

॥ श्री गणेशाय नम ॥

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एकमेकांसु सहाय्य करु अवघे धरु सुपथं
मुंबई जेवण इवे वहातुक मंडळ

Off: 3, Raghunath Patnak Chawl,
Sambhaji Nagar,
Sahar Road, Near Fly-Over Bridge,
Andheri (E), Mumbai – 69
Email id: rdmedgedabbawala@yahoo.co.in

The Wonder Of Dabbawallas
Unfolded

What is **NMTBSA**?

Nutan

Mumbai

Tiffin

Box

Suppliers

Association

ABOUT NMTBSA

- History : Started in 1890
- Charitable trust : Registered in 1956
- Avg. Literacy Rate : 8th Grade Schooling
- Total area coverage: 60 Kms to 70 Kms
- Employee Strength : 5000
- Number of Tiffin's : 2,00,000 Tiffin Boxes
i.e 4,00,000 transactions every day.
- Time taken : 3 hrs

Our Belief

WORK IS WORSHIP



**Tiffin basket's weight:
75-80 kgs.**

Working of NMTBSA

- Error Rate : 1 in 16 million transactions
- Six Sigma performance (99.999999)
- Technological Backup : Nil.
- Cost of service - Rs. 300/month (\$ 6.00/month)
- Standard price for all (Weight, Distance, Space)
- Rs. 36 Cr. Turnover approx.
[$6000 * 12 * 5000 = 360000000$ i.e Rs. 36 crore p.a.]
- “No strike” record as each one a share holder
- Earnings -5000 to 6000 p.m.
- Diwali bonus: one month's from customers.



Zero % fuel
Zero % modern technology
99.9999% performance

Zero % investment
Zero % Disputes
100 % Customer Satisfaction

APPROACH

DISCIPLINES :

- No Alcohol Drinking during business hours
- Wearing White Cap during business hours
- Carry Identity Cards

WOMEN:

- Mrs. Bhikhubai of Kandivali
- Mrs. Anandibai of Borivali
- Mrs. Parvatabai of Karale (Ghatkopar)
- Mrs. Laxmibai Bagade of Santa Cruz

LATEST MARKETING STRATEGY:

Marketing pamphlets in the “Dabba”

Case Study: NMTBSA

Tiffin Box Suppliers Association

How do they do it ...?

- Organizational Structure
- Operations
- The Code
- War against Time (9:00 am – 12:30 pm)

