



## **Deciphering the Impact of Goods and Services Tax on Supply Chain Management: An Exploration through Literature**

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### **ABSTRACT**

*GST plays a significant role in various sectors of the business and transform their operations so as supply chain and logistics operations. Industries that combine various regular manufacturing and trading activities need to fill the gap between rising demand and well-timed and appropriate supply. The view of supply chain management as the backbone of India's fast-growing economy can hardly be underestimated. This paper is an attempt to recapitulate the impact of goods and service tax on supply chain industry through extensive literature survey. This paper presents role of GST on supply chain, warehouse consolidation supply chain management reform, pros and cons of implementing GST on supply chain and logistics and findings of some previous researchers with similar kind of study.*

**Keywords:** *Supply chain management; Goods and service tax (GST); Warehousing; Logistics.*

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### **1.0 Introduction**

GST is a one-tax framework at a national level for production and sale of products and services (Tiwari & Singh, 2018; Pegu, 2017). The implementation of the GST has replaced several other taxes. There is now a tax, which is regulated solely by the central government at national level. GST is a simple policy of tax that increases the collection of taxes (Dash, 2017). This also results in a transparent infrastructure that avoids systemic fraud and corruption. The corporate tax structure will simplify tax reform, lower inflation rates and make the system more transparent.

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The GST simplifies tax reform. GST will address numerous growth issues by strengthening the relationship between the structures of VAT / GST and possible risks associated with dual taxation and involuntary non-taxation schemes. GST will have a stable basis for early collection of VAT. Corporation / taxpayer manage and collect taxes and charge a share of taxes equal to their margin. GST shifts the company to tax sales to the end-user.

GST play a significant role of various sector of the business and transform their operations and ROI as well. Past literature has mentioned this transformation as a stepping stone to harmonize trade and foster economic growth through major changes. GST will allow more digital systems and services to be introduced. Introduction of GST has already increased the tax incidence on services from 14% (Service tax regime) to now prevailing 18% resulting in e-commerce firms facing higher taxes and rising costs (Krishnan, 2019). This would adversely affect large telecommunications companies such as Airtel, Vodafone, Idea, etc. GST would soon understand the requirements of the film industry and do its utmost to improve its business. Supply chain management is one of the prominent sector which affected by goods and service tax. Industries that combines various regular manufacturing and trading activities need to fill the gap between rising demand and well-timed and appropriate supply, the view of supply chain management as the backbone of India's fast-growing economy can hardly be underestimated. Concurring road and rail network, technological infrastructure and numerous service providers is an environment for the supply chain industry and helps ensure timely, efficient and productive supply to end users through a comprehensive logistics and supply chain (Gunasekaran & Ngai, 2004). Understanding the GST impact on supply chain management is therefore significant. Certainly, the sudden rise of the online marketing and steep growth of e-commerce in India where the supply chain play a prominent role have changed the rule of ancient stagnating economy with rapid adaptability in supply chain area. Thus, this paper is an attempt to understand the impact of GST on supply chain through existing literature.

### **1.1 GST on Supply chain and logistics: A debut**

The much-discussed “Goods and Services Tax” (GST), finally introduced on 1 July 2017, underscored the principle of ‘one-country tax’ and promised a simplified tax and credit system to accelerate this expected growth. Unique arrangements such as SGST, CGST and IGST are the main focus of the GST system, replacing a broken tax framework that has routinely levied miscellaneous taxes, such as VAT, OCTROI, excise tax, etc., until some time ago. In short, GST aims to simplify India's tax regime by introducing one indirect tax, increasing the size of the corporate share of the land

burden (Tiwari & Singh, 2018).

