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Acknowledgements:

Prin. L. N Welingkar Institute of Development & Research (WeSchool) research team is grateful to all other stakeholders who have contributed for the successful completion of this project.

WeSchool Research team
Disclaimer:

This study - Passenger Satisfaction Survey with special reference to Customs Clearance at CSI Airport, Mumbai was undertaken by WeSchool for academic purposes with no other intention, at the request of NACEN – Mumbai and Mumbai Airport Customs.

All data input was obtained from the respondents (arriving International Passengers at CSI Airport, Mumbai) whose individual identity and responses have been kept confidential.

The survey captures the perception of International Passengers who arrived between 20th April to 26th April 2016.

The Research team has aggregated, coded & analyzed the data to meet pre-determined study objectives. This study does not reflect the effectiveness or ineffectiveness of all of the stakeholders involved in their individual or Institutional capacity.
I Executive Summary

In a world that is getting more interconnected, heightened customer centricity has become one of the top most priorities of countries, businesses and now even Government & related agencies have taken upon themselves to follow suit. The consumer of products /services is calling the shots and hence the competing sellers/service providers are going all out to woo him/her.

In this backdrop, NACEN-Mumbai & Mumbai Airport Customs, the key stakeholders of this Study commissioned WeSchool, a leading Business School (based in Mumbai) to survey the satisfaction levels of International Passengers, who land at Mumbai CSI Airport, with respect to the Customs Clearance Process.

Accordingly, post detailed discussions to understand the voice of the key stakeholders and a pilot study, the actual Study was rolled out, at CSI Airport, between 20th April 2016 and 26th April, 2016.

The scope of this study was to assess Passenger satisfaction levels with the Customs Clearance Process, focusing on three aspects, i.e. Information, Behaviour and Process. A Research Team comprising of Faculty members and Research Associates was constituted to undertake the survey which included collection of data and information. The key stakeholders of the study had assigned a core team, which provided all necessary support for the smooth conduct of the study.

The study covered 731 passengers who landed in CSI AIRPORT (Terminal 2) during the above time period. Appropriate care was taken to ensure respondent sample representatives, with respect to demographics, time of arrival etc. The researchers positioned themselves just after the Customs Clearance area in order to engage with the Passengers.

Data and information collected during the 7 day period was put through analysis, including appropriate statistical tools (ANOVA, Cross Tabs & Spearman Correlation Co-efficient) to generate the output. This was then converted into outputs, ie Data Analysis, Findings, Inferences and Recommendations. Each of the three aspects of the study (Information, Behaviour and Process) was comprehensively addressed.
The key insights from the Study include the following:

**Information:**

There is a gap between what passengers should know and what is currently available. The medium of disseminating information needs to be addressed. The power of the website should be better leveraged. While passengers seek information from multiple sources, most of them are not necessarily authentic and accurate. There is opportunity to segment the potential international passengers based on demographics and align the medium of information awareness building and dissemination. When the information awareness is not to the appropriate level, it leads to reduced satisfaction levels of the passengers.

The study has identified specific actions to address the information awareness gaps – short term and long term.

**Behaviour:**

In a customer-service provider engagement, behavioural dimensions play an important role in influencing high levels of customer satisfaction and delight. In the study context, therefore, the engagement between the Indian Customs Officials and the Internal Passengers is crucial. The verbal and non-verbal behavioural cues of the Customs Officer influences – either way- the perception and hence the satisfaction levels of the Passengers.

The quest should be to be able to communicate hard messages (eg: Duty leviable) in a fair and firm manner and yet make the Passenger feel that he is still respected and valued.

India is known for its hospitality to visitors for decades and hence focussing attention on sharpening the behavioural skills of Customs Officials will go a long way in influencing Passenger Satisfaction levels.

**Process:**

This is equally important, in addition to the above focus on information and behavioural aspects.

Process is where information and behavioural dimensions interact, between the passenger and the Indian Customs officers. While the term Process encompasses ‘end to end experience’ in the Customs Clearance process; for this study purpose, the term “Process” is limited to
capture the perception of the passengers about the Customs Clearance process (post completing the Customs Clearance formalities). Process includes the number of steps, the sequencing & time taken at each stage.

The study revealed that Passengers are sensitive to the time they spend on the entire Customs Clearance Process. In the case of Green Channel passengers, threshold time is ‘upto 15 minutes’ while in the case of Red Channel Passengers, threshold time appeared to creep in in the 15 to 29 minutes time interval.

The research team has submitted recommendations that would lead to reduction in process time, which in turn would lead to raising satisfaction levels of Passengers. Some of the more important suggestions include ‘pre travel self-calculation / assessment and payment of Customs Duty levied’, dedicated customs clearance channel for those international passengers who have connecting domestic flights to board, besides ease of Customs Clearance process at the Airport.

**Overall Passenger Satisfaction Level:**

There is a continued merit in measuring and enhancing the passenger satisfaction levels of individual processes at the Airport, like this study on the Customs clearance process. It is equally important that an integrated- multi stakeholder led approach is put in place to ensure that the ‘Overall Airport Satisfaction Levels’, improve along-side that of the individual processes (ie: Immigration, Baggage Handling & Customs Clearance).

The International Passenger, whilst exiting the Airport carries with him a level of satisfaction that captures the cumulative experience of all processes at the Airport, including Customs Clearance Process.

Hence, the results of this study of passenger satisfaction with customs clearance process have to be seen alongside the effect of the ‘positive or not so positive experiences’, the passenger had in each of the touch points at the Airport from landing to exit and beyond.

The Research Team is of the opinion that their recommendations could be of value, not only at the CSI Airport, but even at other International Airports in India.
II Introduction

The Indian economy over the years, has grown substantially into a USD 2 trillion plus GDP (at current prices). It continues to grow at more than 7% - 1H FY 2015-2016 - (Source: KPMG Report: ‘India Soars’) and has left behind most of the BRICS nations, too. The Indian growth story is envied, by most of the other large nations, who till date cannot comprehend / accept the reality. These countries, to counter slow economic growth in their own countries and/or in their traditional markets, have all begun engaging with India, to take advantage of the opportunity. Even China has reported muted economic growth for the last couple of years.

India’s economic growth is not only about the rate of growth, as much as the quality of the enhanced GDP. India is no longer dependent on an agriculture driven economy, which was the situation, for many decades. Manufacturing and Services, in particular, have become major growth engines of the economy. The Services sector, leveraging on Internet and other related technologies, is growing at a rapid pace. Service sector today contributes nearly 61% of India’s GDP (Source: KPMG report: ‘India Soars’) and is well poised to report similar growth trajectory, over the next few years.

