



A PROJECT REPORT ON DIRECT PORT DELIVERY
AT JAWAHARLAL NEHRU PORT TRUST

Analysing Ease of Doing Business through Process Improvements and Financial Benefits



A PARTNERSHIP PROJECT OF
Confederation of Indian Industry & Du Pont Nutrition & Health

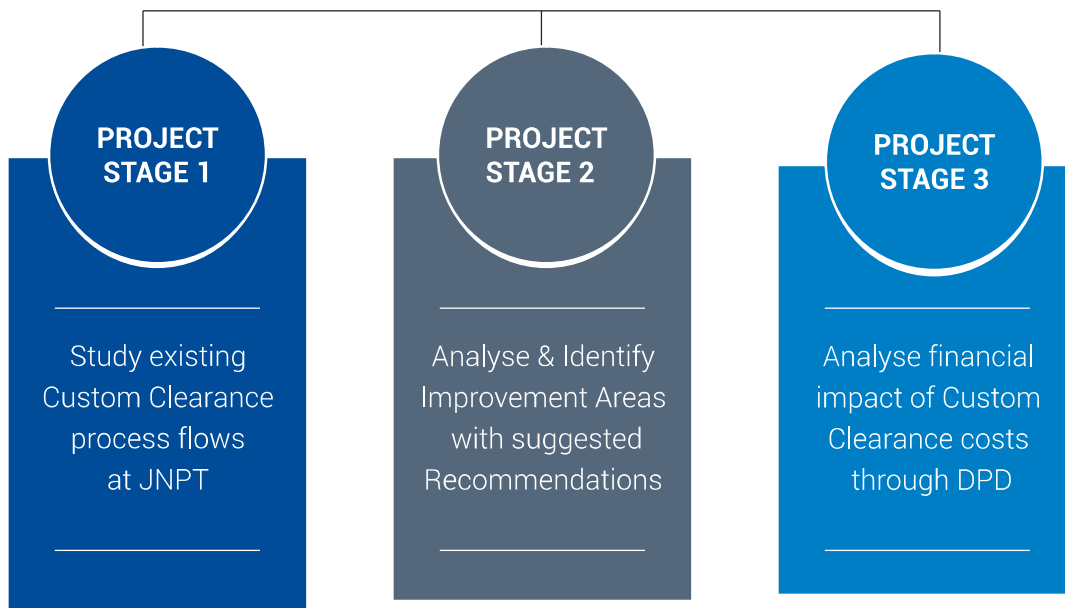
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A Project Report on Direct Port Delivery: Analysing Ease of Doing Business through Process Improvements and Financial Benefits.

PROJECT DURATION - 3 MONTHS



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Foreword



Dr. John Joseph

Member (Budget),
Central Board of Excise and Customs

I am very happy to note that CII and DuPont have partnered in bringing out a report on the assessment of Direct Port Delivery (DPD) scheme at JNPT, which has been undertaken by Shri Sanket Prakash Rambade as his internship project.

JNPT is the largest container port in the country and JNCH is the flagship of Indian Customs. During financial year 2016-17, JNCH led and worked together with all stakeholders to substantially increase the facility of DPD. DPD is designed as a paradigm shift in the way cargo is handled at JNCH with the objective of substantial reduction in the dwell time and resultant financial savings for the importers.

I am happy to find that this first formal assessment of DPD undertaken by CII along with DuPont vindicates our faith in the efficacy and economic benefits of DPD, which has been quantified for the DuPont group companies. I am sure that the other 1200 importers, who are also availing the benefits of DPD at JNCH, are reaping similar benefits.

I hope that CII and other agencies/importers would take up similar studies to provide JNCH with their valued comments and inputs to enable JNCH to increase the spread and efficiency of DPD, resulting in further improvement in Ease of Doing Business.

Best wishes

(Dr. John Joseph)



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Executive Summary

Direct Port Delivery (DPD) is a new initiative introduced by JNCH, Nhava Sheva to facilitate trade and to promote ease of doing business to compete more effectively in the global market

The main objective of this project was to analyse Direct Port Delivery process as compared to original Container Freight Station (CFS) process on which JNPT was designed. This project aimed at observing and analysing bottlenecks in CFS process along with financial benefits gained by the importer opting for Direct Port delivery.

JNPT was originally designed on Container freight station model, where containers were transported from the terminal immediately upon discharge from the vessel to the CFS for customs clearance processes, which were time consuming.

The launch of Direct Port Delivery facility allowed clearance of cargo directly from the port terminal premises, was enabled by the Indian Customs improving its processes based on risk management system which got completed without the goods having to move to CFS premises.

DPD resulted in efficiency in cargo clearance and ease of doing business for the importer, enabling value creation through cost optimization, reducing turnaround time and transaction costs for India's Import Export Trade, making procedures more trade-friendly by reducing human interaction as well as providing necessary security assurance to the Customs.