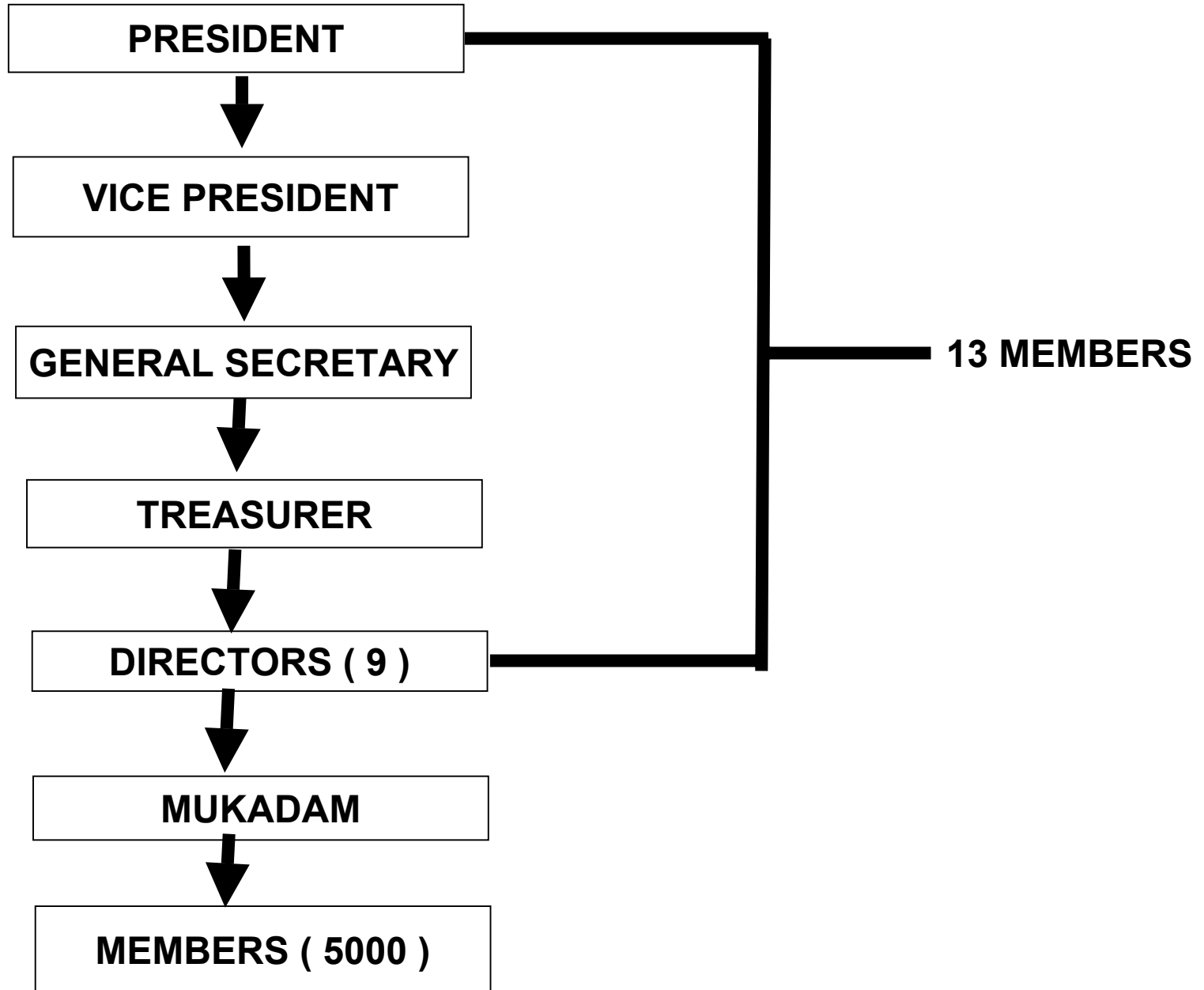
**Executive Committee
(5 members)**

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graph TD; A[Executive Committee (5 members)] --> B[Teams of 20-25 headed by a group leader]; B --> C[Individual dabbawallahs workload: Collect from home - 35 tiffins, Delivery at office - 35 tiffins, Return empty tiffins to home - 35 tiffins];
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**Teams of 20-25 headed by
a group leader**

**Individual dabbawallahs workload:
Collect from home – 35 tiffins
Delivery at office – 35 tiffins
Return empty tiffins to home – 35 tiffins**