The Union Government of India, ably supported by the various state governments, has taken initiative to launch multiple reform based initiatives, to strongly attract foreign investment. Most of these path breaking initiatives can be structured under the overarching theme of ‘Facilitate Ease of doing business.’ Compared to many other countries, an entrepreneur who wishes to commence a business venture in India has to contend with long cycle times even while engaging with multiple agencies, to toward completing the formalities.

Recognising the above as an important strategic lever for India, the Union Government in the last two years has launched multiple initiatives viz ‘Make in India’, ‘Digital India’, ‘Skill India’, ‘Start-up India’, besides ‘Swachh Bharat Abhiyan ‘(Clean India Mission). These novel initiatives have the potential to transformation the face of rural and urban India. The ‘Make in India’ national narrative is in recognition of raising the share of Manufacturing in our GDP (currently around 18%) to about 25%. As the China economic growth engine has slowed down, India’s human resource quality and quantity can be productively leveraged to enhance the role of India as a manufacturing base for the world. In industries like Automobiles, this shift has happened and is vastly pronounced.
It has been often cited by foreign (and even Indian) investors that India does not offer ‘Ease of doing business’ platforms, including the required procedural requirements and permissions from multiple government / non-governmental agencies. In fact, as an inheritance of India being a closed economy for many decades, urgency to encourage business and investments was not on the top of the agenda of the Central and State governments (Maharashtra, Gujarat, Tamil Nadu, being a few exceptions).

However, with the cataclysmic changes in the global economy - post 2008 the Indian Government has realized that it needs to play the role of an active enabler, for business and investment to thrive. Business & Investment is increasingly being perceived as a ‘Customer’ and Government to be seen as a facilitator, regulator. This has been captured strongly by the often quoted theme, ‘Minimum Government - Maximum Governance’. This ethos is reflected in facilities like Single window clearance, Visa on landing facility, substantial reduction in paperwork to obtain clearance / licenses to commence operations and identifying a fixed number of days by which the required license would be issued.

In the above context, it is important to send the message - explicit and implicit that foreigners and Indian air travellers are welcome and will be encouraged. While, Foreigners bring in valuable foreign exchange as tourists, foreign firms bring in capital and technology and participate actively in India’s economic activity. Indian businessmen too have to travel overseas towards their mission of becoming global players, in their endeavour to expand their business. Many Indians – NRI’s, Gulf based workers and others send valuable forex to India, which in turn adds to India’s economic growth. In this context, International Airport) plays an important role in contributing to a positive experience of India as a nation and the city in particular. The Airport is possibly the first touch point for the first time traveller into India and is also the last one, when he/she returns to his/her country of origin / work. Airports in Dubai, Singapore have built very high levels of Passenger Satisfaction by offering some of the finest experiences, by working very hard on the minute details of Passenger Service landscape, through a process of Continuous improvement.

Towards enhancing the Airport experiences in India’s major international Airports, the Indian Government has adopted the Private Public Partner model more popularly known as the PPP model, by appointing private companies as Airport Operators. Hitherto, all Airports in India were under the aegis of Airport Authority of India. Most of our major international Airports, ie: Mumbai, Delhi, Hyderabad, Bengaluru are currently being run by private operators, in
collaboration with other stakeholders (including government institutions who now have a minority ownership stake). GVK is the Airport operator in Mumbai and Bengaluru, while GMR runs the Delhi and Hyderabad Airports. Privatization of Bengaluru and Hyderabad Airports have triggered the commencement of direct flights to international destinations, which was earlier available only from Delhi and/or Mumbai (such destinations include Hong Kong, Dubai, New York to name a few).

Mumbai, the financial capital for the country offers Banking, Financial Services & Insurance, Entertainment & Realty business as its key commercial activities and is amongst the busiest Airports in India. The estimated passenger inflow of 15000 to 17000 passengers per day is flown in by nearly 105 flights.

The table presented below, shows some of the important operational statistics, pertaining to Mumbai International Airport known Chhatrapati Shivaji International Airport (CSI Airport).

CSI Airport prides itself in competing with some of the best Airports in India and overseas. It has the finest amenities and ambience to facilitate an enriching passenger Experience. Any International Airport has a very complex stakeholder structure. They normally include government, semi-government entities, private firms, airline operators (both foreign and domestic) and third party vendors, to name a few. Hence it is challenging for this very complex stakeholder structure, to seamlessly collaborate – including pooling of human resources and other assets in order to deliver the Airport Operator’s Vision (in this case GVK):

‘To be one of the world’s best Airports that consistently delights customers and to be the pride of Mumbai, by own, develop and operate Airports that:

• Conform to highest standards of safety and security
• Provide easy to use, efficient and high quality facilities
• Exceed customer expectations
• Reflect the spirit of Mumbai and the culture and heritage of India
• Create value for stakeholders’

The above statement of purpose throws up a host of key stakeholders, operating at CSI Airport. They include the Airline Operator, the Security Service provider, Immigration
authorities, Airline staff, baggage clearance and handlers, Duty free shops, Customs officials and facilitation service providers viz, ground transportation, forex, train tickets, hospitality etc. Each of these stakeholders would also be having their own objectives (driven by their vision, mission and values). This necessitates that, in their pursuit to achieve their individual objectives, each stakeholder has to also ‘carry along & endure’ the diverse interests of other stakeholders. Hence, the challenge of delivering ‘ultimate Passenger Experience’ is inextricably linked to the objectives of each stakeholder, in simultaneity, with those of the community of all stakeholders.

Factoring the above contextual reality, it is imperative for different stakeholders to share platforms, in order to drive consensus on how best each of them and all of them can serve the singular purpose of ‘Airport Customers’ Experience. In today’s customer centric approach towards delivering Customer Value, Experience (many soft intangibles included) has become a very important factor that drives loyalty, repeat buying behaviour – be it choice of airline, Airport of choice etc. Quality of the cumulative service rendered by all stakeholders working in cohesion and seamlessly, would lead to the ultimate Customer delight with a ‘Wow effect’, which in turn makes a lasting impression on the psyche of the passenger.

On reviewing the secondary literature, it is observed that several studies (New Zealand, Singapore) have been commissioned, to measure Passenger Satisfaction vis a vis the ‘overall Airport experience’ as a composite process.

Hence, this study commissioned by NACEN-Mumbai & Mumbai Airport Customs is a unique effort apart from being the first of it’s kind. The study focuses on assessing Passenger Satisfaction with reference to Customs Clearance Process. This proactive initiative in a spirit of volunteerism of initiating a Passenger Satisfaction study would also contribute to various National narratives, explained in earlier paragraphs apart from strengthening the CSI Airport branding and image.