In order to further enhance effectiveness of DPD, a few recommendations are being proposed through this study. These are listed below:

1. Increase in Shipping Line Working Hours
2. Strictly enforce the instruction regarding Electronic Delivery Orders (E-DOs)
3. Complete description of Cargo should be captured in Import General Manifest
4. DPD Cell to be operational 24/7 to reduce dwell time and avail complete benefit of DPD
5. GATT Declaration & Importer declaration to be integrated with Customs System
6. Provision to be made for scanning & uploading copies of Import documents at the time of filing Bill of Entry (B/E) to eliminate the need for physical submission of documents for Out of Charge, except for Final Print of B/E.
7. Token / Entry Tag should specify the Container Number meant for that Trailer
8. Parking Plazas to be created close to the Terminal with adequate infrastructure for Cranes, heavy duty forklift to facilitate such interchange promptly in case of need.

Increased usage of DPD can sufficiently strengthen the supply chain by significantly decreasing delivery time and transaction cost, especially transportation cost. Such developments would enhance competitiveness in the global market along with a step towards ease of doing business.

Introduction

The Jawaharlal Nehru Port Trust (JNPT) at Navi Mumbai (formerly known as the Nhava Sheva Port) was commissioned on 26th May 1989. It is the largest container port and one of the most modern major ports of the country. The birth of JNPT in 1989 Mumbai Port was proving to be structurally inadequate to meet the requirements of modern cargo handling and as a result, the Mumbai Port was simply incapable of handling the expanding volume of modern cargo directed to the west coast, also there was an urgent need for a new port in Mumbai region.

Today JN Port is a fully mechanised port which uses latest technology in handling of cargo at four of its terminals and presently handles about 40% of India's Container cargo. Equipped with one of the most modern cargo handling facilities.

JNPT has been a pioneer in running its day-to-day operations with the help of Information Technology (IT). The Port is as much a representation of what is best about India's capabilities, as it is an example of human endeavour against all odds.

The cargo clearance through JNP is backed by a full-fledged Custom House (JNCH), headed by the Chief Commissioner of Customs through 35 Container Freight Stations located in the vicinity of JNPT. A significant part of the cargo imported through JNPT are not customs cleared through JNCH but transhipped to more than 50 Inland Container Depots (ICDs) across the country for customs clearance. DPD facility has been made available only in respect of cargo that is cleared through JNCH.

The port implemented the logistics data bank tagging of containers, first of its kind facility, which will help importers and exporters track their goods in transit through logistics data bank service. With a strong commitment to provide seamless service to the customers as India's prime facilitator of international trade and logistics, Jawaharlal Nehru Port strives to be the undisputed leader in the South Asia region in the years to come.

1.0. Background Information Survey

1.1. Container Freight Station (CFS) Concept

In the past, import containers were transported to Container Freight Stations (CFS), soon after they were unloaded from a vessel. Further, depending on the initiation of the import procedure by the customs agent representing the importer and completion of import procedures and clearances with Customs & Shipping lines, the average dwell time of 9-10 days was required to complete the end to end processes.

All the activities performed in the CFS relate to clearance of goods for Home Consumption,

Warehousing, and Re-export, Temporary storage for onward transit and direct export and transshipments.

These processes required involvement of importer/their customs broker and several other agencies, including different Partner Government Agencies (PGAs) such as FSSAI, Textile Committee, ADC, etc. Many of these processes required the services provided by the CFS management for speedy clearance of cargo.

1.2. Direct Port Delivery (DPD) Concept

The concept of Direct Port Delivery (DPD) was introduced by Central Board of Excise and Customs (CBEC) as a trade facilitation measure last years ago. Initially, it was left to the choice of the importer to opt for DPD. However, despite the perceived benefits from DPD, the response of the trade had been lukewarm for many years. During 2016, JNCH under the dynamic leadership of Dr. John Joseph, convinced of the inherent advantages of DPD, took the decision to proactively promote DPD.

With DPD, importers can significantly reduce the customs clearance time by clearing containers directly from the port, with an average dwell time of 48 hours by transportation of cargo directly from Port Terminal to Importer's Warehouse/Factory.

New List granting Direct Port Delivery (DPD) permission was introduced by Jawaharlal Nehru Custom House (JNCH) to facilitate reputed importers avail DPD facility and reap benefits of ease of doing business.

1.3. Benefits

Direct Port Delivery (DPD) provides significant logistical and financial benefits on freight and other costs such as (ground rent, Container Detention, Transportation etc.)

