that combines the freshness of tea with the convenience of the tea bag. TeaPacs are individually packaged tea bags sealed at the source using a natural nitrogen flush that keeps the tea as fresh as the day it was picked. The brainwave for this: a potato chips pack, according to Dugar.

This January, premium online tea brand Vahdam Teas raised Rs 4.4 crore from Fireside Ventures, Mumbai Angels, Singapore Angel Network, and other Angel Investors. The company supplies tea from over 100 plantations in Darjeeling, Assam, Kangra and Nepal to no less than 76 countries in the world. To ensure the end-consumer gets the freshest batch of teas, the Delhi-based company sources tea within 24-72 hours of production, packages it and sends it to customers within 3 to 12 days.

Then there is TE-A-ME, an online arm of Madhu Jayanti International Ltd, which has been in the tea industry business for 70 years. To reach out to individual and discerning customers, the company sells a broad range of teas and tea infusions online.

Teamonk wants to tap the market for "natural" teas from Darjeeling and Nilgiri plantations. Apart from online presence, the company is also looking at presence in premium wellness stores.

India stands fourth when it comes to tea exports; it was 232.92 million kg in 2015-16, and was valued at \$686.67 million. These companies may be on their way to carving a niche for themselves in the global market, but they're far from shaking things up. And yet, for the consumer who likes her tea fresh without any let down in flavours, these companies are the answer.

A sound strategy would be for these upcoming enterprises to look at sourcing more and more teas from STGs. This will give a boost to STGs with respect to revenue and handholding in terms of technological assistance and better planting know-how. On the other hand, it will give these companies an edge over the giants in a market where the consumer is increasingly conscious about how and where her product is sourced from.

Last year, Minister of State for Commerce & Industry, Nirmala Sitharaman proposed to amend a 2003 order to define micro and mini factories. Thus, in January 2017, the Commerce Ministry introduced the term "mini-tea factory" in the Tea (Marketing) Control (Amendment) Order, 2017, to enable STGs to set up their own manufacturing units within their own plantation areas.



# READINESS FOR NEW TAX REGIME

At Walmart India, our teams are working diligently to be 100% GST ready in time and we remain committed to help our partners in the whole process for a win-win and smooth transition to the new tax regime.

**Krish Iyer,**  
President & CEO,  
Walmart India

## Team Fasttrack

In May this year, before the Goods and Services Tax (GST) rollout, financial daily Business Standard reported about a CEO poll conducted across India, after the GST Council agreed on the rates for various goods and services in Srinagar. The poll revealed that 88% of corporate executives were prepared for GST. "Of the total CEOs surveyed, 94% said the GST would have a positive impact on the economy and 62% said that the tax would have a positive impact on inflation," it quoted.

Most companies shared that they had not only put in place cross-functional core groups with the help of external consultants to get the technology in place, but had also trained their staff for the same.

On the other hand, in March, the Confederation of All India Traders (CAIT) had urged for a delay in GST rollout saying 70% of Micro, Small and Medium Enterprises (MSMEs) were not prepared for implementing GST just yet. Consulting company KPMG and the Federation of Indian Micro and Small & Medium Enterprises (FISME) had also stated that smaller companies, especially those in the unorganised sector were still to get their act together.

The reality lies somewhere in between the two kinds of media news reports. While it is true that industry giants have put their systems in place for GST, it is also true that they will face some teething troubles with the new tax regime for at least a while. Ditto for smaller companies and startups.

It doesn't come as a surprise, however. After all, introducing one of the biggest tax reforms since Independence can't be a seamless exercise by any stretch of imagination. India's economy is one of the

fastest growing as well as a promising one. It is also one of the most complex, what with its geographical reach and a significantly large unorganised sector. Add to it the traditional Indian business person's inertia to change, and you know GST will not be a success overnight.

The silver lining? Everyone from the business fraternity, as well as those at the policymaking level, have unanimously supported the move. Even the heads of political parties have come together so that the GST rollout is as painless as possible. Addressing the CII-Kotak Investors' Roundtable Session in Tokyo on 8<sup>th</sup> May, Finance Minister Arun Jaitley called the new tax regime "transformational" but also kept it real by adding that, "There could be some hiccups in the beginning but I think it's understandable. We will be able to get over this."

