



सत्यमेव जयते

Ministry of Commerce & Industry
Government of India

National Logistics Excellence Award 2021



Ninjacart

**Category:
Industry Excellence Award**

Rank : 1st Runner Up



Summary of Best Practices across excellence themes

Supplier Ecosystem development	Intralogistics and Warehousing	Demand and Distribution	Technology Transformation and Innovation	Sustainability	Skill development & Diversity
<p>I. Achievements</p> <ul style="list-style-type: none"> Enabled 50,000+ farmers to have direct access to retailers and improved revenue realization Deploy 4,500+ vehicles daily – significant business for transporters <p>II. Looking Forward</p> <ul style="list-style-type: none"> Agri-market place platform for all players in F&V chain – Farmers, auctioneers, retailers, transporters, financiers, agri product players – objective is to reduce wastage in F&V sector, improve lives of farmers and maximize productivity 	<p>I. Achievements</p> <ul style="list-style-type: none"> Developed India's / world's fastest supply chain for F&V – 12 hours from “farmer to retailer” (24 hours from “farm to plate”) RFID-based tech enabled supply chain having 99.9% Fill Rate and 100% OTD, with end-to-end traceability Fulfillment centers processing 300T in 2-3 hours <p>II. Looking Forward</p> <ul style="list-style-type: none"> Platform offering largest network of F&V routes – agile movement of produce & long-term business for logistics players 	<p>I. Achievements</p> <ul style="list-style-type: none"> Servicing the largest network of F&V retailers – 60,000+ retailers and 600,000+ shipments daily Digitalized operations “order to receive” process for retailers through Ninjacart app with zero paper work payments processing <p>II. Looking Forward</p> <ul style="list-style-type: none"> Bringing together key stakeholders, by matching demand and supply to maximize F&V transactions, through the marketplace / platform – cover 10% of F&V market in 3 years 	<p>I. Achievements</p> <ul style="list-style-type: none"> Digitalized end-to-end of F&V value chain Farmer app – list and sell produce at right price Tech-driven supply chain facilitating maximum speed and traceability Digital buying and payments for retailers through app Pricing intelligence and accurate demand forecasting through tech data platform <p>II. Looking Forward</p> <ul style="list-style-type: none"> Scale this to cover 5L farmers and 10% of F&V market 	<p>I. Achievements</p> <ul style="list-style-type: none"> Reduced F&V wastage from 25% - 35% in traditional value chain to 4% in our value chain “Farm-to-plate” traceability Promotion of “Residue Farming” and “Good Agricultural Practices” (GAP) Deployment of EVs for last mile delivery, reducing carbon footprint <p>II. Looking Forward</p> <ul style="list-style-type: none"> Membership club for farmers – training on “judicious cultivation” Expand EV deployment to 100% of fleet 	<p>I. Achievements</p> <ul style="list-style-type: none"> 50K+ farmers have overcome information asymmetry – have access to market intelligence (both demand quantum and pricing) Enabled 200+ rural entrepreneurs who run our collection centers 60K+ retailers have direct access to farm produce at right cost, improving unit economics <p>II. Looking Forward</p> <ul style="list-style-type: none"> Enable 5L farmers, 200k entrepreneurs Expand to 200 cities, creating 50k jobs Facilitate demand for 100k+ trucks