- Prior to DPD the additional transportation costs were incurred by importers/trade for transporting the container from the Terminal to CFS and then from CFS to Importers warehouse/ factory.
- Post – DPD, the transportation cost incurred by the importer/trade gets reduced as the only cost involved is in CFS mode of delivery, the average dwell time was calculated as below:

- Three days for movement from port/ terminal and
- Seven Days at CFS

In DPD mode of delivery, the average dwell time has significantly reduced by 7 days, since the containers are not allowed to rest at port/terminals beyond 48hrs. Since time taken in cargo clearance is one of the components that is considered in deciding the ranking of a country in Ease of Doing Business Index, it is expected that significant reduction in dwell time would have a positive impact on India's ranking in the Ease of

Doing business index, which has shown an impressive improvement from 130 in 2016 to 100 this year - 2017. It is expected that with further expansion and consolidation of DPD, India's ranking in trans-border movement of goods component of the index would show a marked improvement.

Direct Port Delivery (DPD) provides significant savings on handling and transportation cost incurred for moving the containers from the port to the nominated Container freight station (CFS)/Container Yard (CY) either of the shipping line or importer nominated CFS.

With the introduction of DPD facility such cost can now be eliminated as delivery of the containers can now be taken directly from the port itself to the importer's warehouse/factory.

JNPT is one of the most-congested port in India and has been facing challenges in terms of high volume and inadequate infrastructure to support such volumes thereby resulting in delays and

increased turnaround time. In this ever challenging environment, it is imperative that JNPT also benchmarks its operational parameters with other private port operators in terms of infrastructure and turnaround time.

The Direct Port Delivery program rolled out by JNCH is one of the most effective measures towards trade facilitation and ease of doing business in India. It is aimed at reducing transaction time and cost for India's Import Export trade, making procedures more trade-friendly through automation and simplification of procedures and elimination of bottlenecks.

The recent Time Release Study, 2017 brought out by JNCH quantifies the dwell time (or time release as the TRS refers to) for DPD consignments as against no DPD consignments. It shows that other things remaining unchanged, time taken in clearing cargo under DPD takes about 34 hours less than otherwise.

Table 1 : Benefits – CFS VS DPD

Parameters	CFS Bound Delivery	DPD Bound Delivery
Dwell time	1.5 Days at terminal & 5-7 days at CFS	2 Days at terminal only
Transportation Cost	From Terminal to CFS & CFS to Importer's factory/Warehouse	From Terminal to Importer's warehouse/plant
Handling Cost	At Terminal & CFS	Only at Terminal

2.0. Theme and Objective

The theme of this project is "Direct Port Delivery: Analysing ease of doing business" an initiative promoted by JNCH to enable and position India strategically in the global logistics chain.

The objectives of this project can be listed under two headings:

- 2.1. Study and map the steps in the existing process flow, suggest recommendations to improve process efficiency.
- 2.2. To analyse the information on financial gains which are generated from DPD as compared to conventional customs clearance processes.

3.0. Work Plan and Activities

A Chart of the work plan based on the following logical steps of problem solving is provided below:

Chart 1: Gantt Chart of Work Plan

Sr No.	Work Plan and Activities	Months	April		May					June				July				
		Weeks	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24	31
(A)	Identification of Project Scope and Objectives																	
1	Detailed Study of Existing Import Procedures																	
2	Study of Direct Port Delivery Operating Model																	
3	Drafting and Finalizing the Project Charter																	
(B)	Project Deliverables and Data Collection																	
4	Define project objective and deliverables																	
5	Data Collection of all DuPont businesses import data																	
(c)	Data Analysis and Calculations																	
6	Definition of Project Parameters																	
7	Mapping Process Maps and Review with logistics experts																	
8	Calculate Financial Gains																	
(D)	Recommendations and Conclusions																	
9	Identify Improvement Areas																	
10	Present Draft Project Report to Stakeholders for Review																	
11	Project Closure																	

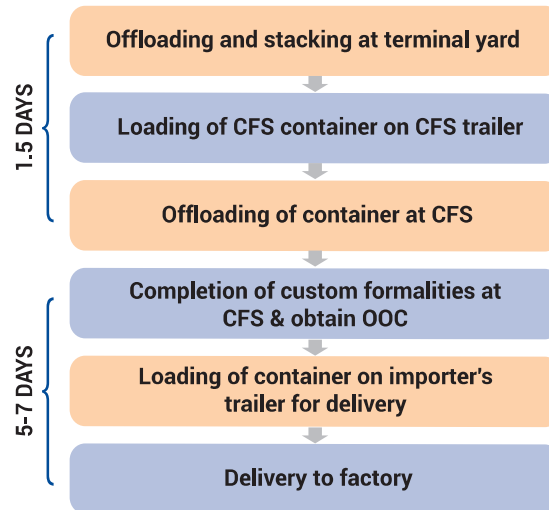
4.0. Project Stage 1 - Study Existing Custom Clearance Process Flows at the JNPT (Ref Sr No. A and B of Chart 1)

