

Reinventing the delivery process: Will India Post Succeed?¹

On a hot sultry afternoon, little Meera, the twelve-year-old daughter of a local potter was watching the door of her house, looking forward to the arrival of the postal carrier with a big package. Her family is about to receive a new water pump. Living in the Brahmpuri village ²(District Bhilwara, Rajasthan), water scarcity was the order of the day. Over the years she had been accompanying her elder sister and mother to fetch water from a nearby hand pump. After the installation of a water pump in her house, she thought her daily task of fetching and storing water would be eased manifolds. Her family had ordered motor pump through an e-Commerce portal from a nearby shopkeeper's phone. Now all that is left is waiting. Her father had safely stashed the money required for the water pump in a corner of her cottage.

Similarly, many rural dwellers would be able to fulfil their need without having to travel distances to buy commodities which otherwise would not be easily found in rural parts of our country. Maybe one can say that the bridge between the urban and rural dwelling would narrow down. On a different setting, Anil, an urban dweller living in Noida who worked at a BPO had ordered a set of taps for his newly built house. It had been only 20 hours since he ordered his set of taps from an e-Commerce portal. He received the message that his order was shipped and would reach him by next day evening.

India Post with expertise in the delivery process for over a century, was part of both these scenarios. Amazon, an e-commerce delivery company was eager to tie up with India Post which had expertise in the last mile delivery process. On the occasion of the launch of a new stamp, 3 June 2016, Amit Agarwal, the vice-president and country manager, Amazon India said: *“Over the past three years, we have relentlessly focused on providing customers with massive selection, fast and reliable delivery, and a trustworthy shopping experience. India Post has been a valuable partner to us and we look forward to our continued association as we endeavour to transform the way India buys and sells.”*

¹ Prof. Dr. Lakshmi Shankar Iyer, Institute of Management, Christ University, along Ms. Tahira Meena and Mr. James Paul, developed this case study. The case study solely provides material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation.

Christ University prohibits any form of reproduction, storage or transmission without its written permission. Reproduction of this material is not covered under authorization by any reproduction rights organization. To request permission contact ccrd@christuniversity.in Copyrighted©2019, Christ University.

² Brahmpuri village has population of 425 (Population Census, 2011). Literacy rate of Brahmpuri was 54.87 %

INTRODUCTION

The first Post Office in India was set up in the year 1727 in the city of Calcutta (Kolkata). Following this, GPOs (General Post Office) were established in three presidencies³namely - Kolkata (1774), Chennai (1786) and Mumbai (1793) (Annual Report , Department of Posts, India, 2016-17). Established in the year 1837 under the British rule, in about 180 years, India Post became the world's largest postal network. By 1860s, there were approximately 889 post offices set up catering to nearly 43 million postal deliveries annually. After India got independence from British rule, on a whim to provide facilities and connectivity to the people of India, the number of post offices rose from 20,110 to 1, 53,964 as of 1998. As a result, the postal traffic also increased.

As of 2017, India Post had employee strength of 460,000. There were 154,939 (as of 31 March 2015) post offices, in pan India level (Knoema, 2015). Out of these post offices approximately 89% of them were concentrated in rural areas. (EXHIBIT I). It is estimated that each post office caters to approximately 21.23 square kilometers with Post Office to Citizen Ratio as 1: 7114. The highest Post Office in the world is situated at 15500 feet (47.39Km) above sea level in Hikkim, Himachal Pradesh. The services provided by India Post range from Philately, Postal Savings, Postal Life Insurance, Speed Post-delivery, Postal Banking among others. There were 19097 Pin Codes or Postal Index Codes in India⁴ as of 2017.

As the traffic increased, India Post's up gradation and reinvention became inevitable. This required contribution from all levels of the organization. From the person-in-charge at the Post Office to the person involved in the last rung of Department of Posts (DoP), everyone involved contributed to its growth.

SERVICES

India Post had been a provider of three types of services namely premium services, business products and e-Products (EXHIBIT II). In addition to these, DoP had been rendering postal service for Indian army as well. India Post provides various services to philatelists, both Indian and foreign customers to collect the newly released stamps. Anyone could open an account or even gift a philatelic deposit account with a minimum amount of approximately US\$3 for domestic customers and US\$15.5 for foreign customers.

³ Presidency (countable noun), is the collective administrative and governmental entity that exists around an office of president of a state or nation.