ORGANISATIONAL STRUCTURE

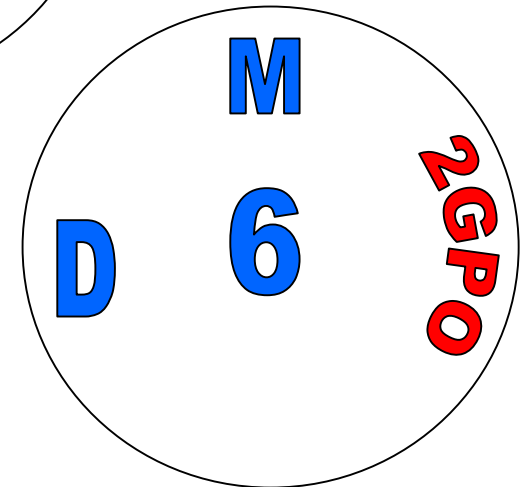
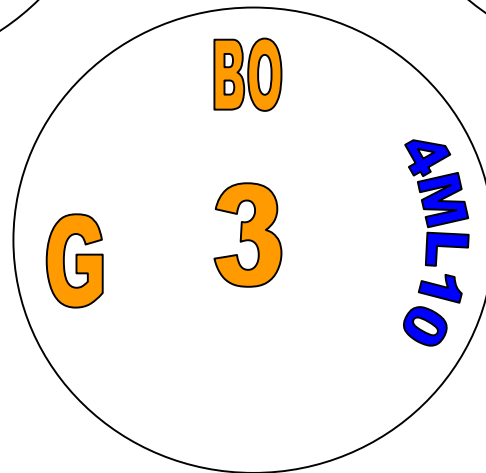
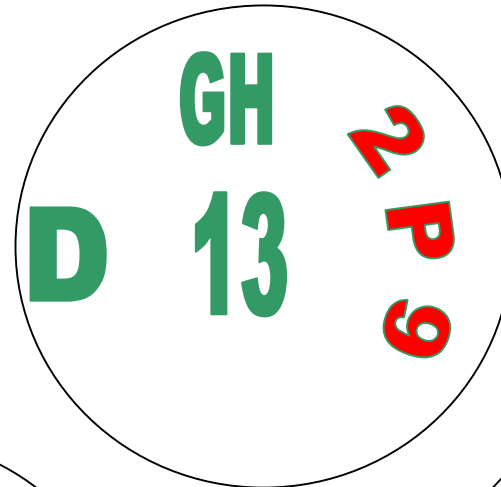
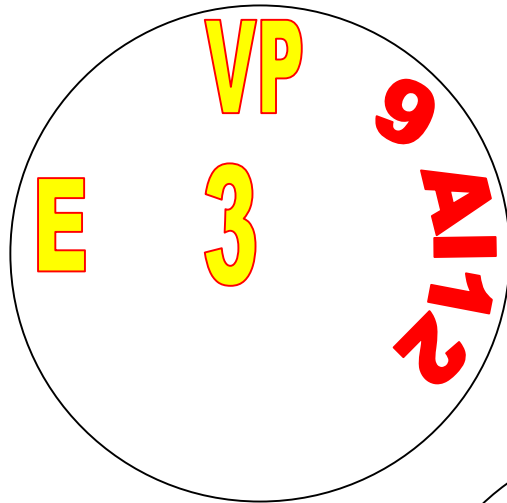


Coding System

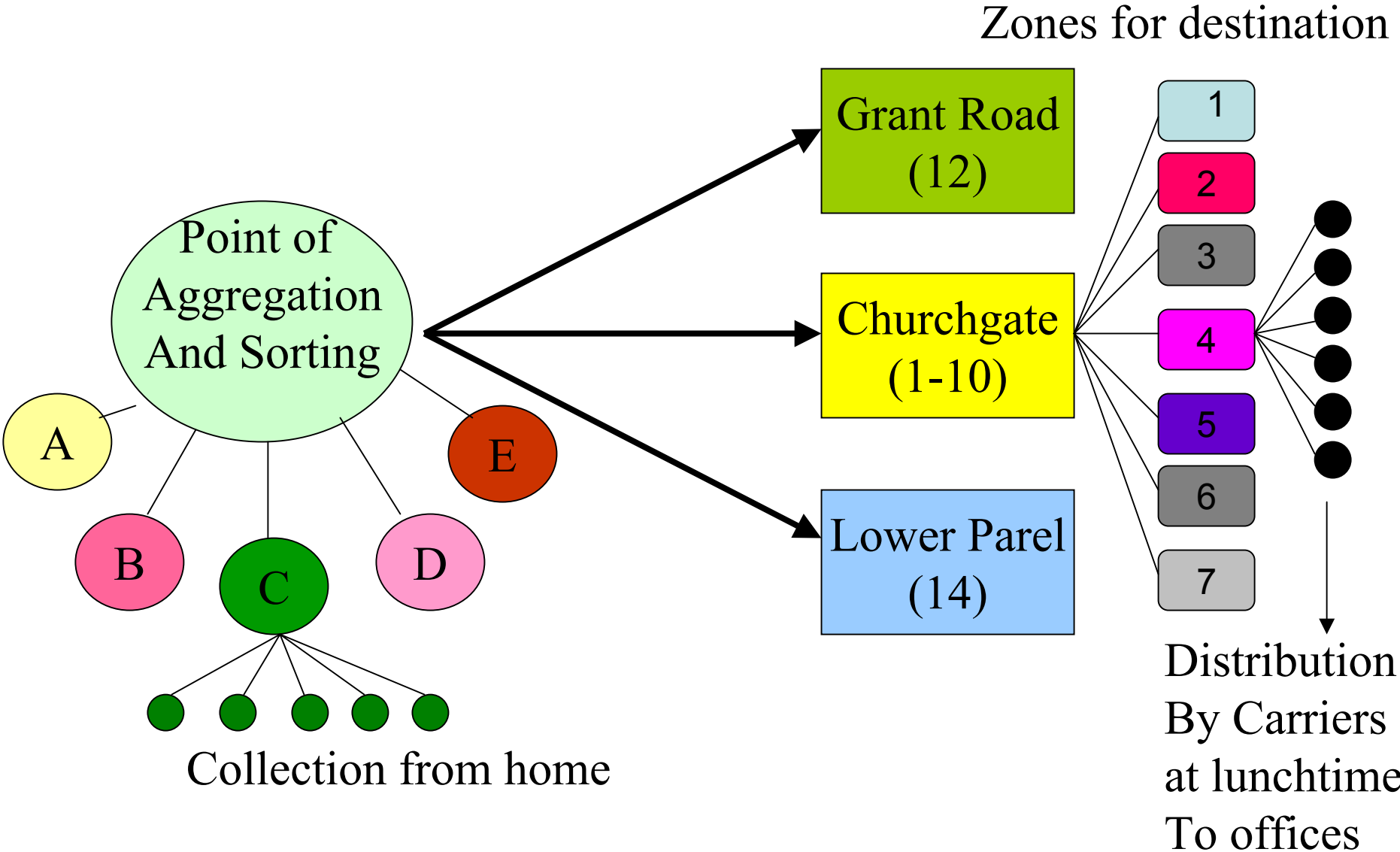
- VLP** : Vile Parle (suburb in Mumbai)
- 9EX12** : Code for Dabbawalas at Destination
- EX** : Express Towers (building name)
- 12** : Floor no.
- E** : Code for Dabbawala at residential station
- 3** : Code for destination Station eg. Churchgate Station (Nariman Point)