4.1 Review of Custom Clearance Terminology & Process Flows

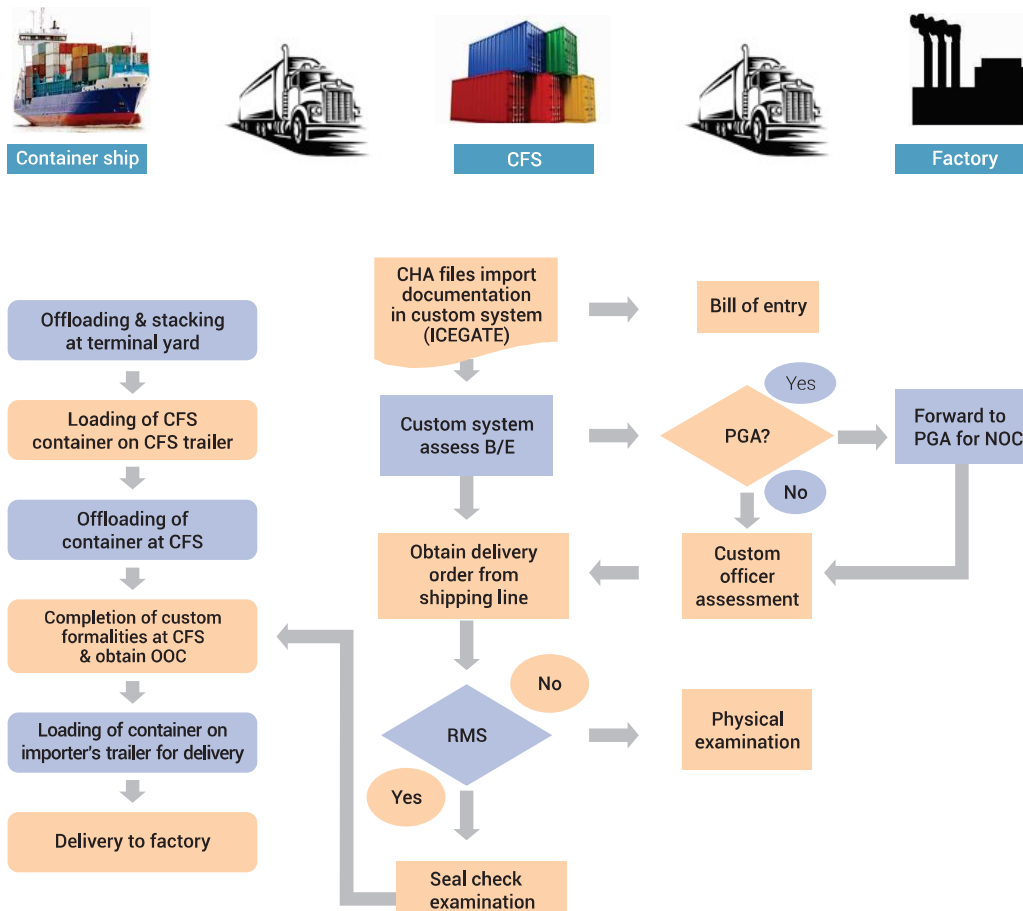
- Bill of Entry – A declaration of goods entered at a Custom House, of imports, detailing the merchant, quantity of goods, their type, and place of origin or destination.
 - Customs Duty- A customs duty is a tariff or tax on the importation or exportation of goods.
 - Imported products – Imported products are goods brought into India from another country.
- The major stakeholders
- Customs Officials
 - Importer
 - Custom Broker
 - Container Freight Station
 - Ports/terminals
 - Shipping Line
 - Partner Government Agencies
- Meeting with customs officials to seek practical insights on the process.
 - Develop the process flow on the following :
 - Shipments through CFS.
 - Shipments through DPD.

4.2 Container Freight Station (CFS) Process

4.2.1. Timeline for Container Freight Station (CFS) Process Flow Port → CFS → Importer Warehouse/Factory



4.2.2. : Process Flow Diagram Port → CFS → Importer Warehouse/Factory



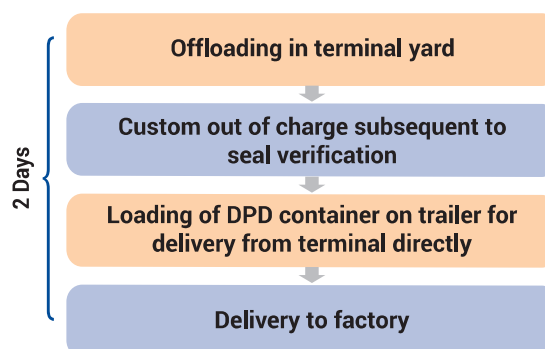
4.2.3. Key elements of Container freight station (CFS) Process