Hiccups and teething troubles can be expected from the transformation. After all, GST not only means moving to an entirely new tax regime, but also how it has to be done, and what it entails can be overwhelming. Companies not only have to move to newer and more advanced technology and train their staff accordingly, they also have to ensure that the stakeholders in their supply chain & logistics also have their systems in place. One weak link in the chain might derail the entire process.

Companies such as Walmart India have been doing their bit here. The retail major is training its suppliers and vendors to comply with the new tax structure to minimise disruptions in their businesses. The company has been conducting training programs and even started a series of workshops for its SME suppliers to help them evaluate their GST compliance levels and prepare for the transition. The company kicked off the programs in Ludhiana and Hyderabad in May and had more such workshops in Delhi, Uttar Pradesh and central India. Krish Iyer, President & CEO, Walmart India said, "At Walmart India, our teams are working diligently to be 100% GST ready in time and we remain committed to help our partners in the whole process for a win-win and smooth transition to

Some are **ready to meet** GST with a smile. Some are **still struggling** to come to terms with the concept  
**Which one are you?**

the new tax regime." It must be mentioned here that Walmart India operates 21 cash-and-carry stores under the brand Best Price in nine states across India.

There has also been a spate of relevant and pertinent GST workshops by many organisations. For instance, Mumbai-based Princeton Academy, an executive education and training company, organised many such workshops for those in the fields of indirect tax, accounting and finance, marketing, and supply chain &

logistics. The workshops included discussions on GST structure, concept of destination-based consumption tax, GST business models & compliance system, smooth flow of GST credits, exporters & GST, assessments & audits, GST tax invoice & its importance, highlights of GST registration, return & payment processes, and GST readiness in terms of approach & time-bound action plan.

At what stage is your GST action plan?

## To your aid: GST Suvidha Providers

GST Suvidha Providers (GSPs) are envisaged to provide innovative and convenient methods to taxpayers and other stakeholders for interacting with the GST Systems, from registration of entity to uploading of invoice details to filing of returns.

In the evolving environment of the new GST regime it is envisioned that the GST Suvidha Providers concept is going to play a very important and strategic role. It is the endeavour of GST Network (GSTN) to build the GSP ecosystem, ensure its success by putting in place an open, transparent and participative framework for capable and motivated enterprises and entrepreneurs.

It is expected that the GSPs shall provide the taxpayers with all services mentioned above in addition to maintaining their individual business ledgers (sales ledgers and purchase ledgers) and other value-added services around the same. Another important service expected from GSPs is the automatic reconciliation of purchases made and entered in the purchase register and data downloaded in the form of GSTR-2 from the GST portal. The first 34 names on the GSTN portal are:

1. Alankit House Ltd
2. Bodhtree Consulting Ltd
3. Botree Software International

4. Central Depository Services (India) Limited
5. Computer Age Management Services Pvt Ltd
6. Cygnit Infotech Pvt Ltd
7. Deloitte Touche Tohmatsu India LLP
8. Ernst & Young LLP
9. Excellon Software Private Limited
10. GoFrugal Technologies Private Limited
11. Hazel Mercantile Limited
12. Iris Business Services Ltd
13. Karvy Data Management Services Limited
14. Mastek Ltd
15. Masters India Pvt Ltd
16. MathersonSumi Infotech & Designs Ltd
17. NSDL e-Governance Infrastructure Limited
18. Ramco Systems
19. Reliance Corporate IT Park Ltd
20. Sessaasai Business Forms (P) Ltd
21. Shalibhadra Finance Ltd
22. SISL Infotech Pvt Ltd
23. Skill Lotto Solutions Pvt Ltd
24. Spice Digital Limited
25. Sugil & Damani Utility Services (P) Ltd
26. Tally Solutions Private Limited
27. Tata Consultancy Services
28. Taxmann Publication Pvt Ltd
29. Tera Software Limited
30. Trust Systems & Software (I) Pvt Ltd
31. Vayana Pvt Ltd
32. Velocis Systems Pvt Ltd
33. Vertex Customer Management India Private Limited
34. WeP Solutions Limited

## PRIORITY

### DRIVING GROWTH

The AMJ quarter began on a high note with Safexpress participating in several industry events across India. These included India Fashion Forum, AMTEX, Global Logistics Expo, Fastener Fair, all held in Mumbai. Safexpress also participated in the India Retail Congress, IITLS and CII Ecommerce Supply Chain, all held in New Delhi. The firm was also present in INTEC at Coimbatore, Indexpo Nashik and CII Auto SCM at Pune.