⁴ (9 PIN regions, 8 are geographical regions and the digit 9 is only for the Army Postal Service)
PIN-Postal Index Code.

“PostInfo” – an application to track and search nearby post offices was launched in the year 2015. Before its collaboration with e-Commerce companies, India Post specifically launched two new parcel services – Express Parcel service and Business Parcel service along with its most popular service of Cash on Delivery (COD). For a consignment priced up to US\$50,000, DoP offered Cash on Delivery for Express Parcel service. The pre-eminent advantage of this service was that the consignments got delivered within 72 hours. It also offered “Door-to-Door” service heedless of the weight of the parcel. These services aided direct emulation with private courier companies predominantly BlueDart, Aramex, among others. For instance, DTDC⁵, a private courier company with a vast network could reach only 10,000 pin codes in India.

For sending any consignment, India Post provided the most affordable rates. Similar to any other delivery services, the charges included fixed and variable elements depending upon the parameters like destination, region, weight and dimensions of the parcel (EXHIBIT III).

GOVERNMENT INITIATIVES

Governmental intervention and support by making it mandatory for Government-owned public sector companies to avail the services of India Post was a breakthrough in the re-modernization of its operations. This made India Post capable of responding to the delivery needs of the changing scenario where e-Commerce activities constitute a primary share of courier and parcel services. A secure and impregnable network that could reach the bottom of the pyramid became an advantage for India Post over its competitors. And it became its value proposition while capturing the market in Tier III cities and less populated areas. India Post’s Payments Bank helped in implementing a solution that made Aadhaar⁶ number a payment address with or without linking to bank accounts.

DIGITISATION OF INDIA POST

Computerization of India Post commenced during the Tenth Five Year Plan (2002-2007) with a budget of USD\$170.67 million. Eventually, digitization of India Post started in the year 2002. Since then, the delivery system underwent a change from snail mail to email. The speed of delivery, amount of consignments, need for automation and competition were the main drivers for its computerization. (EXHIBIT IV)

⁵DTDC is an Indian express logistics company established in 1990.

⁶ Aadhaar is a 12 digit unique-identity number which is issued to all Indian residents based on their biometric and demographic data.

By 2006, India Post had computerized all its 839 head post offices and 6184 sub-post offices across the country. Data centers were built which helped in networking about 1300 offices. India Post set up four Departmental Software Development Centers at Mysuru, Kolkata, Hyderabad, and Chennai. In April 2008, Project Arrow was introduced by the postal department envisioning a revolutionary change by enhancing the quality of service in 'Core Areas' and improving the 'Look and Feel' of the offices. This project was launched to provide IT enabled services through secure connectivity, improving the service quality levels in core business areas like postal saving scheme, mail delivery, and remittances (electronic & manual). (Project Arrow: Reach of India Post, 2012).

Project Arrow also focused on areas such as HR (Human Resource), Infrastructure, Technology, and branding to give the organization a modern outlook. India Post had a determined plan to focus on various KPIs (Key Performance Indicators) for each area under the core business of the organization. This project was monitored through a web-based system that helped in pulling out data regarding all the KPIs. This helped in scrutinizing and finding gaps in the performance and taking necessary actions to resolve it.

As a result, money transmission became quicker and more accessible through web-based remittance service. Employee efficiency in terms of waiting time reduction was improved in every post office by training the staff on technology and soft skills.

In the year 2009, an Internet-based system to track the status of the consignment was introduced by the organization for speed post and express parcel category. Customers were given the privilege to check the status of their postal orders online by logging in to India Post's website. The IT Modernization Project of Department of Posts was approved by Government of India in November 2012 as a Mission Mode e-Governance Project with an outlay of US\$49,090 million (EXHIBIT V). The project aimed to transform the Department of Posts into a totally technology driven department. This project had an impact on areas of DoP such as core banking solution, mail operations, Rural ICT, Postal Life Insurance, IT system for employees and customer integration channel. The entire country including the North-Eastern Region was covered under this project (EXHIBIT VI). (Thakur, Anurag Singh, 2015)

Impact on digitised India Post on rural development:

As an interim technological solution till the Rural ICT and CBS (Core banking solution) were completely rolled out, Department of Posts made in-house bridge software to connect to the electronic Fund Management System (e-FMS) of Ministry of Rural Development for disbursement of Mahatma Gandhi National Rural Employment (MGNREGA) wages in various circles. E-FMS solution developed by NIC (National Informatics Centre), had an interface with Post Office Savings Bank software - Sanchaya Post. This interface enabled electronic crediting of beneficiaries' accounts up to the sub-post office level.