Nevertheless, before we look at GST's potential impact on the supply chain industry, it would be wise to look first at the actual scenario shaping the current context of this field. Combining inbound and outbound fabrication and supply chains facilities, this large playground has been missing to date, primarily due to infrastructure maladministration depending on its capacity (Bouchery *et al.*, 2016). Logistics is considered to be the backbone of economic growth and trade. It plays a crucial role in developing countries such as India, where consumption is growing and demand is still high (Gani, 2017). We may fairly expect a well-organized, well-established logistics sector to take on the desired position of India's "Make In India" policy. Logistics can essentially be defined as transferring goods from their point of origin to consumption (Ballau, 1998). A well-organized logistics and supply chain ensures that goods are delivered at the right spot, in the right condition and in the right quantity to the right customer (Li, 2014). And if it's not finished correctly, then it's all switching. Stakes in consumers and suppliers remain strong.

Logistics operators in India have maintained a large number of warehouses across countries in order to avoid taxes on CST and entry taxes (Malhotra & Mishra, 2019). Most of these warehouses are less functional, leading to inefficiency in service. However, as soon as GST is announced, most of the current issues in this sector will be a story from the past as India becomes a single market where commodities are free to move across the state. We can also see warehouse building around the country and mega logistics hubs and major infrastructure projects with 100% foreign investment. GST has already shown interest in warehouses and e-commerce players setting up warehouses in strategic locations such as Nagpur, India's zero-mile area (Malhotra, 2018).

The massive decline in distribution networks, processes and infrastructure and storage facilities only encourages further instability in the sector, leading to large amounts of waste that can be avoided (Ferronato & Torretta, 2019). However, there are so many other issues as well such as: Uncontrolled market trends (more than 2-3 times the world's standards) and unregulated prices. Differential legislation produced by different national, regional and national authorities leads to a cohesion situation that ultimately undermines the foundation of the national logistics network. Management and decision-making shortages of qualified personnel and software / resources at different levels. Evaluation of flaccid transport costs, resulting in collusion between the governing agents and an increase in lack of knowledge among the participating beneficiaries. Harm on stocks and bad debts due to late / insufficient distribution.

There is a lack of research in this area, which takes most knowledge out of the reach of many players, making the market highly unpredictable and indeterminable (Thaller *et al.*, 2012).

Although it is too early to see GST as a complete savior, despite the many obstacles above, there are certainly some clear advantages to this revolutionary overhaul of the country's tax policy. Increased productivity in low-cost transport of interstate goods—the GST effect in this region will most likely be felt by lengthy clearance procedures and complicated past paperwork at various interstate locations. At the end of the day, this means a dramatic reduction in travel time and a substantial reduction in logistic costs of approximately 30-40 percent, as the World Bank study reports (World Development report, 2020). Increasing the speed and cost of goods flow, in turn, means a measure to improve GDP, which, according to industry analysts, opens up multiple market opportunities. On this point, it seems crucial to expand and improve road connectivity and move trucks in a timely and trouble-free manner. Luckily, the Government has taken assertive measures to further it. The reforms were carried out in line with almost 6,924 crore increases in the FY2017-18 budget and commitments to seamless connectivity to ports and railroads, opening up even the interior of the country.

## **2.0 Warehouse Consolidation Supply Chain Management Reform**

The logistics industry will not be in the world without coordinated, secure warehouses. As a result of the implementation of the new tax structure, major improvements will be made in this section for companies seeking greater operational efficiency rather than pure tax growth. Since GST has been implemented, businesses can now find the regional hub-and-spoke freight model more feasible. This requires larger distribution facilities in national areas rather than smaller ones in each State, resulting in less time spent at different locations, less paperwork and faster delivery of products, not to mention central control transferred to a secondary delivery model for other retailers. With goods times dropping by 30-40%, the smoother operation of the supply chain is expected with increased use of trucks and improved efficiency (Indian Transport and Logistics news, 2019). And with tax concerns off the table, further decision-making is required but only at the transportation management organizational level. Ultimately it translates into better customer service. Inspired by the numerous possibilities and relaxation offered by GST, warehousing operators and e-commerce players have already begun to consider Nagpur as a warehouse center in an effort to improve their logistical efficiency because of its position as India's zero-mile zone.