About NACEN
The National Academy of Customs Excise & Narcotics (NACEN), is the premier Training Institute of Government of India in the field of indirect taxation. It imparts induction and in service training to the officers of the Central Board of Excise & Customs. It also imparts training to officers of other departments of Govt. of India and State Govts. in the field of drugs, financial frauds, IPR, Green Customs, GST etc.
NACEN is the World Customs Organisation (WCO) Regional Training Centre (RTC) for Asia Pacific. United Nations Environment Program (UNEP) has designated NACEN as a collaboration centre for capacity building in the field of environment protection. In collaboration with United Nations Office on Drugs & Crime (UNODC), NACEN is imparting training on drug law enforcement to various Asian nations. The Government of India has entrusted NACEN the responsibility of knowledge exchange, experience sharing and training with various countries of the world. The Western Region campus of NACEN is located in Bhandup, Mumbai.

National Academy of Customs, Excise and Narcotics, (NACEN) is mandated to provide the requisite Training / related learning initiatives that encompass hard and soft skills of Customs officials. NACEN, Mumbai is one of the oldest Regional training Institutes, which imparts training to the officers of Central Excise and Customs Departments on topics / subjects, i.e. Central Excise, Customs & service tax Administration, Narcotics, Administration related matters, besides Human Resource Development.

NACEN, Mumbai is committed to facilitate / support Mumbai Airport Customs to realise the latter’s Mission and Commitments. As the Customs officials work in a task and time environment that is demanding and requiring constant vigil, it is important for the former to also provide a humane touch engaging with passengers, while diligently discharging their duties.

NACEN endeavours to deliver the expectations of its stakeholders, by living the following Vision and Mission:

**Vision**

“To create an institution of excellence where people can achieve full potential in their academic, creative, personal, physical, moral and spiritual development.”

**Mission**

Progress through Excellence and to meet the highest degree of requirements of the Department through Human Resource Development and to contribute in strengthening of the Nation.
About MUMBAI AIRPORT CUSTOMS

Chhatrapati Shivaji International Airport, Mumbai is one of the largest Airports in our country and is handling the largest number of incoming and outgoing international flights and passengers. A new passenger Terminal (T 2) was inaugurated on February 12, 2014. It handles more than 110 – 115 international flights and 15000 to 17000 passengers per day.

The Mumbai Airport Customs Commissionerate is headed by Principal Commissioner of Customs. The officers work 24X7 in four shifts. Mumbai Airport Customs has been at the forefront of fighting smugglers and other antinational forces. During the year 2015-16, Mumbai Airport Customs has made record seizures of gold, currency, drugs and wildlife products apart from busting several smuggling gangs.

The Indian Customs Mission states: ‘to achieve excellence in the formulation and implementation of Customs initiatives, they being:

• Realizing the revenues in a fair, equitable and efficient manner
• Administering the Government's economic, tariff and trade policies with a practical and pragmatic approach
• Facilitating trade and industry by streamlining and simplifying Customs processes and helping Indian business to enhance its competitiveness
• Creating a climate for voluntary compliance by providing guidance and building mutual trust
• Combating revenue evasion, commercial frauds and social menace in an effective manner Commitment

Indian Customs also state that they shall carry out their tasks with:

Integrity and judiciousness

Courtesy and understanding

Objectivity and transparency

Promptness and efficiency

We shall encourage and assist voluntary tax compliance by our clients.
About WeSchool

Mumbai Airport Customs and NACEN identified Principal L N Welingkar Institute of Management Development & Research, Mumbai (WeSchool in short), in early March 2016, to conduct the proposed research study.

Established in 1977, Prin. L N Welingkar Institute of Management Development & Research (WeSchool being the Brand Identity) is the recipient of the AICTE-CII National Award for the 'Best Institute for Industry- Institute Linkage', the ‘Best Innovative Institute’ Award at ASSOCHAM’s 9th Higher Education Summit, National Excellence Awards 2015 and is ranked 10th Nationally (Times B-School Survey, 2015).

Vision
To nurture thought leaders & practitioners through inventive education

Core Values
Passion
Break-through thinking & break through execution
Result-oriented process driven work ethic
We link & care

We School is amongst 43 quality institutions governed and run by the venerable S.P. Mandali, Trust (Pune), founded in 1888, which includes Ruia College and Podar College in Mumbai. WeSchool has two campuses, one in Mumbai - the financial capital of India and another in Bengaluru - the IT capital of India. From the academic year 2015-16,

WeSchool has been awarded the 'Autonomous Status' for all its Mumbai University Masters Programs. WeSchool has the distinction of introducing pioneering Postgraduate Management programs in the niche areas of Business Design & Innovation, E-business, Retail, Rural, Healthcare, Rural Management, to name a few. Students have access to intellectual capital, consisting of over 100 plus experienced Faculty members with rich domain expertise and knowledge.
Leadership, Innovation & Design thinking are part of WeSchool’s DNA. Towards nurturing its students, beyond Managerial mindset, but also as global citizen leaders WeSchool has launched the Global Citizen Leader program (GCL) in collaboration with Centre for Creative Leadership, USA, which has been featured in the Stanford Social Innovation Review (February 2014) as an article titled “Educating a New Generation of Entrepreneurial Leaders”.

The GCL program provides leadership and innovation knowledge -along with an opportunity to learn and practice skills in a real-life context- wherein students address real-life challenges faced by Industry/Government/society. Aligning to National Missions and working with multiple stakeholders has enabled WeSchool to grow quickly, over the years. For more details about WeSchool please visit www.welingkar.org

We School was provided the brief for the study, detailing the Objectives & deliverables of the study. WeSchool Research team worked with officials from Mumbai Airport Customs & NACEN to design the research methodology. Agreement was reached on the same, including designing the questionnaire, identifying and drawing appropriate sample type & size, determining the positioning of the researchers at the Airport (to engage in interaction with passengers), besides the tenure and period of the study.

A Research Team was set up by WeSchool, headed by their Group Director, supported by four faculty members (Marketing, Operations, Human Resources & Special Projects) besides one Research Associate and 28 full time Post Graduate students, specializing in different functions of Management.
III LITERATURE REVIEW:

In recent times, operations of most modern Airport have been undergoing drastic changes. This has been further accentuated by the recent Global economic downturn coupled by volatility in fuel prices more pronounced in the Indian skies by varying tax laws where fuel alone constitutes a major portion of the overall airline running cost that has put immense pressure on the bottom lines of any airline and the airline industry (Chang and Yang, 2008).