Flow-Port → CFS → Importer Warehouse/Factory

1. As per existing process flow, import containers were transported from port to Container Freight Stations (CFS).
2. The customs clearance process is initiated at customs and post completion of the process at the CFS, container is released and importer takes delivery from CFS to their warehouse/factory.
3. The average dwell time to clear a shipment is around 9-10 days. As the container is stored in the CFS, the importer has to bear Container Detention and CFS storage charges also known as ground rent charges.
4. Experiencing significant increase in import shipments, JNPT engaged multiple container freight stations over a period of time. This was primarily done to facilitate faster movement of container from the Port/Terminal to the CFS and ensure faster turnaround time for vessel berthing at JNPT.
5. Despite system automation and RMS facility the customs clearance time under CFS operational model was around 9-10 days.
6. The existing process flow is complex and time-consuming as it involves multiple stake holders like Shipping Line, CFS & Custom Officials to provide necessary permission to effect Custom Clearance.

4.3.0. Direct Port Delivery (DPD) Process

4.3.1. Timeline For DPD Process Flow Port → Importer warehouse/factory



4.3.2. :DPD Process Flow Diagram Port→importer warehouse/factory

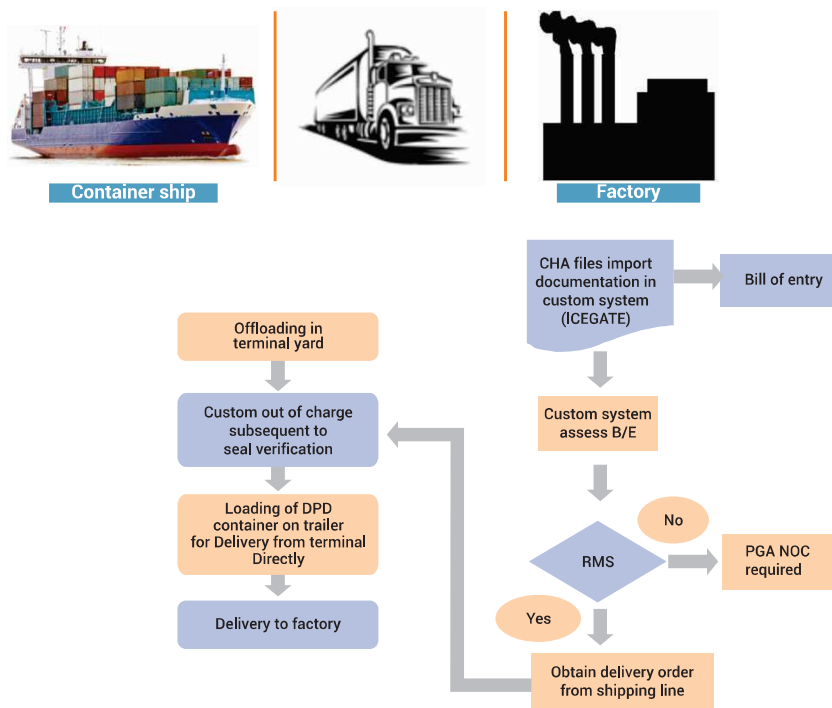
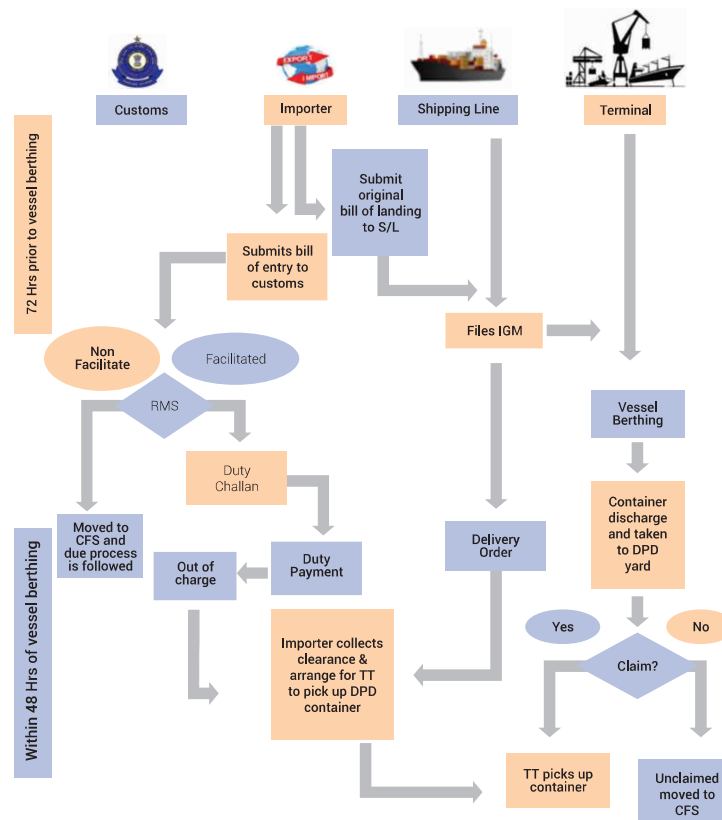


Chart Below Highlights Detail Process Steps in DPD operations



4.3.3. Key Elements

Direct port delivery is a major JNCH customs initiative wherein importers can take delivery of their shipments directly from port to warehouse/factory thus resulting in significant financial savings towards transportation cost and CFS storage charges.