Ministry of Rural Development decided to roll out national level eFMS throughout the country for disbursement of MGNREGA and other Social Sector Payments through Public Finance Management Systems (PFMS). The Schemes as detailed were implemented and monitored by the Department of Posts, thus providing access finance to the poor and vulnerable groups of rural India. In this way, Department of Posts through its POSB⁷ accounts (Accounts of MGNREGA, other social security schemes and accounts of BPL households) enabled millions of rural and semi-urban unbanked and marginalized people to gain access to formal financial services, thus playing a critical role in the country's financial inclusion process.

INDIA POST AND E-COMMERCE

Drivers towards e-Commerce

In the year 1995 VSNL⁸ launched public Internet access in India. India Post as an organization aimed at bringing products and services preferred by customers pan India envisioning the importance of incorporating the Internet into their operations.

India Post IT project 2012 aimed at transforming DoP into a "Technology Enabled, Self-Reliant Market Leader". The major aim of the IT modernization project was to provide e-services to the citizens in an efficient manner with affordable cost, greater transparency, and accountability. Revenue obtained from various products and services after the adoption of this project led to enhanced customer satisfaction.

IT project 2012 focused on consolidating IT Infrastructure, migrating the old infrastructure to an efficient, reliable, user-friendly IT system thus improving employee satisfaction level. Planning & setting up pan India network which supports planned IT Systems on the societal, organizational and individual level.

⁷ POSB- Post Office Savings Bank

⁸ Videsh Sanchar Nigam Ltd (VSNL) was formally a government owned telecommunication operator. It is known as Tata Communications (as of 2002).

With the arrival of e-Commerce giants like Amazon and e-Bay and India's homegrown Flipkart, India Post saw the opportunity for collaboration with these companies for the delivery process. As Indian telecom companies strengthened the network and the Internet capabilities, the volume of online purchases went up through e-Commerce portals to even in remote corners of India.

The option of COD significantly helped the section of society that did not even have a bank account let alone credit cards or net banking acumen. India Post started its e-Commerce COD service in December 2013. Being the oldest network and only postal system that could deliver to Tier III cities as well as rural areas, e-Commerce giants tied up with India Post. This helped them in expanding their trade and India Post saw it as a means to curb the deficit (Financial Express, 2016) and sluggish growth.

“The growing popularity of online shopping in non-metro centers presents a unique set of logistical challenges like spread out population, high km/delivery factor and high cost of setting up delivery infrastructure”- Snapdeal's VP-Operations Ashish Jain (26 JUNE 2015). (Yourstory.com, 2015)

India Post had an advantage of the trust factor reposed on it by millions of Indians for fast, safe and reliable processing at all levels. Huge infrastructure and network of India Post aided the e-Commerce firms to reduce the investment in service delivery centers. India Post went on to set up e-Commerce delivery centers in 57 cities across the country. As a result of trade growth, its revenues due to COD consignments from its partners like Flipkart and Amazon had increased two folds in the first nine months of the fiscal year 2015-2016 (Sasi, 2016).

India Post and Snapdeal

India Post collaborated with Snapdeal⁹ in August 2014 and signed a deal for sale of philatelic products. Within 5 months, philatelic products worth of USD\$13,300 was sold. India Post launched a project with Snapdeal to enable weavers located in the oldest city of India – Varanasi to help them sell their products through their portal. For this purpose, they made special counters in various post offices situated in Varanasi. It also signed a MoU with another e-Commerce company by name Shop clues.

⁹ Snapdeal an Indian e-commerce company founded in the year 2010 and is based out of New Delhi, India.

India Post and Amazon

In June 2013, India Post collaborated with Amazon to provide COD delivery service pan India. Initially, it was the GPO of Karnataka circle of India Post that had a dedicated zone for Amazon to cater to last mile deliveries.

“We have integrated Amazon and Postal systems to electronically enable information sharing,” said Amazon India’s Samuel in 2013 after signing the project with India Post.

