



Going Cashless with GNFC

Gujarat Narmada Valley Fertilizers & Chemicals Limited - Gujarat

Following the Government's demonetisation implementation, Gujarat Narmada Valley Fertilizers & Chemicals Limited (GNFC) undertook a pan-organisation transition to e-economy. Through awareness, advocacy, training and digital infrastructure building, GNFC's cashless model was implemented in Bharuch District, which became the first completely cashless town in India. This initiative gave the choice to use non-captive and non-proprietary technology to users and relieved them from monopolistic offerings made by banks and telecom providers. GNFC bore the cost for capital and recurring cost for setting up of digital infrastructure for retailers unlike the banks. At a time when debts were on the rise, GNFC reduced the risk of transaction failures and excess debits. The company extended



CHALLENGE FACED

- Training large number of customers/farmers in the methods of digital transactions was a huge task



special offers of 10% and 5% discount to motivate farmers. It also organised the 'Train the Trainer Programme' and trained around 5,000 students. For retailers, GNFC imparted specific training on account reconciliation, tracking money usage, customer analysis and real-time problem resolution. As an integral part of the initiative, women from GNFC *parivar* conducted door-to-door campaigns to generate awareness. To help the local farmers, a 16-hour vernacular language call centre was set up, which could provide answers in eight languages.

GNFC integrated multiple technologies on a single platform to allow room for flexibility and diversity in terms of choices to retailers and customers spread across Gujarat and to make it compliant with audit and taxation regime. The organisation implemented and managed the entire transition from the stage of conceptualisation to selection of the appropriate technology, re-engineering processes, infrastructure provisioning, support and hand-holding, and risk management. It transformed into e-GNFC in all its

FINAL OUTCOMES

- GNFC was the first fertiliser company to introduce a comprehensive digitisation strategy
- It improved and increased sales at the time of demonetisation; 33.66 lakh fertiliser bags were purchased through e-transactions, worth more than ₹105.17 crore, by around 82,00 farmers
- 10,000 PoS machines were installed across retail outlets, including 8,000 DBT PoS, covering 33 districts of Gujarat and 243 blocks
- Micro-entrepreneurs can now engage in cashless initiatives in GNFC townships
- The first-of-its-kind in India, all donations to a temple in GNFC campus are cashless

operations.

GNFC created an extensive infrastructure but also conducted massive campaign in mission mode and sold fertilisers to around three lakh farmers, worth ₹105 crore through cashless means, the highest in the country. It also evolved an innovative idea of the first less cash/cashless townships and has guided the transformation of townships belonging to various industrial organisations. Ministry of Chemicals & Fertilizers instructed adoption of cashless methods for sale of fertilisers throughout the country.

GNFC's innovation lies in integrating multiple technology options, both for payment and acceptance on a single platform through series of process improvements and deployment of Non-Captive Open Technology systems.

The initiative is aimed to rapidly industrialise a cashless ecosystem and simultaneously protect its business while safeguarding the interest of the farmers and retailers adopted into the initiative. This would in turn inculcate a cashless system ushering in the digital era.