Current DPD facility has been extended to about 750 importers and the importers have already starting to gain through process efficiencies thereby accruing savings for their organizations

As time progresses the infrastructure and transportation are being upgraded to accommodate more DPD importers.

As per norms, Containers designated for DPD have to be picked up by importers within 48 hours of its berthing, else the shipment will be moved to JNPT-CFS presently operated by Speedy Multi-Models Ltd.

5.0. Project Stage 2–Analyse & Identify Improvement Areas with Suggested Recommendations (Ref Sr. No. C and D of Chart 1)

5.1. Project Methodology

- Analysing each step in the process map to identify the areas of improvement.
- Assessing the ground process flows and highlighting improvements
- Developing process maps and reviews with logistics experts.

5.2. Identification of Improvement Areas

Table 2 : Opportunities for improvements

Sr No	Problem Statement	Improvement Areas/Suggestion
1	S/Line work Monday to Friday - 9.00 AM to 5.00 PM. In the event of Out of Charge being received late in the evening - say 6.00 PM, time limit of 48 Hours for taking Direct Port Delivery (DPD) is lapsed, the S/Line system automatically nominates the Container for CY Delivery. Hence Importer is unable to take Direct Port Delivery (DPD)	1) Increase in Shipping Line Working Hours 2) At least 1st, 3rd, & 5th, Saturday to be made working Days 3) Electronic Delivery Orders (E-DOs) to be issued
2	Full description of Import Cargo not being captured in the Import General Manifest being filed by S/Lines - E.g.: Say Bill of Lading (BL) / Sea Way Bill of Lading (SWBL) mentions Description of Goods as "Polyacetal Resin Delrin DEL PEC B32 BK033" - the IGM just states "DEL PECB32 BK 033". This leads to issues especially upon scanning - when the actual product is ascertained thus leading to detaining of Cargo and amendment of Description of Goods thus leading to delays in clearance	Complete Description of Cargo needs to be captured in Import General Manifest

3	DPD Facilitation Cell at Customs operational from Monday to Friday - 10.00 AM to 6.00 PM	DPD Cell to be made operational 24/7 so as to reduce dwell time to avail complete benefit of DPD
4	Currently Customs requires hard copies of documents to be submitted to the Out of Charge Officer at CY/DPD Cell/Port	<ol style="list-style-type: none"> 1) GATT Declaration & Importer declaration to be integrated with Customs System 2) Provision to be made for scanning & uploading copies of Import documents at the time of filing Bill of Entry to eliminate the need for physical submission of documents for Out of Charge, except for Final Print of B/E.
5	Identification of Container No. in the Token System prevailing at GTI Terminal - Currently when trailers enter GTI Terminal, the Trailers are given an Entry Tag / Token upon making entry into the Terminal. Thus, Containers are loaded on FIFO basis - that is whichever trailer enters first, Container gets loaded on to this trailer. This result in Container meant for one location getting loaded on to Trailer meant for another location. Importer has to incur additional cost for Container interchange on the correct Trailer.	<ol style="list-style-type: none"> 1) Token / Entry Tag should specify the Container Number meant for that Trailer 2) Parking Plazas to be created close by to the Terminal with adequate infrastructure providing for Cranes, heavy duty forklift to facilitate such interchange in case of need.

6.0. Project Stage 3—Analyse Financial Impact of Custom Clearance through DPD. (Ref Sr No. D of Chart 1)

6.1. Preparatory Activities

- Analysed import data of DuPont and segregated the data according to the parameters required for DPD to find financial benefits
- Data segregation basis the following terminologies.
 - **FCL** – Full container Load
 - **Type of BE** – Home/Bond.
 - **Type of shipment** – FCL, CY/CY
 - **Type of container** – ex-(20/40)
 - **Port of clearance** – Nhava Sheva
 - **Type of delivery** – Loaded
 - **Cleared on month** – January–December
 - **Cleared on year** – CFS (2015, 2016), DPD (2017)
- Segregation through following cost terminologies.
 - **For CFS bound delivery**
 - CFS Warehouse charges.
 - Storage/Ground rent charges.
 - **For DPD bound delivery**
 - Terminal charges.