Best Practice/initiative – I

Best practice initiative or activity

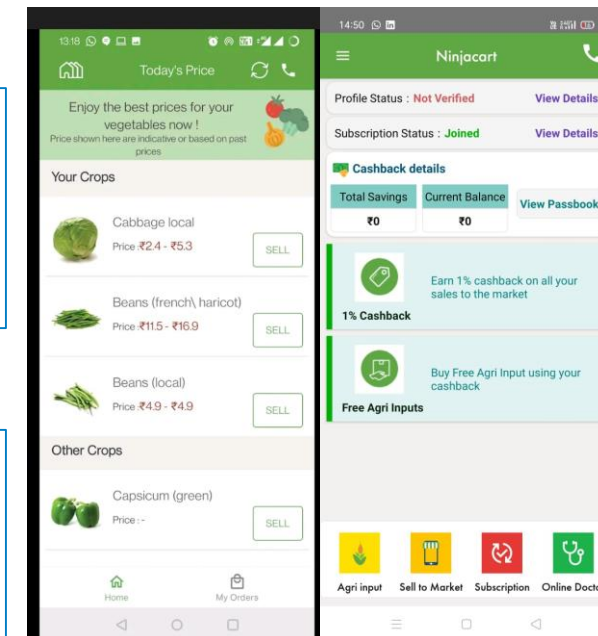
- Market intelligence access for farmers and digitalized selling of harvest
- Access to real-time information on SKU-wise demand at each of the accessible markets; farmer can route harvest to suitable source of demand to maximize sale potential
- Access to real-time information on daily prices, allowing farmer to maximize revenue potential
- All transactions on Ninjacart app, digitalizing each transaction

Business impact created

- 50k+ farmers onboarded to Ninjacart app
- 20%+ higher revenue realization, on an average, for farmers (*elimination of middlemen and informed pricing decisions*)
- Payment to farmers within 24 hours as against 4 – 7 days in traditional market, thus improving net working capital
- Reduced wastage to 4% (transaction volume of 1,500T daily) compared to 25-35% in traditional market, by accurate matching of demand and supply
- “Harvest the farm” calendar initiative helps these farmers to conduct harvest and sale at the most suitable time to maximize consumption of produce at right sale value
 - This also helps us have a 95% accurate prediction on harvest quantum daily, 365 days a year, at each location

Transformation potential and scalability

- Digitalize F&V value-chain in the country back by a tech-enabled, agile supply chain customized for India’s needs
- Eliminate cost inefficiencies in the F&V value-chain that exist due to information asymmetry
- Minimize wastage to 1-2% for the F&V value-chain
- Maximize utilization of assets owned by logistics players



Best Practice/initiative – II

Best practice initiative or activity

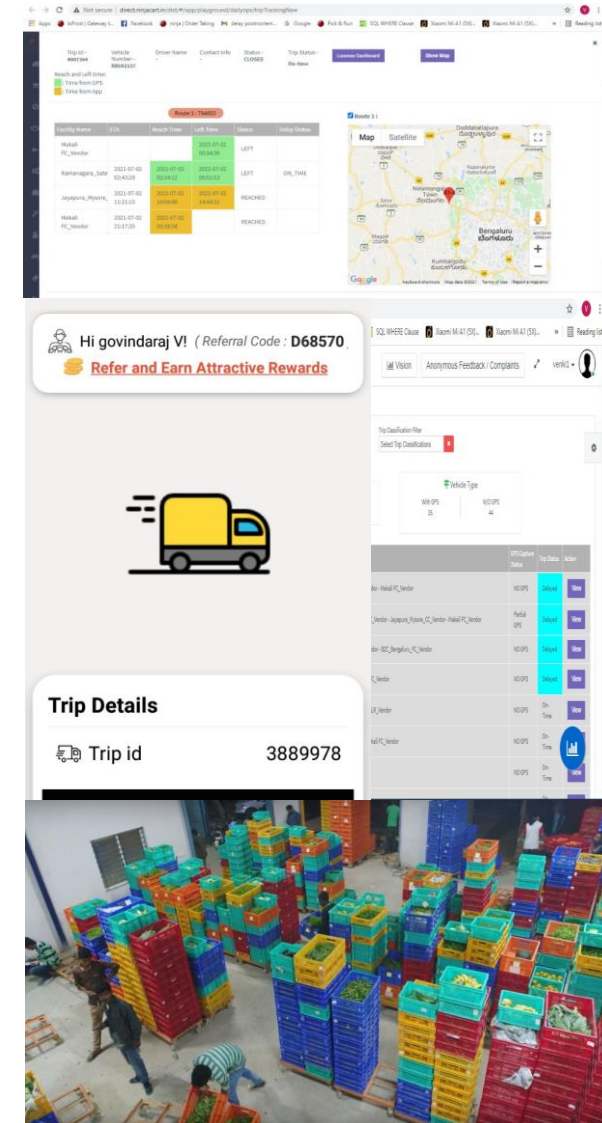
- Rapid supply chain – 12 hours from “farm to shop” with 99.9% FR and 100% OTD
- “Farm to plate” traceability through our tech-enabled supply chain
- Supply chain business model that leverages locally available talent & services at each geography that has twin benefits – ability to win trust of locals while creating jobs & employment in respective geography