Alternatively, on the demand side of the airline industry, Rostworoski (2012) claims that “we are living in the midst of a self–service revolution,” (p.202) and consumers now expect self-service (Rostworoski, 2012). As a result of this pressure, an increasing number of Airports have been looking at ways to tailor an Airport experience that empowers passengers even while cutting down operating costs. The adoption of technology allows an Airport to programme the Airport experience in a way which gives passengers the control they expect, while still processing passengers in a way which Airports have control over. Additionally, adoption of technology reduces man hours required to complete tasks, thereby saving an Airport and airline money. Advancements in technology have re-designed the overall passengers’ experience, more so the retail environment, with firms using technology both internally and externally to improve operations, increase efficiencies and provide benefits to customers (Meuter, Ostrom, Bitner and Roundtree, 2003).

The International Air Transport Association (IATA) has made an effort to implement electronic ticketing, common use self-service kiosks, bar coded boarding passes, radio frequency identification and paperless cargo. “These five innovations are expected to reduce the operating costs and enrich its passengers’ travel experience,” (Chang and Yang, 2008: 980). Self-service technologies and the emergence of the mobile device as a multipurpose tool have been said by some academics to change the Airport environment drastically for the better (Nijhuis, 2012; Rostworoski, 2012). However, with the addition of technology such as self-service check-in, self-service security and increased mobile phone application, the Airport experience may have led to some amount of de-personalization.

Oxford Dictionary defines depersonalisation as “the action of divesting someone or something of human characteristics or individuality,”(Oxford Dictionary,2013). This implies, the removal of human elements and the subsequent addition of technological elements stand to depersonalise the Airport experience. If this is the case, further technologisation threatens
to depersonalise the Airport experience even further. Rostworoski (2012) sees this depersonalisation as a positive ingredient, something which is consumer-induced. However, if the Dunedin Airport case is anything to go by, depersonalization can potentially be negative for both passengers and Airports alike. This point of difference is something which this research seeks to address, and can hopefully establish truly how Airport depersonalization is perceived amongst passengers.

Due to Airports’ significance in being the first and last point of contact for a tourist on a flying holiday, Airport infrastructure can heavily affect perception of service quality. (Rendeiro Martín Cejas, 2006). For Airports to make profit and remain economically viable, they need to attract passengers.

A detailed review of relevant literature on the subject reveals that any Airport should endeavour in having a right mix of technology supported by human interaction to ensure Passenger’s experience a personal human touch even while sensing a high sense of comfort and convenience injected through technology. This will help strike a right balance between personalization and de-personalization both critical to drive efficiency and efficacy of Airport services. This is more relevant to cater to the specific needs across a cross-section of varied passenger profile.

**A review of the Singapore Customs** indicates it oversees a diversity of trade functions such as regulating and facilitating trade and cross-border movement of goods, and strengthening the security of its global supply chain.

Over the last decade, Singapore's trade volume grew from $516 billion in 2003 to $985 billion in 2012 at a compound average rate of 7.4%. The value of Singapore's trade is about three times its gross domestic product (GDP), reflecting the importance of international trade in the nation's economic growth.

Singapore Customs was in the top quartile across all categories of the 2011 Public Service Employee Engagement Survey:

- 80% of staff were happy and engaged working for Singapore Customs
- 81% felt there were good supervisory practices in Singapore Customs
- 93% felt there were sufficient opportunities to be well trained to do their job well
- 90% wanted to help the organisation pursue excellence

**FROM GATEKEEPER TO FACILITATOR AND SMART REGULATOR**

Over the years Singapore Customs has transformed and in the words of Deputy PM Lee Hsien Loong "In Singapore, our Customs officers... see themselves as the connectors to help link our economy to the outside world, so that we can participate and benefit from the global economy. This means promoting and facilitating free trade, minimising red tape, paperwork, and other non-tariff barriers, but at the same time not neglecting the traditional enforcement objectives, which remain very important."

In the light of their transformation Singapore Customs' revised their mission and vision to reflect their new role in strategic goods control and supply chain security, which reads as:

<table>
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<td>To ensure the integrity of the trading system and support Singapore as a global trade hub.</td>
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<th>Vision</th>
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<td>An active and valuable partner for the trading community.</td>
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Towards being customer centric, it assigned senior officers as relationship managers to companies that had high business volumes, unique business models, or leaders in specific sectors and strategic investors in Singapore. These officers became the single point of contact for the companies on all Customs matters, including assistance in import and export matters that involved other government agencies.

Additionally, a number of initiatives were launched to engage the community through Facebook, the bi-monthly inSYNC e-newsletter, videos, surveys, and road-shows. To encourage self-help, it introduced self-service tax payment kiosks at Airport terminals for travellers to fulfil their Customs duties and GST obligations in 2009.
Singapore Customs also intensified collaborations with other government agencies in profiling and targeting of high risk items, in addition to partnering with other agencies, particularly Immigration and Checkpoints Authority and Singapore Police Force, in joint enforcement operations.

Singapore Customs' Workplan Seminar in April 2008 attended by all Customs Officers, set the platform for the start of a major corporate review. Focus was on People, Innovation, and Customer to support organisational strategies and the leader chaired all forums as a strong signal that top leadership would be transparent, committed, and accountable to staff.

A structured approach was then taken to drive the mission and vision by deliberating the same at Executive Committee meetings, divisional road-shows, Customs Exchange and over email. The conversations to clarify its mission and vision took a year. The final draft was refined by the senior management team and launched at the Workplan Seminar in April 2010, along with a simple, catchy motto for staff to remember. "Build trust" with other Customs authorities, the community, and agency partners to facilitate trade and protect revenue became the galvanising purpose that would shape their strategies:

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<th>Mission</th>
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<td>As the guardian of Singapore's trade, we uphold our laws to build trust to facilitate trade and protect revenue.</td>
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<tr>
<th>Vision</th>
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<td>A leading Customs that advances Singapore's economy by assuring the integrity of the trading system.</td>
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<th>Motto</th>
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<td>We make Trade Easy, Fair and Secure.</td>
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Singapore Customs also provided a sense of pride in the work of Customs staff. Career growth and learning opportunities were enhanced by introducing more training awards and customised training courses. Career paths were expanded with the creation of specialist tracks. A new apex substantive grade of Principal Chief Customs Officer with faster promotion norms for Junior Customs Officers was created.
SINGAPORE CUSTOMS’ MISSION, VISION AND CORPORATE VALUES

**Vision:**
A leading Customs that advances Singapore's economy by assuring the integrity of the trading system.

**Mission:**
As the guardian of Singapore's trade, we uphold our laws to build trust, facilitate trade and protect revenue.
IV Research Methodology:

Objectives:

- Assess the availability of information regarding customs clearance and the awareness of such information amongst passengers
- Through the perception of the passengers; understand the behavior of customs Officers towards passengers with an aim to improve quality of interaction
- Understand customs clearance processes/procedure with a view to improve ease of clearance

Duration & Period of Survey:

20th April to 26th April 2016 (7 days)

The major attributes of the study are Information, followed by Behaviour and Process.