Continuing on its path to make education more affordable and scalable, as well as to impart skills to the underprivileged people of our nation, Safeduate, the education & training arm of



Safexpress, launched a Container School in Chhapra, Bihar. This Safeduate Container School will facilitate the skill development of specially-abled children. The school was inaugurated by Honourable Union Minister of State for Skill Development & Entrepreneurship, Mr Rajiv Pratap Rudy and Mr Thawar Chand Gehlot, Honourable Minister of Social Justice & Empowerment.

Recently, leading business news channel ET Now broadcasted a show on 'Impact of GST on Supply Chain & Logistics', Safexpress Managing Director, Mr Rubal Jain was featured on this



program, where he gave invaluable insights about GST and how it will lead to most companies in India Inc redesigning their supply chain models.

Safexpress through its innovative supply chain & logistics services has always been at the forefront of driving the country's economic development. To drive industrial growth in North India, in the month of May, Safexpress launched its ultra-modern Logistics Park at Amritsar. The development of the Safexpress Logistics Park has been done on a land area of 25,000 square feet. The establishment of this Logistics Park will drive the economic growth in the Punjab



region. This Logistics Park will efficiently serve the supply chain requirements of companies and bridge gaps in the logistics infrastructure of Punjab region. Notably, this is the 31<sup>st</sup> Logistics Park launched by Safexpress in India.

At Safexpress, the 'Go Green' ideology has been embraced by all its employees, who constantly strive to make its business environment-friendly. Taking its 'Go Green' ideology forward, during these monsoons, the firm is presenting a 'Go Green Umbrella' to eminent industry icons. This umbrella symbolises the firm's efforts towards protecting the environment.



OFFBEAT

# ZEN HOLIDAYS

A HAPPENING HOLIDAY LIKE A REUNION WITH OLD BATCHMATES APART, MOST OF US WOULD LIKE TO OPT FOR HOLIDAYS THAT HAVE LONGER-LASTING AND MORE PLEASANT IMPACT THAN A THROBBING HEADACHE FROM A HANGOVER AS WE BOARD A FLIGHT HOME.

WELLNESS GETAWAYS ARE ALL ABOUT A CHANCE TO PUSH YOUR RESET BUTTON, BRING IN A LIFESTYLE CHANGE FOR A HEALTHIER YOU, AND AN OPPORTUNITY TO COMMUNICATE WITH YOUR BODY, MIND, AND SOUL FOR AN UNFORGETTABLE EXPERIENCE.

Prerna Raturi

She's a wellness consultant to the likes of Anil Ambani, Anupam Kher, Kareena Kapoor and Saif Ali Khan. Every year, Rujuta Diwekar, of the *Don't Lose Your Mind Lose Your Weight* fame, has been organising "Yoga Holidays" in Rishikesh, for the past five years. As Diwekar puts it, "This holiday is more than a trip to Rishikesh with some Asana classes thrown in. It's an attempt to understand the very basics of this science through structured classes on the knowledge contained in the Yoga sutras, the right Asana techniques and practical nutrition for a wholesome way of life. Of course, this is Rishikesh so there is plenty of stuff to do – whitewater rafting, visit to theme restaurants and coffee shops, treks in the jungle, Ashram stay, evening Ganga Aarti and lots of delicious wholesome food ensure we get the complete Rishikesh experience.

Sounds interesting? The dates for this year are December 2-7. The total number of seats is just 25, however, and you may find they're all taken. But you need not fret. Wellness holidays and getaways are increasingly becoming popular the world over, and you have a gamut of other options to choose from.