- Let us now look at an example of these codes on the tiffins to better understand the system and what it all denotes:



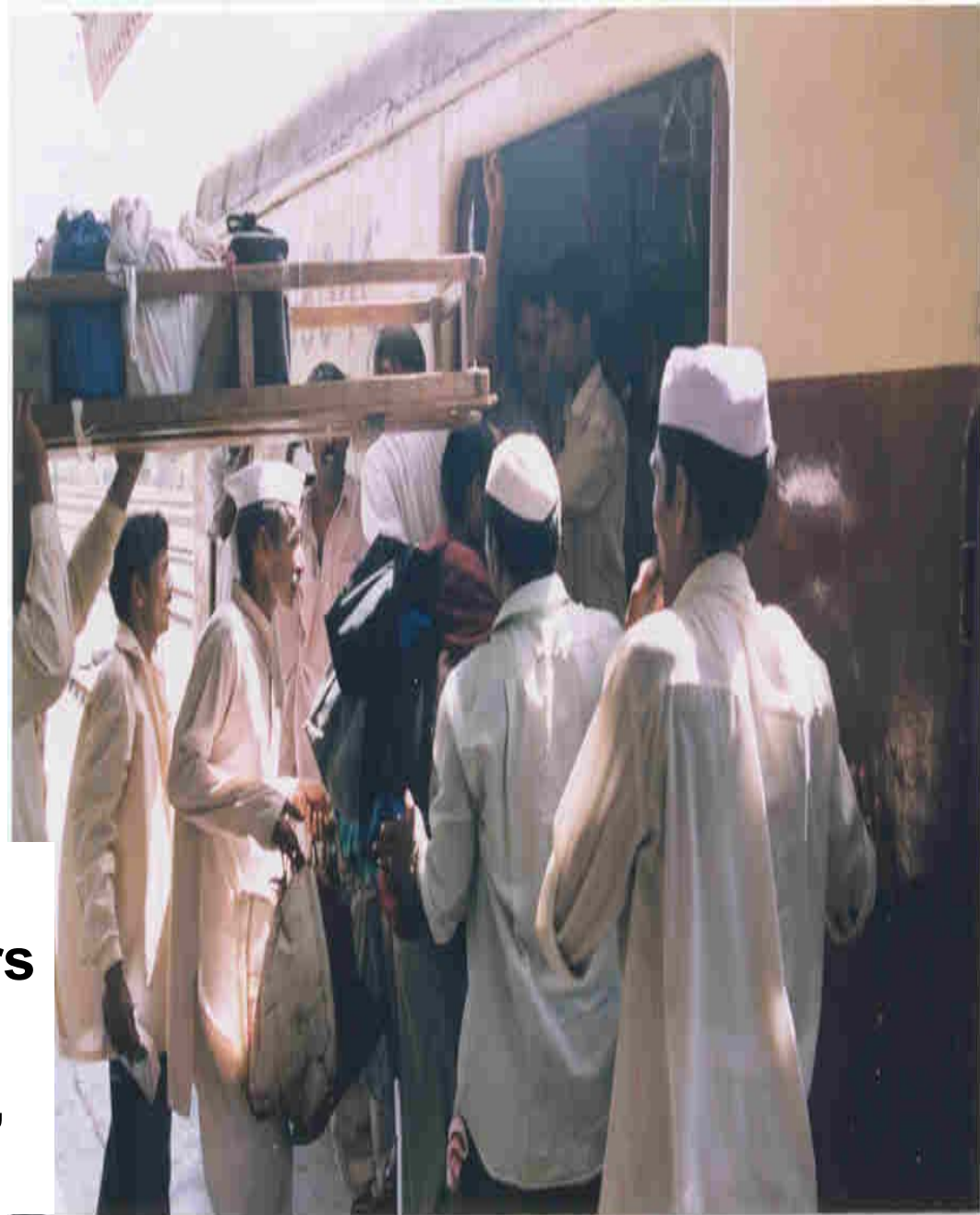
The Flow Logic



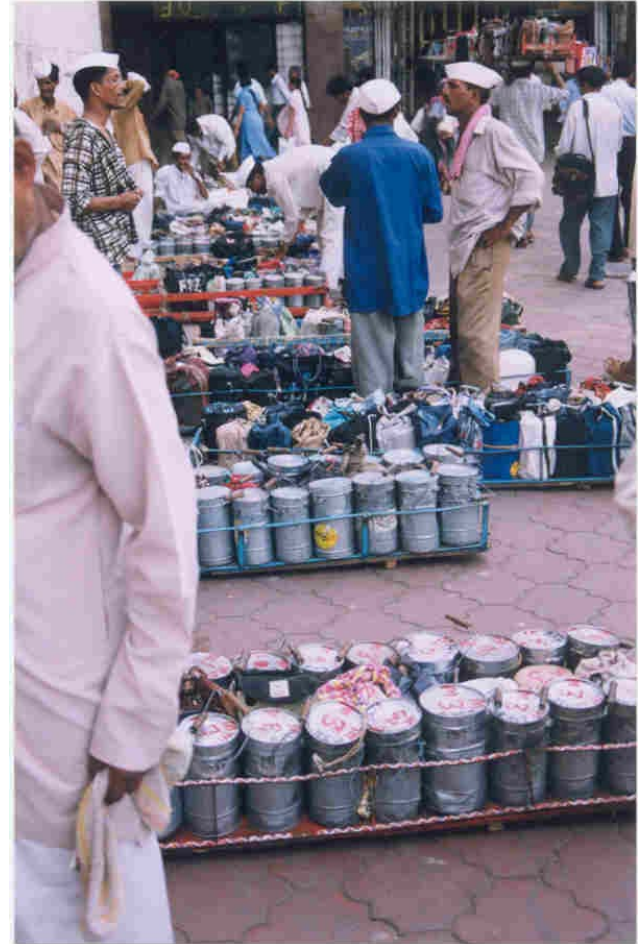
- 10:34-11:20 am
(Andheri Stn.)

- This time period is actually the journey time. The dabbawalas load the wooden crates filled with tiffins onto the luggage or goods compartment in the train. Generally, they choose to occupy the last compartment of the train.