Amazon was the pioneer in e-Commerce companies using India Post services. On 3 June 2016, India Post released “My Stamp” to memorialize a milestone in Amazon. The launch of stamp marked Amazon-India Post relationship. (Soni, 2016)

India Post E-Commerce Center:

E-Commerce center is a facility within India Post for the processes related to delivery like sorting, segregation, and processes leading to final stages of packing. (Naugain, 2017) In the Safdarjung center which is situated in Delhi, India- Prakash, a delivery manager had the task of monitoring the arrived parcels in his facility. As the parcel bags were opened, *Meera’s* water pump was in a box that had arrived at the delivery center sourced from a local vendor operating from Old Delhi. Prakash supervised the workers as they placed the box for scanning and sorting. Parcels for different regions were sorted and queued for the second series of electronic scanning, logging and registering. Since the parcel to be sent to Meera came under COD category, it was logged on to BNPL¹⁰ database. Finally, Prakash made sure that bagging, sealing and labeling of all parcels was done before the load was ready for delivery. The shopkeeper’s mobile at Brahmipuri where the pump had to be delivered could have pinged with a tracking message by now, so thought Prakash. Unfortunately, it did not; as lack of phone charge prevented it from pingging (power cut in the rural parts of India is an everyday ordeal (EXHIBIT VII).

Now as the bag for Jaipur PO was packed, Meera’s water pump was only 270 km away from her. Since there were not many parcels to Meera’s district to be delivered from Jaipur PO, it will be delivered to Bhilwara Sub Post Office by a postal carrier on a cycle. Three days from the dispatch date, the shopkeeper informed Meera’s father that his parcel had arrived at the Bhilwara Sub Post Office. That afternoon meera finally laid her hands on the water pump as soon as her father brought it home.

¹⁰ BNPL-Book now pay later. Used for consignments that are booked for COD (Cash on delivery)

Amazon's e-Commerce center at Delhi had a process similar to India Post except for the final delivery process. As soon as Anil's parcel was registered for final dispatch in the center, his phone pinged with information like estimated delivery time and delivery personnel's name and number. He informed his landlord to collect his parcel as soon as he received the final text message containing tracking information. His package was delivered by a Blue Dart delivery boy who had a GPS and motorbike. It was only a matter of a few hours that his parcel was delivered at his doorstep. Urban location and facilities provided by Blue Dart and Amazon acted as the catalyst in the speed of delivery.

As on 2016, on an average e-Commerce centers handled about more than 40,000 packages a day. With a strong network of pin codes, India Post had the best of the delivery systems when compared to its competitors.

TRAINING AND DEVELOPMENT INITIATIVE OF INDIA POST

Department of Posts, being a service delivery organization, needed a workforce that is well informed and responsive to customers' needs. It was found that there was a need to have focused and well-planned training and development programmes aimed at change acceptance by administrative, operative and finance personnel. India Post had framed the Postal Training Policy, 2012 in conformity with the National Training Policy of Government of India. The key objective of the Postal Training Policy was "Training for All" at the entry level and three mid-career training programmes at specific intervals for all cadres/categories of staff.

The Rafi Ahmed Kidwai National Postal Academy (RAKNPA), Ghaziabad had been the apex training institute, recognized by the DoP&T (Department of Personnel and Training) as a Central Training Institute with excellent infrastructure. It was the same academy which imparted induction training to Prakash and other managerial cadres of the Department of Posts. It also imparted training to managers of Foreign Postal Administrations and officers of various Central Government Departments and Public-Sector Units.

Training programmes on IT capabilities indicate that India Post had a clear plan to face future challenges from competitors as well grab the opportunities of the present business environment.

EXPANSION STRATEGIES OF INDIA POST

India Post Payments Bank

It was the 2015-16 Budget speech, where the idea of IPPB (India Post Payments Bank) was given an opportunity to become a reality. The main purpose behind setting up the payments bank was to reinvent India Post as an organization, promote financial inclusion amongst the citizens and provide an easy access to the formal financial system. The final license for setting up of India Post

Payments Bank was given by RBI on 20 January 2017. As of 2017, Government had allocated approximately US\$77 million for the operations of Payments Bank. (Annual Report, Department of Posts, India, 2016-17)

India Post and Indian Railways

In order to increase its logistics efficiency and speed of delivery, India Post followed an expansion strategy by collaborating with Indian Railways. This channel was targeted by India Post for business parcels only. At the time of inception, a portion in the guard's¹¹ compartment in six trains was allotted for parcel carriage. By this collaboration; both the organizations aimed to increase their revenues¹². (Railways partners with India Post in parcel business, 2017)

FUTURE CHALLENGES

With huge funding from external agencies for the e-Commerce sector, it would be a big challenge for more than a century old organization like India Post to survive if it did not keep pace with the changing consumer demands.