Business impact created

- 1,500T of produce moved daily from farmer to retailer across 80 cities
- Wastage reduced to 4% from 25-35% in traditional value chain
- Consumer freshness improved by minimum 8 – 12 hours (harvest to plate)
- Job creation:
 - Employment at our 200+ rural collection centers and 500+ micro-distribution centers
 - 800,000+ sq ft of warehouse space in operations – every 50k sq. ft generates 200+ jobs
 - 4,500+ vehicles deployed daily giving significant opportunity to local & micro-scale transporters

Transformation potential and scalability

- 100x scale for each of these factors in next 3 years (10% of F&V market)
 - Tech data platform is 100x scale
 - Using a platformized offering, we can bring together all stakeholders and help them to leverage our tech capabilities for solving one of the biggest problems in the country – food for 1.5 billion people



Best Practice/initiative – II

Best practice initiative or activity

- Agri marketplace for all stakeholders in the F&V value chain
 - Enable the value-adding stakeholders in the F&V chain (farmers, auctioneers, retailers, transporters, logistics players, financiers) by offering the power of Ninjacrt’s tech data platform
 - Eliminate middlemen / non value-adding stakeholders (pure risk traders, commission agents, brokers etc.) who thrive due to information asymmetry and absence of players to facilitate required supply chain services

Business impact created

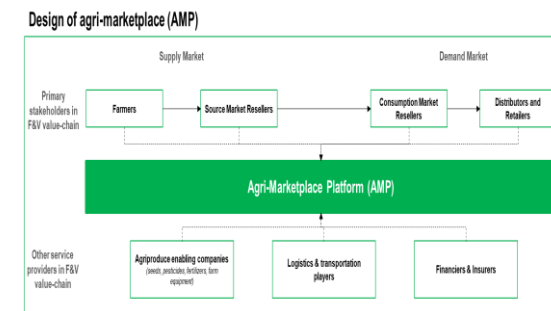
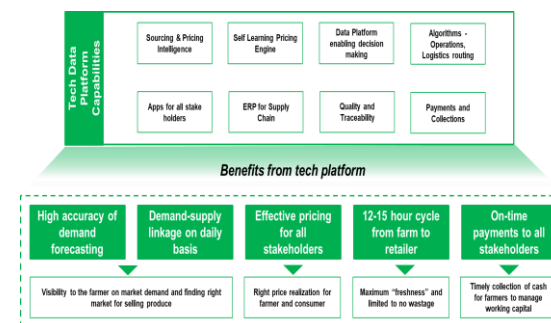
- Farmer ecosystem to cover 5-10L farmers, enabling them to earn 20% higher on an average
- Reseller ecosystem will connect buyer-seller (source market and destination market auctioneers) across the country for movement of 1.5 – 2Mn MT of F&V produce every day, with <2% wastage
- Retailer ecosystem will enable 4 – 6L F&V retailers to procure at minimum 15-20% lower cost than their current costs
- Deployment of 200k+ vehicles on a daily basis
- Digitalized payments and zero paper work supply chain for F&V industry

Transformation potential and scalability

- One stop-shop for all stakeholders in F&V industry with zero inefficiencies in terms of cost and service level
- Transform farmer livelihood through power of information (good agricultural practices, knowledge of productive harvest cycles, access to real-time demand and pricing info etc.)
- Develop largest network of logistics players dedicated to F&V industry catering to the 12-hour turnaround cycle