Location of Survey: Positioned the Researchers at the CSI Airport Mumbai - Terminal 2 (Arrivals) upon completion of Customs Clearance formalities.

Weightage assigned to the main attributes of the Study were:

- Information 60%
- Behavior 25%
- Process 15%

For a process to be effective it needs to be linked with People and Information Technology. Therefore, in this study, Process has been observed through the perception of Passengers to study the Behaviour of Customs Officers wherein Information acts as the catalyst.

Method of Sampling:

Expert opinion from various stakeholders along with the Arrival schedule of International Flights were factored to determine the requisite sampling numbers and its composition. The Researchers was assured by stakeholder experts that the chosen period of the survey (April 2016) represents a relatively ‘normal passenger traffic’ character. Peak traffic happens in
August-September and/or during Diwali, Christmas Festivals. The passenger flow is relatively at a low level during the months of January and February.

**Sampling methodology was designed covering the following elements:**

- Flight category: Full Service & Low Cost carriers
- Flight Origin: US, Europe, Middle East, Africa & Far East
- Landing time of flights: between 1800 hrs - 1400 hrs (next day)
- Passenger demographics
- Red & Green Channel passengers

**Sample-Demographic Profile:**
The sample was stratified based on:

- Purpose of visit
- Occupation
- Nationality
- Gender
- Age
- Education and
- Frequency of travel

**Variables Used in the study:**

Demographic profile (mentioned above) constituted the Independent variable (X). ‘Overall Satisfaction’ was the Dependent variable (Y).

The study emphasized on capturing the perception of the Passengers, based on their experience with the Customs Clearance process, on the day they arrived.

The study objectives were further segmented to understand passenger perception regarding
a) Awareness levels of information, pertaining to Customs rules and regulations.
b) Behaviour of Customs Officials
c) Process of Customs clearance
As Customs clearance process sequentially comes as the last process the passenger goes through, the Researchers (and the Study Sponsor) opined that it is also necessary to assess the Passengers’ overall Satisfaction level, beyond focusing only on the Customs clearance process. Hence, the research methodology and subsequent elements incorporated questions that pertained to passenger satisfaction with the following ‘upstream processes’ at CIS Airport which included Landing experience, Immigration, Baggage clearance, Duty Free Retail, Airport Amenities, Accessibility of various services in the Airport as part of the Independent Variable (X).
V Method of Data Collection:

The study used the Questionnaire method, intercept interviews and Observation. Researchers also successfully adopted the “Walk-the-Survey” with Passenger, method to seek respondent support. This proved helpful, in instances where the respondent was willing to participate in the survey, but was also in a rush to catch a flight and/or meet a waiting family member.
VI Primary and Secondary Research

Secondary Research
The study being unique of its kind and also first time initiative there is not much literature available from previous studies. Thus keeping in mind India - A global Village and Our Prime Minister’s Vision of Ease of doing Business, the Research Team studied extensive literature of various Developed Countries in the areas of Airport Passenger Satisfaction.

Data was collected through Secondary research taken from various resources such as research papers from various international journals, Customs handbooks, case studies, websites, worlds top 10 best Airports related to Customs Clearance process of countries such as Singapore, USA, Canada & New Zealand and existing website of Indian Customs Information relating to passengers / cargo.

Few case studies form Singapore were also examined by the team. Literature review was done based on the essence of data captured which is relevant to the study through these reports. Examining the previous studies done globally, about how to conduct the Airport survey to the Role and importance of Quick and ease of Customs Clearance, made the research team well equipped in the roll-out of this study. Research gaps were identified more specifically.

The broader Objective in the true sense would be Passenger delight on visiting India and ensure success of the “Make in India” mission by offering Efficient, Transparent with Ease of Customs Clearance.

Primary Research
During the process of secondary Research, Primary research was designed by various methods to collect the relevant data first hand. WeSchool Research team on multiple occasions met NACEN Mumbai & Mumbai Customs Authorities to design the survey instrument namely Questionnaire.
The questionnaire was administered by research associates under the supervision of We School Faculty. Apart from the questionnaire data was primarily collected by Intercept Interviews mainly adopting “Walk-the-Survey” approach wherein Research Associates administered the survey by walking with the Passengers post Customs Clearance process. Expert voices / Opinion of various Airport agencies was considered to validate the data collection method. Observation Method was also a method adopted by the researchers for qualitative data collection. The primary methodology began with a Pilot study.

**Pilot Study:**

Pilot study was planned and undertaken to ensure fine tuning the dimensions of the final study plan. It would also facilitate the researchers experiencing the ‘playing conditions’, the physical context where respondents would be surveyed, how to source from the planned sample mix, questionnaire fine tuning and many others.

Accordingly, the **Pilot study** was undertaken on **14th April through 15th April 2016**. The Pilot study experience and its outcomes were incorporated by the researchers to fine tune the questionnaire and the collection methods by the positioning strategy of the researchers viz the physical location.
VII Sample Size Required for the Study

Sample size - Calculation:

Estimated Population (Passengers arriving at CSI AIRPORT): 17000 per day
Population N = 17,000
Sample size n = \( Z^2 \times p(1-p) / ME \)
Where,
\( Z = Z \) tabled value at 5% level of Significance: 1.96
ME = Margin of error or Confidence interval, (0.05 = +/- 5%)
Statistically required minimum sample size: 374
Actual Sample approached: 881
Accepted Sample size: 731
Rejected Sample Size: 150
Rejection rate: 17%
Planned ratio: Green Channel: Red Channel :: 60:40
The expert opinion was that more than 98% of the passengers chose the Green Channel route to clear Customs at CSI Airport. However, factoring the study objectives being focused on capturing Passenger perception of Customs clearance process including engagement of passengers with the Customs officials, the researchers chose a 60 : 40 ratio of Green Channel to Red Channel.
Achieved Actual ratio of Green Channel: Red Channel :: 63:37 (Green channel 457 Passengers; Red channel 274 Passengers)
VIII Scale of Measurement:

Primarily Likert Scale of 5 point scale was used for the survey and where the study was based on perceptual / opinion of passengers, the appropriate Likert Scale (4 point) was deployed.
IX Sampling Methods:
Researcher adopted most suitable methods of combination of Probability and Non Probability methods to pick and choose the desired mix of demographic profiles, (including nationality, gender, purpose of visit, occupation and age) during their Pilot study. Stratified Random Sampling method followed by convenience sampling and later purposive sampling were used to get the desired mix.
X Reliability
Reliability: relates to nut and bolts of doing research in terms of achieving consistency while collecting data by designing the questions in a manner so as to reaffirm the accuracy of responses either by asking related questions or at different intervals of time. Reliability can also be ensured by collecting the responses by changing the team of researchers in order to minimise the Sampling error and ensuring unbiased response. Adopting Quantitative method also ensures greater reliability of the data as researchers learning rate increases during the survey.