COD benefitted many Indian customers who do not avail net banking or electronic bill payment services. However, due to technical issues like connectivity and data transmission error between the merchant/vendor bank and India Post; customers may hesitate to trust the service provider. India Post would have to come out with clear-cut policies for effective service cost for its delivery depending upon the distance and weight of the package. It will remain a challenge if the mode of transport is not considered for the process of service delivery. One of the biggest foreseeable challenges would be; that being a Government Organization, India Post would reach complacency in their offering with regard to services, policies for incentives, bonuses and staff promotion. (Naugain, 2017)

¹¹ Guard (Commonwealth English) is a train crew member responsible for operational and safety duties.

¹² Indian Railways earns about ₹2000 crore (USD\$305,441,439) annually from parcel business (as of 2017)

With e-Commerce companies coming forward to tie up with India Post, the simple postal carrier with the cycle as the delivery mode without any tracker would find it difficult to carry large/heavy packages. It may also happen that a postal carrier would have to walk through rough terrain to reach addresses which are difficult to locate. With the speed of shipment playing a major role in the success of e-Commerce deliveries, the age-old delivery process would need a marked change to keep pace with the changing scenario. India Post would have to come out with a policy for product returns and payment refusal by customers.

FUTURE OF INDIA POST

India Post is not the first national mail carrier to have collaborated with e-Commerce giants. Deutsche Post (Germany) and Royal Mail (UK) have also collaborated with online retailers as the usage of postage service is diminishing at a very high rate.

The prospects look good for India Post as slowly and gradually the population of the country is getting digitally literate. But to be at par with the development, India Post has to revamp and refurbish its infrastructure parallelly to set up new units across the country. This would capture a key portion of the distribution, delivery as well as logistics, which is estimated to reach a USD\$9 billion mark by 2021.

It is also important for India Post to tackle the challenges to ensure efficient growth and a good profit yield. Expansion and keeping technological advancement within its scope would help its increased growth. A good set of policy changes are also needed to a large extent to run such an organization smoothly and effectively.

But the question remains that in this era of privatization, globalization and cut-throat competition will India Post's reinventions help it sustain the test of time? Are the employees ready for an enhanced delivery process?

EXHIBIT I

S. No	Pin Zone	No of Post Offices
1	Delhi, Haryana, Himachal Pradesh, Punjab, Chandigarh, Jammu And Kashmir	11595
2	Uttar Pradesh, Uttarakhand	20388
3	Rajasthan, Gujarat, Daman and Diu, Dadra And Nagar Haveli	19324
4	Goa, Maharashtra, Madhya Pradesh, Chhattisgarh	24324
5	Andhra Pradesh, Karnataka, Telangana	25916
6	Tamil Nadu, Kerala, Puducherry, Lakshadweep	17041
7	Odisha, West Bengal, Arunachal Pradesh, Nagaland, Manipur, Mizoram, Tripura, Meghalaya, Andaman And Nicobar Islands, Assam, Sikkim	24204
8	Bihar, Jharkhand	12257
9	Army Post Office (APO) And Field Post Office (FPO)	NA
Total		155049

Table 1: Number of Post Offices

EXHIBIT II

There are three main services provided by India Post which are listed below with their classifications:

Premium Products for mail/parcel transmission	
Speed Post	It is the premium express mail service from India Post. Time bound and assured deliveries are two key parameters of this service. It can be used for letters, documents parcel up to 35kgs (77.1618 pounds) in weight. Credit facility as well as free pick up facility is also provided for this service. It can be used to send items up to 99 countries.
Express Parcel/Business Parcel	This is an air express parcel service. It is available for both retail and business customers. It has features like COD (Cash on delivery) facility for bulk orders, volume discount and compensations in case of loss or damage.
Cash on delivery	This is available for Express Parcel, Business Parcel and Speed Post accustomed with certain terms and conditions.
Logistic post	This facility basically provides a whole range of service on the logistics value chain- to higher loads, even consignment loads.