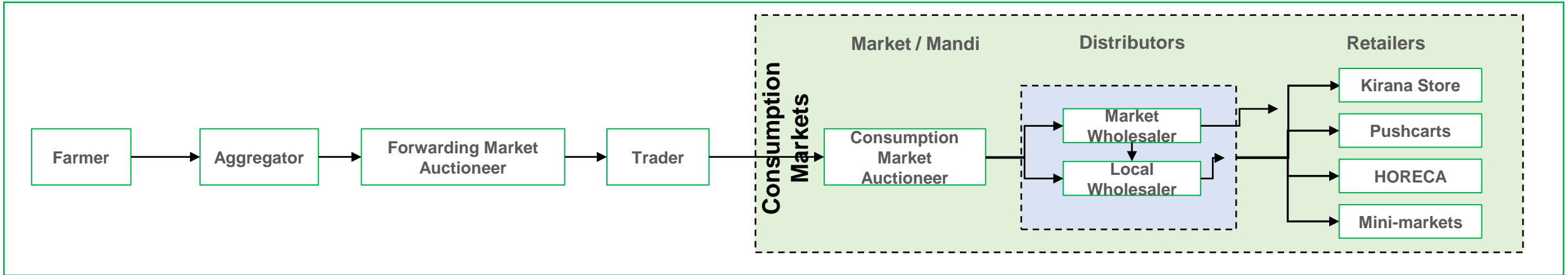
Digital infra driving our supply chain – the largest in India in this space

Category	Forecasting Model	Pricing	Markets	SKUs	SKU Photos
Daily Infrastructure	Demand forecast model	Dynamic Pricing engine	500+	60	200mn+
Supply Chain Infrastructure	Farmer network	Distribution network	Retailer Network	Shipments	Trucks
	50K+	800K+ w. n	60K+	600K+	4500+



The F&V value chain has several nodes with unique capabilities – information asymmetry and restricted access to desired services limits the farmer’s play

Current value-chain of F&V sector



Node	Role	Competencies
Farmer	<ul style="list-style-type: none"> Grow and supply produce for market 	<ul style="list-style-type: none"> Founding block of the F&V chain
Aggregator	<ul style="list-style-type: none"> Aggregate demand from farmers 	<ul style="list-style-type: none"> Strong relationships with farmers within a radius of 100 kms, thus attracting produce to a single point and bulk creation for economical forwarding
Forwarding Market Auctioneer	<ul style="list-style-type: none"> Consolidate demand from aggregators 	<ul style="list-style-type: none"> Strong relationships with aggregators & access to info on supply quantum in a given geography; matches supply with demand in short windows of 1 – 2 hours
Consumption Market Auctioneer	<ul style="list-style-type: none"> Bulk-breaking 	<ul style="list-style-type: none"> Strong network of wholesalers and access to information on demand for specific cities; ability to break bulk in 2 hours and minimize “unsold” produce
Wholesaler	<ul style="list-style-type: none"> Facilitate entry of produce into cities/towns 	<ul style="list-style-type: none"> Single-point conduit for flow of produce into cities and towns Government-approved agents to funnel produce in bulk into cities / towns

Digital infra driving our supply chain – the largest in India in this space

Data Infrastructure

Forecasting Model

**Demand
forecast model**

*Advanced forecasting
model to predict
customer demand
efficiently*

Pricing

**Dynamic Pricing
engine**

*Based on customer sku price
sensitivity set price
maximizing margin
minimizing dump*

Markets

500+

*Marketwise Supply and
demand volumes, price
information over last 5
years*

SKUs

60

*Season wise source
destination mapping
with required quality
specification*

SKU Photos

200mn+

*Database of photos
mapping the good grade
and bad grade as per
season and market*

Supply Chain Infrastructure

Farmer network

50K+

*Large procurement
network across 200+
collection centers*

Distribution network

800K+ sq. ft

*Warehouse under
management 15
fulfilment centers and 340
micro distribution
centers*