The response to the implementation of the GST was not limited to businesses alone, which rightly represented it as a lucrative business opportunity—they no longer see the warehouse as a warehouse counter, but as centers that can be milked for a number of other services in this niche, including packaging and bar coding. New entrants entering the industry as well as established logistics players participate—who ever thought online truck reservation was something? However, it was created as an interesting reality, given the country's vast domestic consumption and vast road network, which faced numerous transport challenges faced by both logistics companies and their agents (such as truckers, shippers).

With the internet and new technology entering this market, online truck bookings have become an enviable luxury that companies simply cannot ignore. The major benefits of the service, such as timely delivery of goods marked with live surveillance based on a real-time GPS network, easy access to transport records, competitive freight pricing, truck pooling, etc., make booking experience user-friendly and efficient, making these services a popular place in the wider logistics industry. And, given that GST has a positive effect on other companies and industries in the region, it is expected that the resulting changes will greatly benefit the road haulage industry, usually due to increased demand. Logistics market in India is forecasted to grow at a CAGR of 10.5 percent between 2019 & 2025 (India's Logistics Market, 2020 Research Report). While addressing the impact of GST in this regard, it would be unwise to miss out on the edgy benefits of Third Party Logistics as a viable alternative for companies to manage complex logistics on a stand-alone basis, 3PLs offer tremendous potential in that they can provide seamless storage facilities for slotted customers from key distribution points. Bringing transparency to logistics operations and thus reducing overall corruption—The transition to GST is expected to serve as a significant deterrent to cross-border corruption and monitoring of local booking agents by removing the roots of the parallel economy and thus facilitating fair play for all parties—businesses, customers, states.

### **3.0 Pros and Cons of Implementing GST on Supply Chain and Logistics**

An overview of the benefits of implementing GST typically highlights three main planned outcomes: effective use of all logistical infrastructure equipment and components; simplified tax credit mechanism to eliminate dual, cascading multi-tax impacts; substantial logistic savings of almost 20% as per CRISIL report ([www.business-standard.com](http://www.business-standard.com)). The logistics market is split in India. Over the years,

the Indian coordination industry has expanded its central role and the traditional contributor of Indian GDP, thanks to advanced modern exercises. The Indian logistics industry is expected to expand by about 15-20% at CAGR for the financial year 2020. The main constraint in driving monetary development in this region is the various roles of intergovernmental experts. This adds to rising shipping prices, which are more expensive for consumers. In India, logistic costs (13% of GDP) are strong relative to developed countries (Indian Transport & Logistics news, 2019). The logistics sector of India is mainly divided into four regions, including transport, warehousing, shipping and logistics, including support. Using GST may be a pleasant change for businesses, including the sorted logistics players. In the general deal, logistics track the procurement of products for the purpose of source and usage as a product to satisfy the specifications of the consumer or client. Easy logistics involves the routine synchronization of data points, care artifacts, production, bundling, storage, transport, storage and protection.

Literary analysis of leading logistic journals shows that in the logistics industry, connection of the Supply Chain (SCM) to the legal and fiscal realms is rarely used. Wu *et al.* (2013) called for further analysis of internal logistics operations and other related practices, explicitly citing the legal position as the primary reason for not doing any work. Trent (2005) also clarified the position of logistics. Historically, there was little legal / tax issue with logistics and SCM. Lawyers usually do not understand logic, because logistics concepts are based on their values. However, multinational finance departments are exploring the relationship between the global tax burden and the successful SCM as one way to reduce their global tax burden. State and local authorities also seek to persuade companies to invest in these areas by providing tax benefits such as 'packages' (Sweeney *et al.*, 2005; Gooley, 1998). In recent years, leading law firms and accounting firms have published principles such as 'tax-aligned supply chain' (Deloitte), 'tax-efficient supply chain management' (KPMG) and 'tax-efficient supply chain' (e.g. Grant Thornton). Our message is that companies will benefit greatly from a fiscal and logistical view of the growth of the supply chain.

These problems have been suggested in tax journals (McGee, 2006; Sweeney *et al.*, 2005) and recently in practitioner-oriented tax books and magazines, in particular consultants (Adams *et al.*, 2008; Donohoe, 2015; Banker *et al.*, 2009). However, from a logistic point of view, supply chains built by tax experts using tax optimization techniques are always odd. The consequences may include cross-border, business-efficient transport (focusing on post-tax profits), which appears to be logistically and environmentally inefficient.