Business Products	
Business Post	There are many non-core activities such as inserting, sealing, franking which are carried out to seamlessly integrate the pre-mailing activities with mail handling and delivery operations. These are termed as Business Post.
Retail Post	Post offices are becoming one stop shop to provide a range of utility services to the customers by providing convenience and affordability at their door step. It includes activities like railway ticket booking, sale of third party products; and acceptance of utility bill payments.
Bill Mail Service	Introduced on 15 th , September 2003 to provide a cost-effective solution for mailing of periodic communications in the nature of financial statements, bills, account bills etc., which may be posted by various service providers to their customers.
Direct Post	This is basically an unaddressed mail, usually carrying sales message or announcement designed to elicit a response from a carefully selected consumers or business market and is a potential medium for direct advertising.
Media Post	This is a mode that gives an opportunity to advertise on postal stationary, letter boxes, building etc., to promote a brand or product.

e-Products	
e-Post	It is an unregistered hybrid mail which provides electronic transmission of the messages which may include texts, graphics etc. and their delivery in hard copies at the destination through India Post's delivery service.
e-Payment	This option helps business and organizations to collect their bills and payments through India Post Office network.
e-IPO (Electronic Indian Postal Order)	A service which was initially launched for Indian citizens who were living abroad for the purpose of bill payments and as a portal for seeking access to information under the RTI.

EXHIBIT III

Rate Chart available on: <http://www.indianphilately.net/inlandpostalrates.html>

EXHIBIT IV

Services as part of Digitization	
e-Post	e-post unregistered hybrid mail which provides electronic transmission of the messages which may include text messages, scanned messages, pictures, etc. and their delivery in hard copies at the destination through India Postal carrier/delivery staff. Presently, e-post facility is available for more than 13000 post offices and physical delivery through a network of more than 154000 post offices across India. E-post service is provided for both retail as well as corporate customers.
e-Payment	Post office offers them a simple and convenient in the form of e-payment. E-Payment is a smart option for businesses and organizations to collect their bills and payments through Post Office network. E-Payment is a Many-to-One solution which allows collection of money (telephone bills, electricity bills, examination fee, taxes, university fee, school fee, etc.) on behalf of any organization.
e-Post Office	<p>This portal is aimed at providing convenience to the public in availing select postal services from their home/office using their own computer and internet. They need not walk into the post office to avail these services. The customer need to register on the website for the first time. Customers can avail the following services through e-post, they are :</p> <ul style="list-style-type: none"> • Buying of Philatelic stamps. • Payment of PLI/RPLI premia. • Payment of fee under the Right to Information Act, 2005. through the Electronic Indian Postal Order (e-IPO).
Other services as a part of digitization	Rural ICT-Hardware, System – Integrator And Network Integrator, Data Center Facility, Financial Services System, Mail Operation Hardware

EXHIBIT V

S. No.	The key objectives of Project Indian Post 2012
1.	Development of scalable, integrated and modular software covering all operations of the Department of Posts such as Mail Operations, Postal Banking, Insurance, Finance and HR.
2.	Establishment of required IT Infrastructure including Data Centre, Wide Area Network (WAN) based networking of the departmental post offices.
3.	Establishment of required IT Infrastructure including Data Centre, Wide Area Network (WAN) based networking of the departmental post offices.
4.	Establishment of required IT Infrastructure including Data Centre, Wide Area Network (WAN) based networking of the departmental post offices.