**12 coach train
4,000 commuters
8,000 disputes
But no excuses,
Duty first**



- 11:20 – 12:30 pm
(Church Gate Station)
- At this stage, the unloading takes place at the destination station
- Re-arrangement of tiffins takes place as per the destination area and destination building



- In particular areas with high density of customers (Nariman Pt., Fort , CST), a special crate is dedicated to the area. This crate carries 150 tiffins and is driven by 3-4 dabbawalas!



RETURN JOURNEY:

- 1:15 – 2:00 pm (At All Destination Stations)

Here on begins the collection process where the dabbawalas have to pick up the tiffins from the offices where they had delivered almost an hour ago.

- 2:00 – 2:30 pm (At Destination Station)
- The dabbawalla's meet for the segregation as per the destination suburb.

- 2:48 – 3:30 pm
- The return journey by train where the group finally meets up after the day's routine of **dispatching** and **collecting** from various destination offices
- Usually, since it is more of a pleasant journey compared to the earlier part of the day, the dabbawalas lighten up the moment with **merry making, joking around and singing.**



- 3:30 – 4:00 pm
(The Origin Station)
- This is the stage where the final sorting and dispatch takes place. The group meets up at origin station and they finally sort out the tiffins as per the origin area



Awards and Felicitation

- Shri.Varkari Prabhodhan Mahasmati Dindi (palkhi) sohala – 4th march – 2001.
- Documentaries made by **BBC ,UTV, MTV, ZEE TV, AAJ TAK, TV TODAY, SAHARA SAMAY, STAR TV, CNBC TV 18, CNN, SONY TV, TV TOKYO, NDTV.**
- CASE STUDY –
 - ICFAI Press Hyderabad**
 - Richard Ivey School of Business - Ontarion**

Letter from

PRINCE CHARLES



BIRKHALL

8th August, 200

Dear Mr. Hedge,

My wife and I were deeply concerned to learn of the appalling floods in Mumbai as a result of the catastrophic Monsoon weather. We are particularly distressed by the suffering being endured by so many people in and around Mumbai and wanted the Dabbawallahs to know how much we feel for you all and that our hearts go out to all those whose lives and property have been so cruelly affected by this continuing tragedy.

We send you all our fondest thoughts and heartfelt wishes.

*Yours most sincerely
and sympathetically
Manny*

Awards and Felicitation (contd.)

Invitation from CII for conference held in Bangalore, IIML, IIMA, CII Cochin, CII Delhi, Dr. Reddy's Lab Foundation Hyderabad, SCMHRD Pune, SCMHRD Nasik, Sadahana – Poone.

Included in a subject in Graduate School of Journalism University of California, Berkeley.

Radio –

German Radio Network

Radio Mirchi

Radio Mid-day

FM – Gold

BBC Radio

Invitation to Italy

- Was invited for the Terra Madre World meeting of food communities between October 20-23, 2004.
- We were part of the “***Community of Cooked Food distributors from Mumbai***”.
- ***Invited to marriage of Hon. Prince Charles of England on 9 , April 2005.***

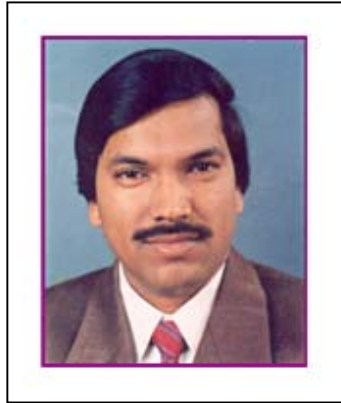
MBA students seeking help for their projects and case studies



Some Achievements

- World record in **best time management**.
- Name in “**GUINNESS BOOK of World Records**”.
- Registered with *Ripley's “believe it or not”*.

Ph.D. on Mumbai Dabbawala



By

Principal Pawan G. Agrawal

M.Com., B.Ed., LL.B., A.C.S.

Director

AGRAWAL INSTITUTE OF MANAGEMENT

Mumbai

Topic : **Study of Logistic & Supply Chain Management of Dabbawala in Mumbai.**

University : **Yashwantrao Chavan Mukta Vidyapeeth, Nashik.**

Research Work : **Doing since last One and Half Year.**

Guide : **Dr. Kulkarni, Nashik.**



THANK YOU