To enhance the reliability of the sample data, researchers factored the following:
- Included flights that land during day time, in addition to flights landing through the night. This would deliver better catchment, in order to achieve the desired sample mix pertaining to different demographic elements.

Test of Cronbach Alpha a Reliability Scale was applied on the quantitative data (for 13 critical variables) and the result of 0.813 (being > 0.7) indicated that the data was reliable.

<table>
<thead>
<tr>
<th>Reliability Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach's Alpha</td>
</tr>
<tr>
<td>N of Items</td>
</tr>
</tbody>
</table>

Validity:
Validity of the data is mainly to measure, ‘what is to be measured exactly’. Validity was ensured by the researchers through their survey instruments during the pilot study.

To enhance the validity of the data with respect to the dependent variable ‘Overall Passenger Satisfaction’, it was ensured by measuring responses to a particular question introduced in altered sequence. Finally the data was captured through the survey was coded and cleaned up using Excel and Statistical Packages/ soft wares.

Statistical Tools used:
Based on the survey objectives and sample demographic profile, various statistical tools were used to analyse the data. Some of them included ANOVA, Correlation, Regression Analysis & Cross Tab.

**Scope of the Study:**
Scope of the study is restricted to the International Passengers Perception of Customs clearance at the CSI Airport Mumbai during the period of April 20th - 26th April 2016.

**Future Directions of Research**
Similar study could be conducted at various leading Airports of the country to enhance the overall Satisfaction level of Passengers, thereby in totality enhance Brand India.
XI Data Analysis:

Once the data collection element of the Study was completed, the overall data sets that were collated were edited, coded and converted into quantifiable sets. This facilitated subsequent analysis, drawing inference besides conclusions.

**Passenger Profile : Age, Education & Gender profile** Pie Charts 1, 2 & 3

Pie Chart 1

- 25 - 44: 60%
- 45 - 64: 27%
- 18 - 24: 5%
- 65 +: 8%

Pie Chart 2

- Post graduate and above: 36%
- Undergraduate: 30%
- Engineering: 14%
- Medicine: 1%
- Trade/Vocational & others: 19%

Pie Chart 3

- Male: 69%
- Female: 31%

Depicts the 69% of the Male International and 31% of female Passengers Participated in the survey.

Around 87% of passengers fall under the age group ranging from 25-64 years, thus capturing a good cross section of Age Profile.

36% of Passengers are Post Graduates and 30% are Undergraduates.

19% had pursued trade/vocational courses/others, 14% Engineers and 1% were Doctors.
Pie Chart 4 (Indians/Foreigners)

Analysis of Chart 4 depicts 69% Indians across types of travellers even while capturing 31% foreigner’s spread over 44 Nationalities

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>American</td>
<td>21</td>
</tr>
<tr>
<td>Arab</td>
<td>5</td>
</tr>
<tr>
<td>Asian</td>
<td>1</td>
</tr>
<tr>
<td>Australian</td>
<td>7</td>
</tr>
<tr>
<td>Austrian</td>
<td>3</td>
</tr>
<tr>
<td>Bahraini</td>
<td>1</td>
</tr>
<tr>
<td>Belgian</td>
<td>2</td>
</tr>
<tr>
<td>British</td>
<td>59</td>
</tr>
<tr>
<td>Canadian</td>
<td>7</td>
</tr>
<tr>
<td>Chinese</td>
<td>3</td>
</tr>
<tr>
<td>Djiboutian</td>
<td>1</td>
</tr>
<tr>
<td>Dutch</td>
<td>2</td>
</tr>
<tr>
<td>Ethiopian</td>
<td>6</td>
</tr>
<tr>
<td>French</td>
<td>3</td>
</tr>
<tr>
<td>German</td>
<td>19</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>1</td>
</tr>
<tr>
<td>Indonesian</td>
<td>1</td>
</tr>
<tr>
<td>Iranian</td>
<td>12</td>
</tr>
<tr>
<td>Israeli</td>
<td>4</td>
</tr>
<tr>
<td>Japanese</td>
<td>6</td>
</tr>
<tr>
<td>Japanese</td>
<td>6</td>
</tr>
<tr>
<td>Japanese</td>
<td>4</td>
</tr>
<tr>
<td>Filipina</td>
<td>6</td>
</tr>
<tr>
<td>Filipino</td>
<td>6</td>
</tr>
<tr>
<td>Korean</td>
<td>1</td>
</tr>
<tr>
<td>Malaysian</td>
<td>7</td>
</tr>
<tr>
<td>Mexican</td>
<td>1</td>
</tr>
<tr>
<td>Norwegian</td>
<td>6</td>
</tr>
<tr>
<td>Filipino</td>
<td>6</td>
</tr>
<tr>
<td>Norwegian</td>
<td>6</td>
</tr>
<tr>
<td>Pakistani</td>
<td>2</td>
</tr>
<tr>
<td>Philippine</td>
<td>1</td>
</tr>
<tr>
<td>Portuguese</td>
<td>3</td>
</tr>
<tr>
<td>Romanian</td>
<td>1</td>
</tr>
<tr>
<td>Russian</td>
<td>4</td>
</tr>
<tr>
<td>Slovak</td>
<td>1</td>
</tr>
<tr>
<td>Swede</td>
<td>1</td>
</tr>
<tr>
<td>Syrian</td>
<td>1</td>
</tr>
<tr>
<td>Thai</td>
<td>1</td>
</tr>
<tr>
<td>Taiwanese</td>
<td>1</td>
</tr>
<tr>
<td>Turkish</td>
<td>2</td>
</tr>
<tr>
<td>Uyghur</td>
<td>1</td>
</tr>
<tr>
<td>Vietnamese</td>
<td>1</td>
</tr>
<tr>
<td>Zambian</td>
<td>1</td>
</tr>
<tr>
<td>Zambian</td>
<td>1</td>
</tr>
<tr>
<td>Indian</td>
<td>506</td>
</tr>
<tr>
<td>Grand total</td>
<td>731</td>
</tr>
</tbody>
</table>
Bar Chart 5 (Passenger Type)

Analysis:
Passengers were classified according to their Nationality & partly according to who they are: 27% were Overseas Employed majority of which are blue collared employees as decided by the special reference to the study followed by 20% employed with Firm or white-collared employees. Study also had 17% of foreign Nationals.