Table 2: Key Objectives

EXHIBIT VI

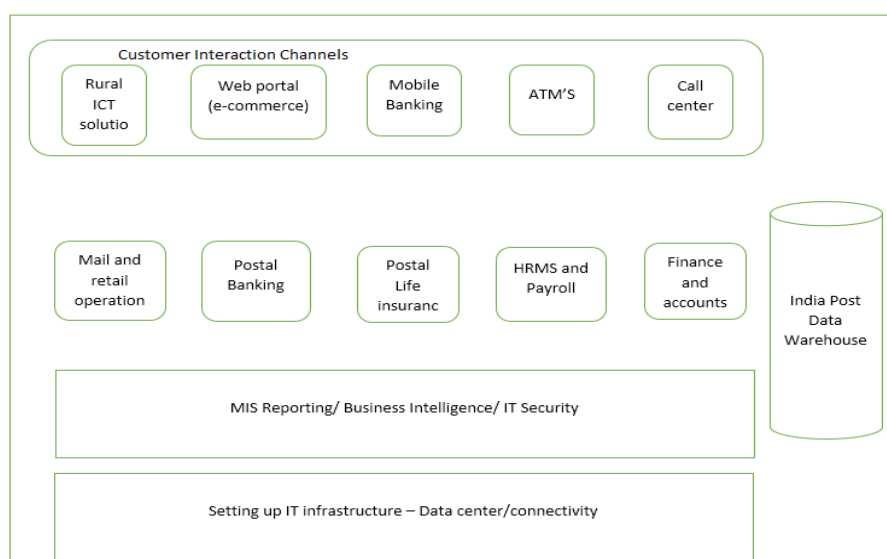


Figure 1: Infrastructural capabilities

EXHIBIT VII

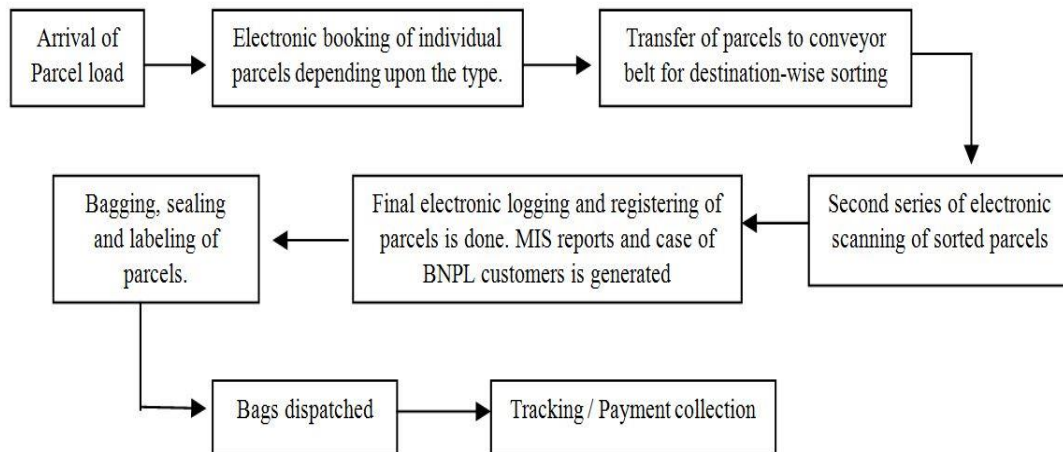


Figure 2: Process Flow

Note: Latest technological advancement and efficiency of computer helped in tracking the location of parcels. The e-Commerce center managed seamless delivery of parcels and not just a raw dispatch. The e-Commerce parcel center also ensures precise security and the whole processing center is monitored by a network of surveillance cameras to avoid any sort of customer grievance.

Bibliography

- (2015, June 26th). Retrieved from Yourstory.com: <https://yourstory.com/2015/06/india-post-ecommerce/>
- (2015, October 08). Retrieved from Knoema: <https://knoema.com/jwiewi/postal-statistics-of-india-regional-2012>
- (2016 , September 21). Retrieved from Financial Express:
<http://www.financialexpress.com/economy/india-posts-current-account-deficit-of-0-1-per-cent-of-gdp-in-april-june/385000/>
- (2016-17). *Annual Report , Department of Posts, India.*
- Naugain, V. (2017, May). Asst. Superintendent, Office of CPMG (Delhi Circle). (T. M., Interviewer)
- (2012). *Project Arrow: Reach of India Post.* DoP. India Post. Retrieved 2017, from indiapostarrow.gov.in:
<http://indiapostarrow.gov.in/writereaddata/Introduction%20to%20India%20Post,%202012%20Program.pdf>
- Railways partners with India Post in parcel business .* (2017, Feb 27). Retrieved from economictimes.indiatimes.com:
<https://economictimes.indiatimes.com/industry/transportation/railways/railways-partners-with-india-post-in-parcel-business/articleshow/57378513.cms>
- Sasi, A. (2016, January 11). Retrieved from indianexpress.com:
<http://indianexpress.com/article/india/india-news-india/india-post-rides-e-tail-boom-reaps-big-rewards/>
- Soni, A. (2016, June 3). Retrieved from www.yourstory.com:
<https://yourstory.com/2016/06/amazon-india-my-stamp-india-post/>
- Thakur, Anurag Singh. (2015). *IT induction and modernization in the department of posts.* New Delhi: Standing committee on information technology. Retrieved from http://164.100.47.193/lsscommittee/Information%20Technology/16_Information_Technology_10.pdf