6.2. Methodology Used

- Prior to Direct Port Delivery, Import Containers were transported to CFS and the charges that were incurred were predominantly on account of Hauling and Transportation, Ground Rent, De-stuffing Charges (as and where applicable), Crane Forklift Charges (as and where applicable)
- CFS charges were levied on every activity that was performed on handling of container.
- While analysing DuPont and its Group Companies Data for the years 2015 & 2016, CFS Charges, Ground Rent charges plus applicable Service Tax, per Container were taken into consideration..
- In DPD bound delivery only terminal charges were taken into consideration as (CFS charges are eliminated, as container is directly delivered from terminal to importer's warehouse/factory)
- Before cost analysis, segregation of total number of Containers were done according to the Size of Container (20' & 40'). This data provides the total number of Containers being cleared by DuPont and its group Companies at JN Port.

Table 3 : Container Volume being cleared by E.I. DuPont India Pvt. Ltd and Group Companies, at JN Port

Port	Year & Container Volume			
	2015		2016	
Size of Container	20'	40'	20'	40'
No. of Containers	1104	923	1139	1030

TABLE 4: Direct Costs Incurred for Clearing Import Consignments under CFS Model

Port	E.I. DuPont India Pvt. Ltd & Group Companies Costs Incurred at JN Port (under CFS Model)			
	2015		2016	
Size of Container	20'	40'	20'	40'
No. of Containers	1104	923	1139	1030
Average Cost of Clearance Per Container (INR)	10471	20374	10330	19495
Total Spend In Lakhs (INR)	115.60	188.05	117.66	200.80
Total Spend Incurred (INR) comprises of expenses under the Heads of CFS Charges (Hauling & Transportation), Storage Charges/Ground Rent & Service Tax				

Table 5 : Container Volume being cleared by E.I. DuPont India Pvt. Ltd and Group Companies, at JN Port, under Direct Port Delivery (DPD)

Port	E.I. DuPont India Pvt. Ltd & Group Companies Costs Incurred at JN Port (under DPD)			
	Actual Jan-17 to Jun-17		Projected Jun-17 to Dec-17	
Size of Container	20'	40'	20'	40'
No. of Containers	196	159	181	208
Average Cost of Clearance Per Container (INR)	3377	4683	4488	6732
Total Spend in Lakhs (INR)	6.62	7.45	8.12	14.00
Average Cost Incurred (INR) comprises of expenses incurred under headings of Terminal DPD Charges incurred at JNPT/GTI/ NSICT (Including Service Tax / GST). There has been an increase in Av. Clearance Cost Per Container under DPD owing to imposition of JNP DPD Charges w.e.f. Sep.'17.				

Table 6 : Actual Savings Accruing to DuPont and its Group Companies on account of Direct Port Delivery (DPD)

Port	E.I. DuPont India Pvt. Ltd & Group Companies Actual Savings Achieved during Jan'17 to Jun'17 under Direct Port Delivery	
	20'	40'
Size of Container	20'	40'
No. of Containers	196	159
Actual Savings per container (INR) under DPD Model	6953	14812
Total Actual Savings in Lakhs (INR)	13.63	23.55
Savings is calculated basis Average Clearance Cost (per 20' and 40') incurred in 2016 (Table 4) vis a vis Average Clearance Cost per 20' & 40' under DPD (Table 5)		