With disposable incomes rising and lives becoming more and more stressful, wellness holidays are only gaining more importance. After all, the regular holidays to a beach or hill station have become synonymous with late-night parties, rushing from one things-to-see venue to another, giving your I-will-eat-healthy resolution a break, bingeing on delicious – albeit oily and spicy – local foods, and hangovers. Not to mention the stress of

posting all this on social media. These holidays are great while they last but like someone said, you need another holiday to get over such holidays.

Since the "regular" holidays are as far removed from true relaxation as can be, for the past five years or so, wellness getaways have become a big trend. The demand for these holidays has also increased with a rise in awareness about healthy living among the young and trendy. A happening holiday like a reunion with old batchmates apart, most of us would like to opt for holidays that have longer-lasting and more pleasant impact than a throbbing headache from a hangover as we board a flight home. We want a holiday that helps us understand what healthier lifestyle choices are all about, and how we can continue to keep them as a part of our routine even when we are back to the grind.

These getaways usually mean checking into a wellness property that promises you a break from the usual. Thus, there are hours put away for yoga and meditation, spa therapies in consultation with a wellness expert, simple and wholesome food, no or limited Wi-Fi, and a list of do's and don'ts for when you leave. These detox holidays not only rejuvenate your mind and body, but also pay attention to your soul, thus making for a perfect getaway that recharges you for the days of deadlines, targets, meetings, and other stressful commitments.

Thus, not only are such getaways a way to push the reset button of your physical and mental lives, they also give you the opportunity to live amidst nature, since such holidays are in places secluded from civilisation and away from the hustle and bustle of cities and towns. You can consider the option of going meatless for the stay or go for healthier vegan options. Plus, if yoga

is something you want to include as a part of your lifestyle, such a holiday is the perfect way to imbibe it into your system, know more about it and learn from it.

There's another great advantage. While a usual holiday might mean sharing the property with a rowdy group of teenagers and giggling honeymooners when all you want is peace and quiet, wellness getaways are opted for mostly by like-minded people – those who are looking for healthier and more peaceful living. Thus, apart from great memories and habits, you will also take back phone numbers and email ids of people you connect with and would like to stay in touch with.

**READY TO TAKE THE PROVERBIAL PLUNGE?  
HERE ARE OUR TOP FIVE WELLNESS  
GETAWAYS IN INDIA**

## ANANDA IN THE HIMALAYAS

What better place to add Zen in your life than in a property tucked away between mighty trees and overlooking the Himalayas? This wellness and luxury resort near Rishikesh in Uttarakhand offers more than a dozen therapies from the world over. There are spa sessions, yoga classes, detox and deep relaxation packages to take back a new you.

## THE KHYBER HIMALAYAN RESORT & SPA

Nestled in the pristine location of Gulmarg in Jammu & Kashmir, this stunning resort made of wood and slate stone not only has great spa options, but also the very location is sure to put your mind and body to rest as you look over the mighty trees and at the majestic mountains beyond. Other luxuries include a heated

swimming pool that overlooks snow-clad mountains, a spa, cigar room, and a dedicated activities concierge at your disposal.

## NIRAMAYA RETREATS SURYA SAMUDRA

Located in Kovalam, Kerala, this property is a member of the famous Relais & Châteaux brand, and one of the few resorts in India that is flanked by secluded beaches and is recognised as one of the best Ayurveda resorts in the country. Apart from a stunning location, the resort also gives you many Ayurvedic treatment options and healthy, sumptuous food.

## ALILA DIWA

Goa's best-kept secret, but not for long. Overlooking lush paddy fields and an infinity pool, Alila Diwa blends the best of contemporary Goan architecture with rich tradition and cuisine. The icing on the cake: the property's Bio Resurge Clinic, which has been developed by Australian fitness guru Glen Schirmer. It has smaller wellness programs, too, but is known for its 28-day wellness program.

## KALARI KOVILAKOM

This 150-year-old palace in Kerala is about Ashram-style austerity and simple living. The food is fresh, organic and simple. With the entrance sign reading, "Please leave your world here", it won't be difficult to forget your cares and worries once the Ayurvedic treatments take over and relax you like never before. Like the website proclaims, "Kalari Kovilakom gives you something infinitely more valuable. A chance to begin your life all over again." Worth a shot, we think.

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).