

1) How has your company evolved overtime to being the first logistics company in India to receive the AEO status?

Kerry Indev was conceived as Indev in the year 1984. It started its operations as a Customs Brokerage firm and over the period of time it developed different activities under the Shipping sphere. After implementation of Liberalisation, Privatisation and Globalisation policies, a sea of opportunities came for the Indian market. We realised the world as one potential market and started focusing on all other allied activities to offer end to end supply chain solutions to our customers. This changed scenario gave us the opportunity to consolidate our services under one roof while also helping us to bring operational efficiencies and lower down logistics cost. We got AEO status in Customs Brokerage, Freight Forwarding, Container Freight Station (CFS) and ICD from Govt. of India as we meticulously follow all the set of procedures, processes and perfectly align ourselves with all required compliances. That's the reason our Chennai CFS became India's first CFS to receive AEO certification.

2) What challenges you foresee in the current year? What strategies you would follow to overcome those?

Our economy is on the path of revival after facing temporary decoupling due to demonetisation and roll-out of GST. My observation says, real benefits of GST could be realised only in the long run. Continuous depreciation in value of Rupee against Dollar is presently posing a big challenge and it's not a good sign for our growing economy.

There is a general perception that whenever value of rupee depreciates exporters earn money, but customers are now smarter and negotiate on the charges with them to bring down costs. Delay in GST refunds is also creating liquidity issues for exporters. Slowdown in exports from India due to depreciating value of rupee could also increase trade deficit. Hence, these are some of the challenges before the industry. I think logistics operators have to ensure that

they consolidate their operations, expand their supply chain activities and strengthen their distribution channels to tackle challenges.

We will optimise our staff strength and concentrate more on operational efficiency to overcome the prevailing challenges. In the present situation, we need to do complete audit of growth to reduce cost, wherever possible, to maintain profitability.

3) Which goals you missed to achieve in the year 2017 and the possible reasons which held you back in achieving those set goals?

In the year 2017, we had to rework on our strategies due to introduction of GST and other policies which held us back in achieving certain goals. We sought to achieve the target of creating 2M sq ft warehousing space in the year 2017 but we were able to create only 1.5M sq

Continuous weakening of **RUPEE AGAINST DOLLAR** is not a good sign for a growing economy like India

ft space. Now we have reset our target and are striving to create 3M sq ft Supply Chain Management warehouse space by the year 2019.

We have invested a lot of money in the Free Trade Warehousing Zone (FTWZ) in Mundra but as people are not aware about its benefits we had to undertake a lot of exercise to make people aware about the benefits of FTWZ. Now people have started coming in after understanding its benefits. Similarly, we thought to open an Air Freight Station by the year 2017 but it has come to operations this year. Similarly, in the previous year, 10-15 per cent surge in diesel rates created major hurdle in our plan to expand domestic transportation in a big way. Recently, we have acquired Vexx Courier and Ecommerce Solutions companies in order to improve last mile connectivity for our customers. These were some of the targets which we missed

in the year 2017 and are now striving to achieve.

4) How does events like FIATA prove fruitful for your business? What are your expectations from the event?

We are extremely delighted that FIATA is happening in India this year. We have extended our support to the event so that more and more global logistics players could come to India and participate in the event. My expectations from the event is that – brainstorming sessions should be held on global challenges and focus should be on 'Thinking globally and acting locally' approach.

Discussions should seek to find out solutions of the prevailing problems and how global strategies could be tailor made in order to fit our country's requirements. Events like FIATA could open up ways for new thoughts, innovations and ways of adopting and upgrading our existing technology platforms.

Our primary motive should focus on 'How we can adopt best practices of other countries for the development of Indian Logistics industry.' However, Govt. of India has done remarkable work by creating separate Logistics Department, and now we are looking forward to the roll-out of National Logistics portal.

5) What is your organisation's definition of optimisation? Please elaborate.

My definition of optimisation is related to operational efficiencies. The scope of optimisation ranges from staff level, equipments, size of infrastructure and so on. Our company Indev who has invested huge money in building infrastructure and capacities has to think on optimising existing capacities. For instance, to optimise our capacities, we thought of building general warehouses close to CFS so as to offer facilities to our customers for storing cargo in our warehouses and thereby offer them a convenient delivery time. Our breakeven point is also quite quick in the business because of better operational efficiency. 