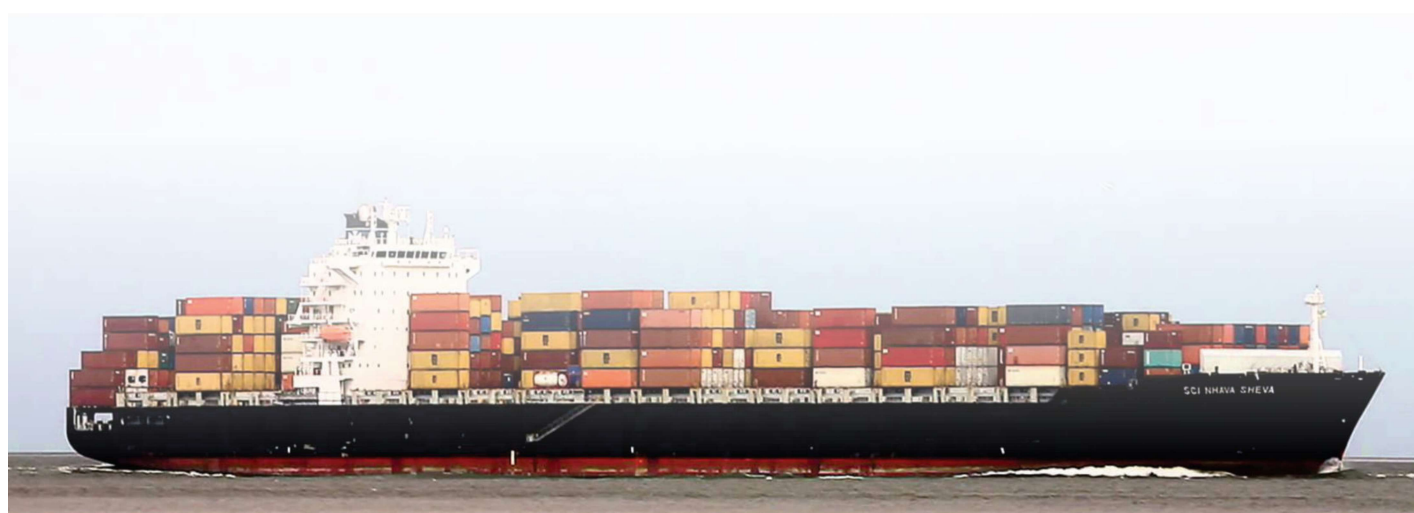


TABLE 7: Total Estimated Savings to E.I. DuPont India Pvt. Ltd. And Group Companies for the Year 2017 under Direct Port Delivery

Port	E.I. DuPont India Pvt. Ltd & Group Companies					
	Containers Cleared by DuPont and Group Companies at JNPT under DPD - (Actual Jan.'17 to Jun.'17 and Projected Jul.'17 to Dec'17)					
	Actual Jan'17 to Jun'17		Estimated Jul.'17 to Dec.'17		Estimated Total Savings for 2017	
Size of Container	20'	40'	20'	40'	20'	40'
No. of Containers	196	159	181	208	377	367
Savings Per Container (INR)	6953	14812	5842	12763	-	-
Total Cost (INR) in Lakhs	13.63	23.55	10.57	26.55	24.20	50.10
ESTIMATED TOTAL SAVINGS IN INR (LAKHS) = 74.30; US\$ (M) = 113.14						

Conclusion

The objectives of this project were listed under two broad headings:

- 2.1. Study and map the steps in the existing process flow, suggest recommendations to improve process efficiencies.
- 2.2. To analyse the information on financial gains which are generated from DPD as compared to conventional customs clearance processes.

To conclude the project, we would like to highlight that Direct Port Delivery continues to reap benefits for the industry on an ongoing basis with more and more importers availing this

benefit and achieving optimization in the supply chain cycle. The program continues to support ease of doing business in India and simplify the operating environment.

Based on detailed study and mapping of the steps, we have provided recommendations to further enhance the efficiency of the Direct Port Delivery Process.

The financial gains achieved by DuPont and its group Companies as elaborated in the Tables above stands testimony to the benefits of Direct Port Delivery.

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Report on custom procedures & functioning of CFS & Ports.



Terminologies

- **Direct Port Delivery (DPD)** : is a process to deliver containers directly to importers from port instead of routing through CFS (Container Freight Station).
- **Container Freight Station (CFS)** : is a place where containers are stuffed, destuffed and segregation of import/export takes place. It have been developed near the ports to release ports storage capacity to enable clearance procedures. Globally, the concept of a CFS is also known as 'Off Dock Container Yard' (CY), which as an extended arm of the port.
- **Bill of Entry (BOE)** : A declaration of goods entered at a Custom House, of imports, detailing the merchant, quantity of goods, their type, and place of origin or destination.

Abbreviations

RMS – Risk Management System.

FCL – Full Container Load.

BOE – Bill of Entry.

IGM – Import General Manifest.

PGA – Partner Government Agencies.

NOC – No Objection Certificate.



Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, playing a proactive role in India's development process. Founded in 1895, India's premier business association has over 8,500 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 200,000 enterprises from around 250 national and regional sectoral industry bodies.

CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, healthcare, education, livelihood, diversity management, skill development, empowerment of women, and water, to name a few.

As a developmental institution working towards India's overall growth with a special focus on India@75 in 2022, the CII theme for 2017-18, **India@75: Inclusive. Ahead. Responsible** emphasizes Industry's role in partnering Government to accelerate India's growth and development. The focus will be on key enablers such as job creation; skill development and training; affirmative action; women parity; new models of development; sustainability; corporate social responsibility, governance and transparency.

With 67 offices, including 9 Centres of Excellence, in India, and 11 overseas offices in Australia, Bahrain, China, Egypt, France, Germany, Iran, Singapore, South Africa, UK, and USA, as well as institutional partnerships with 344 counterpart organizations in 129 countries, CII serves as a reference point for Indian industry and the international business community.

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DuPont (NYSE: DD) has been bringing world-class science and engineering to the global marketplace in the form of innovative products, materials and services since 1802. The company believes that by collaborating with customers, governments, NGOs, and thought leaders we can help find solutions to such global challenges as providing enough healthy food for people everywhere, decreasing dependence on fossil fuels, and protecting life and the environment. For additional information about DuPont and its commitment to inclusive innovation, please visit <http://www.dupont.com>.