Pie Chart 6 (Purpose of Visit)  
Pie Chart 7 (Frequency of Travel)
**Analysis:**

Pie Charts 6 & 7 indicate 65% of International passengers travel for their Personal reasons, followed by 21% for official purposes while 80% of passengers were non-first International travellers to Mumbai.

**Inference:**

The data reveals majority of travellers are frequent and it is rather more important to satisfy them to ensure ease of business with regards to ease of Customs.

**Pie Chart 8: Channel-wise break up for Customs Clearance**

![Pie Chart 8](image)

Analysis:

Pie Chart 8: Prior to the survey Researchers decided the channel-wise break-up of Green & Red Channel in the ratio of 60:40 and pursuant to conducting the survey the actual break-up was 63% of Green channel Passengers and 37% of Red channel Passengers (ie 63:37)
**Pie Chart 9: Red Channel Respondent Rejects**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>In a rush</td>
<td>35%</td>
<td>31</td>
</tr>
<tr>
<td>Flight to catch</td>
<td>20%</td>
<td>18</td>
</tr>
<tr>
<td>Not willing to share</td>
<td>15%</td>
<td>14</td>
</tr>
<tr>
<td>Excess duty assessed</td>
<td>9%</td>
<td>8</td>
</tr>
<tr>
<td>Made to wait needlessly</td>
<td>9%</td>
<td>8</td>
</tr>
<tr>
<td>Faced harassment</td>
<td>8%</td>
<td>7</td>
</tr>
<tr>
<td>Rude behavior</td>
<td>4%</td>
<td>4</td>
</tr>
</tbody>
</table>

**Analysis**

**Pie Chart 9:** It is evident from the graph that red channel passengers had several reasons to reject participating in the survey. 55% Red Channel passengers rejected primarily as they were in a rush and had a flight to catch. However, the remaining 45% indicates need for improvement in the customs clearance process.
Chart 10a: Green Channel Passenger Profile

- Foreign National: 25%
- Employed (white collar): 23%
- Business person/Trader: 14%
- NRIs: 7%
- Returning Professionals: 14%
- Workers (Blue-collar): 13%
- Others: 4%

Chart 10b: Red Channel Passenger Profile

- Foreign National: 3%
- Employed (white collar): 15%
- Business person/Trader: 18%
- NRIs: 3%
- Returning Professionals: 8%
- Workers (Blue-collar): 48%
- Others: 5%
Analysis:
The Chart 10a & 10b depicts the composition of Passengers passing through the Green and Red Channel respectively. It is evident that majority of the Blue-Collared workers fall under the Red Channel Category. Also through observation method we can substantiate that majority of the workers generally carry TV’s from the Gulf countries.

Overview of Sample Respondents profile
- 31% Foreign Nationals
- 31% Women
- 60% : 25-44 age band
- 65% on a personal trip
- 36% Post Graduates
- 29% > 3 trips a year
- 85% non-first timers into Mumbai
- 37% cleared through Red Channel

Chart 11: Passenger’s awareness of Withdrawal of Baggage declaration Form:

Analysis:
The above chart Chart 11 : is of utmost interest to know that the awareness level of Government’s initiative viz Baggage Declaration Form (BDF) was handed over to the passengers during their flight to ease and clear the process quickly. Surprisingly 50 % of Passengers are unaware of the same.
Chart 12 : Passenger perception about Withdrawal of Baggage declaration as to whether it ‘Makes a difference’

Analysis:

Chart 12 - When asked to the respondents whether withdrawal of BDF was it a welcome step in view of quick Custom Clearance, 68% had noticed and welcomed the step of Government’s Initiative of ease of Business.
Attribute I: Information about Indian Customs rules and regulations:

1.1. Source of Information seeking, Stage of seeking information, Awareness Level & Preferred medium of Information - Indian Customs, Rules and Regulations

Passengers Awareness levels of Customs Rules & Regulation:
chart 12 a

Information seeking Stage/s about Customs Clearance :
chart 12 b
Analysis:

From the Chart 12 (a,b,c,d), it appears that although 40% seek information at the travel planning stage, only 17% visit authentic source viz Indian Customs website.

1. It appears that even while 56% of the passengers continue to depend on friends and relatives travel agents, 66% indicate technology & mobility driven medium, as their preference.

2. Data indicates that nearly 34% would like to continue having “human interaction” while seeking information.

3. As high as 51% Blue collared passengers indicated preference for mobility driven medium, followed by 21% towards online search 12% Helpdesk.
1.2 Indian Customs website:

Passengers who visited and not visited the Indian Customs website

Feedback of Passengers (17%) who visited the Indian Customs website:

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Partly Agree</th>
<th>Partly disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adequate</td>
<td>3%</td>
<td>11%</td>
<td>12%</td>
<td>23%</td>
</tr>
<tr>
<td>Consistent</td>
<td>48%</td>
<td>48%</td>
<td>22%</td>
<td>20%</td>
</tr>
<tr>
<td>Upto date</td>
<td>26%</td>
<td>20%</td>
<td>23%</td>
<td>24%</td>
</tr>
<tr>
<td>Bits &amp; pieces</td>
<td>22%</td>
<td>23%</td>
<td>44%</td>
<td>20%</td>
</tr>
<tr>
<td>Clear &amp; simple to understand</td>
<td>13%</td>
<td>24%</td>
<td>40%</td>
<td>27%</td>
</tr>
<tr>
<td>Design, look &amp; feel</td>
<td>6%</td>
<td>15%</td>
<td>55%</td>
<td>18%</td>
</tr>
<tr>
<td>Ease of finding information</td>
<td>12%</td>
<td>18%</td>
<td>52%</td>
<td>16%</td>
</tr>
</tbody>
</table>

Analysis:

83% did not visit the Indian Customs website.

Of the 17% - who visited the Indian Customs website:

- 5% felt it was adequate, clear & simple to understand &
- 3% on an average felt it was consistent, Updated & indicated satisfaction with the overall design, look & feel and Ease of finding information.

Inference:

The above analysis clearly indicates few travellers were aware and of those who visit the official Indian Customs website, a further smaller number concur on the consistency, updation, overall design and ease of finding information.
1.3 Passenger Opinion on his understanding of Permissible & not permissible relating to dutiable items, duty levied

Analysis:
24% of Green & 10% of Red channel passengers indicated a High understanding
28% of Green & 20% of Red channel passengers indicated a Moderate understanding
9% of Red Channel Passengers with a Moderate understanding actually paid duty

Inference:
Although a good measure of Red Channel Passengers and Green Channel passengers had moderate understanding, quite a few ended up paying duty, thereby implying they were not clear about Permissible and Non Permissible.
1.4 Passenger Opinion on Time taken for Customs Clearance: (channel-wise)

**Analysis:**

The above bar graph implies that

43% of Green channel passengers indicated time taken to complete the process of customs clearance was quick, and further 15% said it was reasonable.