As announced, GST would be a significant stimulus to the potential generation

of state-level revenue through its tax base. The service sector is now rising and growing much faster than the manufacturing sector. According to the 2011 GDP data, the service segment contributes approximately 57%, while the manufacturing sector accounts for approximately 28% of Indian GDP (Van Berkel, 2018). Tax compliance in the GST framework would therefore be improved through national tax computing, national registration and also through the link between registration and tax records. GST would be mutually supportive of manufacturing, trade, agriculture, customers, federal and state authorities. GST should become more inclusive with agricultural product allowance, inclusion in the informal sector and higher taxes on luxury goods (Mukherjee, 2015). This would also enhance policy adequacy and competitiveness across a larger tax base. Those who say that they accept this tax system as having to pass their own federal laws, apart from constitutional amendments (Banerjee *et al.*, 2016; Deol, 2013).

#### **4.0 Impact of GST on Supply Chain Industry: A Recapitulation in Literature**

GST in India is based on a key issue of supply law (Jain *et al.*, 2010; Revathi, Madhushree & Aithal, 2019). The problem is compounded by differing opinions on systemic and organizational failures in different government departments and therefore it is premature to comment on or assist companies. One can only hope that the issues set out in the proposed GST will be resolved. However, after highlighting these concerns, the implementation of the GST should not be viewed from a negative angle. In fact, the change is in a positive direction as it seeks to put an end to the cascading effect institutionalized as the order of the day by the existing regime (Revathi, Madhushree & Aithal, 2019). Strengthening the tax laws on goods and services, while providing a fundamental basis for preventing dual taxation of transactions, is therefore an enviable vision that both politicians and industry are seeking in the context of the proposed GST in India.

Kumar *et al.*, (2019) proposed that GST be a clear and unmistakable tax scheme with minimum numbers and tax rates. Federal and state taxes are going to decrease. On some items, the effective tax rate will be lowered due to a lack of current tax implications for cascading items. By simplifying the levy, the cost of compliance of taxpayers will be reduced. A larger tax base and increased tax enforcement would increase the tax revenue of the state. Changes in the structural tax system were needed as a result of the transition from a static, controlled heavy industry to a closed Indian economy, replacing a dynamic open and export-driven economy with market-based

capital allocations. The tax structure would not only increase the necessary taxes on social and physical services in an open, export-dominated economy, but would also minimize volatility and adjust to business needs to ensure global competitiveness.

Anushuya *et al.*, (2014) introduced the implementation of the CGE model supported by GST. CGE modeling is used to assess various tax areas, including direct and indirect tax changes, rate increases and decreases, corporate tax base, sales tax, carbon tax, etc. Their findings concern different investigators. Bhattarai (2017) evaluated the micro and macro impacts of the goods and services taxes (GST) using a dynamic computable general equilibrium model of the Indian economy. He further mentioned that GST reforms will progress specialization in productions of goods and services among the major economic segments of India by removing deformations in the production and distribution of goods and services, transparency it brings in the tax system will help to maintain above seven percent continuous growth rate in output, investment and physical capital.

Gupta *et al.*, (2014) introduced goods and service tax dominates the economy of India. Tax policies play a significant role in the economy by impacting on development and equity. An effective tax system would solve the problems of income allocation and seek to raise tax revenue to finance government spending on public services and infrastructure growth. Cascading tax revenue affects businesses in the country with a relatively low burden on those who do not receive full pay. This results in the income of the affected population and the loss of health care. Continued tax reforms on goods and services tax will have an impact on the national economy, foreign trade, industry and customers. Tax on goods and services has been highly criticized and analyzed. Jaiparkash (2014) follow-up to Indian indirect tax reform from CST to GST-based target. VAT is an extension of the existing central union excise duty and sales tax, while GST is yet another change to the existing VAT that is scheduled to be implemented in the next financial year, as our Union Finance Minister has said. The new GST would ensure low tax rates worldwide, while avoiding cascading impacts.