Retailer Network

60K+

*Retailers across 8
hub cities and ~100
satellite cities*

Shipments

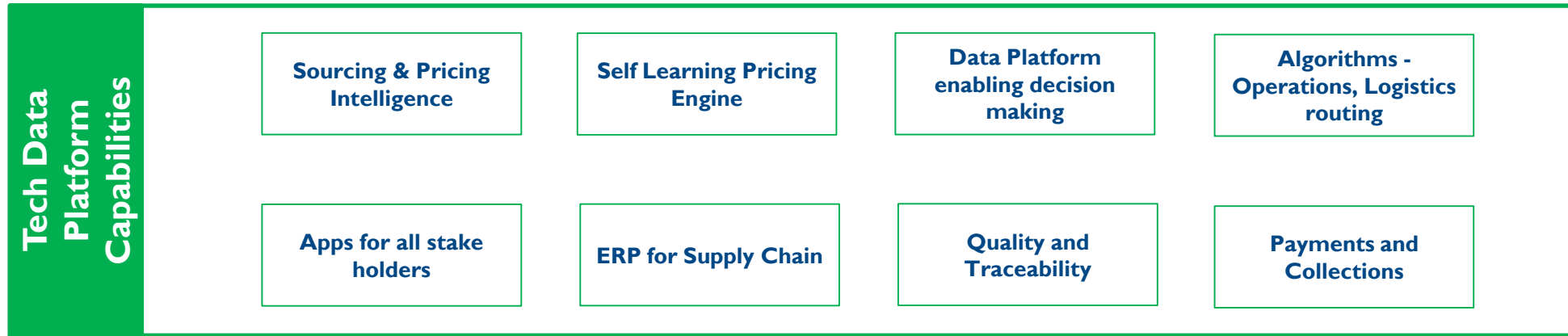
600K+

*Shipments / crates
handled daily*

Trucks

4500+

*Small trucks, big trucks
and e-bikes*

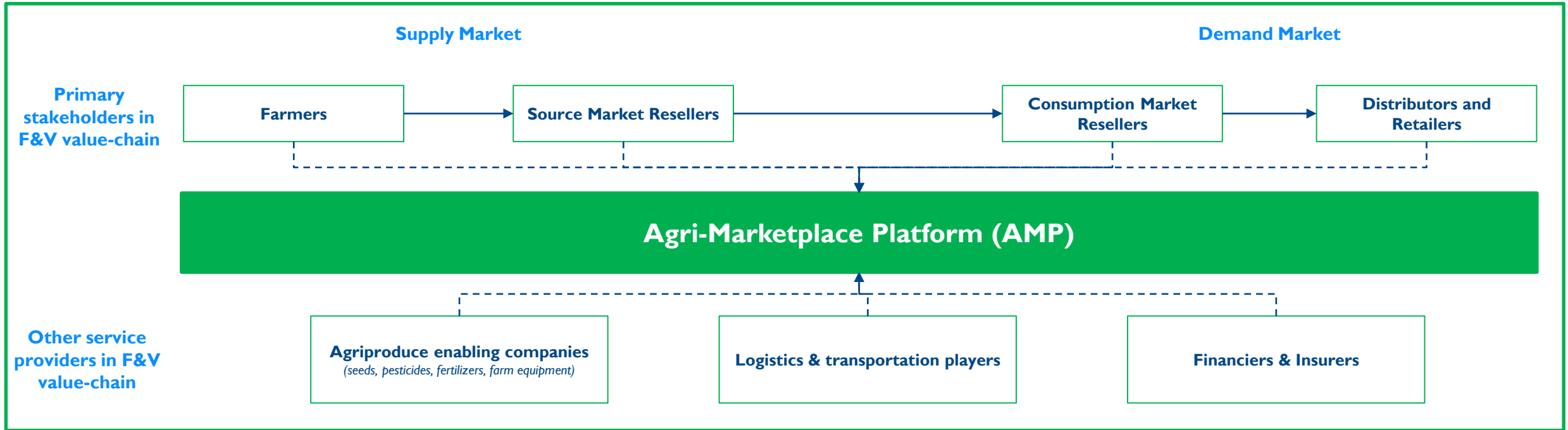


Benefits from tech platform



Our desire is to facilitate these benefits for far more farmers – in 3 years, enable 10% of the F&V market from current 0.1% (from 50,000 farmers to 50,00,000 farmers)

Design of agri-marketplace (AMP)



Intended benefits of AMP to farmers