The services sector has been adversely affected by the recent increase in the effective tax rate. The service tax base is also expected to increase significantly, as GST is imposed on a much wider range of goods and services (compared to the existing practice of tax collection only for listed services). However, the amount of service tax collected by banking and financial services is limited to revenue and fees. Charges and fees received represent 1–1.5 per cent of borrowers' assets and GST would have a negative impact on the industry by eating in (Economic Times, Mar 27, 2018). GST would also adversely affect other services, such as transport, media and



telecommunications (Revathi, Madhushree & Aithal, 2019). Rao & Chakraborty (2010) determine how GST affects the supply chain in India. As they argue, the complex tax system and weak infrastructure in Indian countries cost about 14 per cent of goods compared to 7-8 per cent. Rather than having one in each state, GST would abolish numerous state taxes, allowing logistics firms to combine warehouses to reduce central service taxes. The new government has allocated a target of 30 kilometers of road construction a day (Financial Express, Jun 13, 2017). Although this is not directly linked to GST, better infrastructure would save SCM businesses time and energy, car repairs, and more on balance sheets. Tiwari & Singh (2018) presented GST as economic revival of India. They focus on employment utility of GST and optimistic in attracting foreign to set up their businesses and manufacturing units here. Once foreign companies start their operation in India, they will hire lot of Indian youth to do work in their business. This will definitely resolve the major issue of unemployment in India to some extent and enhance our foreign exchange reserves too.

Jha (2018) mentioned GST as an effective tool to remove the regional imbalances and inequality in India. In exacting, he have discussed four major concerns the economic inequality across Indian states, the structure of vertical transfers, the lack of integration across various markets and indirect tax structure in the country. Poddar & Ahmad (2009) also mentioned the similar findings and concluded that GST increases efficiency and the establishment of a common market within India.

GST has been introduced in more than 150 countries (Dani, 2016). Kumar *et al.*, (2014) GST will make Indian business friendly by taxing the country and attracting more investment from international investors. Overall, they will infer that the benefits list of GST offers a friendly environment. Proving GST as a superior, appropriate program depends on how it is designed and implemented. If it acts as a supporting entity for business and the economy, it will raise government revenue.

Logistics is one of the major sectors that contributes significantly to the Indian economy and drives India's manufacturing and e-commerce dreams to grow (Bosamia & Chattopadhyay, 2016). Over time, the logistics industry has developed and adopted a number of innovative ideas. Starting with first-party logistics, baby steps increased the market to \$130 million. Second-and third-party logistics have arrived directly after first-party logistics. They have begun to provide a full range of facilities and have allowed international transactions. In the logistics sector, specialized supply chain facilities such as distribution, storage, pool storage, packaging systems, inventory management, consulting, logistics optimization and last-mile delivery have been extended.

## 5.0 Conclusion

GST is seen as India's next major fiscal reform. GST will make significant changes and streamline and simplify the central and state tax system including across national borders (Mishra, 2018; Poddar & Ahmad, 2009). GST therefore offers the perfect opportunity to analyze the supply chain and implementation process and to determine what needs to be ready for GST. Any early move will theoretically benefit from the cost and service level of its rivals, giving consumers a stronger value proposition. By introducing the Goods and Service Tax, the logistics industry has begun to develop new technologies for their supply chain models, which have helped to establish a stronger customer-seller relationship. In recent years, the advantages have been fantastic, and we expect the sector to continue to gain momentum in the years ahead. Longevity and durability can be achieved over time.

Once GST policies were implemented properly, companies became essential for the eventual transformation and redesign of their logistics processes to automate and boost the productivity of the supply chain. Today, the supply chain is more than just buying and selling products. The future of productivity and customer satisfaction in the supply chain is determined by robust distribution network architecture. In this consumer-centered era, the only competitive differentiator is the automating of a supply chain network with long-term business objectives. The greatest challenge for management is to strike a good balance between the activities carried out and the business strategies formulated. Often, 90% of business plans are not implemented as planned.

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