While 10% of Red channel passengers expressed that time taken to clear the customs process is quick, followed by 18% reasonable.
1.5 Passenger perception on Ease of Indian Customs clearance over the years:

Analysis:
72% of Passengers felt that there is a ‘Drastic Improvement’ to ‘Marginal Improvement’ in the ease of Customs Clearance process over the years
Only 1% felt it has deteriorated
The Research team applied various Statistical tests for the entire sample using IBM SPSS version 20

**Statistical Analysis:**

**Hypothesis H01:**
To study the relationship between frequency of travel and level of awareness of the Indian Customs rules and regulations by International passengers at CSI Airport, Mumbai.

<table>
<thead>
<tr>
<th>Frequency of travel</th>
<th>Correlation</th>
<th>Coefficient</th>
<th>Stage of Awareness</th>
<th>Spearman's rho</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td>1.000</td>
<td></td>
<td>0.161</td>
<td></td>
</tr>
<tr>
<td>Coefficient</td>
<td></td>
<td>0.342</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>44</td>
<td>37</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Correlation</td>
<td>0.161</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coefficient</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.342</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>37</td>
<td>38</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Analysis:**
Researcher conducted Karl Pearson’s correlation to understand the strength between an increase in frequency of travel and their awareness level of Customs rules and regulations. The correlation results shown in the Table 1 indicates that there is weak positive Correlation (0.161) between the two variables of the study. As one variable increases the other also increases. This implies that as the frequency of travel increases, level of awareness of Customs rules and regulations also increases hence can conclude that the International passengers would be more aware about Customs rules and regulations as their frequency of travel increases.

The above is further proved by data that reveals 86% of passengers travelling more than 3 times a year are Very Satisfied to Somewhat satisfied, although 61% of passengers travelling once a year tend towards Somewhat satisfied, somewhat dissatisfied & dissatisfied.
### Satisfaction levels * Education Crosstabulation

**Table 2:**

<table>
<thead>
<tr>
<th>satisfaction levels</th>
<th>PG &amp; Above</th>
<th>Engineer's</th>
<th>Doctors</th>
<th>UG</th>
<th>Trade/ Vocational &amp; others</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Satisfied</td>
<td>162</td>
<td>57</td>
<td>6</td>
<td>64</td>
<td>49</td>
<td>338</td>
</tr>
<tr>
<td>Somewhat Satisfied</td>
<td>79</td>
<td>36</td>
<td>0</td>
<td>91</td>
<td>1</td>
<td>275</td>
</tr>
<tr>
<td>Somewhat dissatisfied</td>
<td>10</td>
<td>6</td>
<td>0</td>
<td>41</td>
<td>19</td>
<td>76</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>9</td>
<td>1</td>
<td>0</td>
<td>20</td>
<td>6</td>
<td>36</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>262</strong></td>
<td><strong>101</strong></td>
<td><strong>6</strong></td>
<td><strong>219</strong></td>
<td><strong>143</strong></td>
<td><strong>731</strong></td>
</tr>
</tbody>
</table>

62% of Post Graduates were very satisfied with the overall Customs Clearance process however 69% of the Undergraduates ranged from ‘Somewhat satisfied to Dissatisfied’.
**Hypothesis H02**: Level of Education of International Passengers is independent of the Awareness level of Indian Customs Rules and Regulations

**Table 3**

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>.356</td>
<td>1</td>
<td>.356</td>
<td>0.099</td>
<td>0.762</td>
</tr>
<tr>
<td>Within Groups</td>
<td>25.200</td>
<td>7</td>
<td>3.600</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>25.556</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Awareness level of Indian Customs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>.100</td>
<td>1</td>
<td>.100</td>
<td>0.063</td>
<td>0.809</td>
</tr>
<tr>
<td>Within Groups</td>
<td>12.800</td>
<td>8</td>
<td>1.600</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>12.900</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Research Team conducted ANOVA to test the independence of the above said variables.

**Statistical Analysis:**

ANOVA results prove that significant value of \( P > 0.05 \) indicates that we need to accept the Null hypothesis and conclude that level of Education of International Passengers is independent of the Awareness level of Indian Customs Rules and regulations.

**Inference:**

Implies Education does not play any role when it comes to the Awareness levels with respect to Indian Customs.
Attribute: II Perception

Research Team wished to explore Passengers clarity on Channel choice.

Analysis:
67% indicated they were clear from the beginning about the Channel they wished to pass through
6% took time to decide whether Red or Green
13% went with the flow
14% were directed by the Customs Officials.
Attribute: **III Behaviour**

Research Team wished to explore Passenger’s First feelings on Channel choice.

![Pie chart showing passenger responses]

- **Safe & secure**: 52%
- **Complete the process, quickly**: 19%
- **Indifferent**: 11%
- **Readiness to go through the process**: 8%
- **Nervous**: 5%
- **Harassed**: 3%

**Analysis**

A good 71% of the Passengers felt “Safe & Secure” and “indicated readiness to go through the process”

**Inference:**

Indicates that Indian Customs has demonstrated a good sense of ‘Safety & Security’ & the ‘readiness to go through the process’ by improving their process.
Attribute: IV Process

Were any dutiable items identified?

- Yes: 80%
- No: 20%

Who assessed duty?

- Self-assessed: 22%
- By Customs Official: 78%

Perception about dutiable amount

- Appropriate: 42%
- Excess: 50%
- Not sure: 8%

Analysis:

80% of the passengers declared dutiable items

22% of the Red Channel Passengers “self-assessed” their duty, while

78% of the passengers’ duty was assessed by Customs Officers.

58% of the Red Channel Passengers felt that the duty charged was Excessive / Not Sure

92% of the international passenger attached importance to be more transparent in duty calculation in order to ease of process.

Also by the observation method the team was able to find that the major reason being difference in currency amongst the two countries. Statistics proved that majority of them were from Dubai in terms of AED when converted in rupees and Bangkok baht converted into rupees. Also Passengers felt that Old TV should not come under duty assessment.

Also it was revealed from the graph that 48% passengers felt that duty paid by the red channel passengers was excess.
Passenger perception about Experience with Mumbai Customs vis-à-vis other International Customs:

Analysis:

69% of the Passengers felt their experience with Mumbai Customs in comparison with other International Customs was ‘much better’ to ‘Somewhat better’

16% of the Passengers felt their experience with Mumbai Customs vis-à-vis other International Customs could be have better, indicating scope for improvement
Time Taken & Acceptability levels for Immigration, Baggage Handling & Customs Clearance:

**Immigration**

<table>
<thead>
<tr>
<th>Time</th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>No waiting</td>
<td>50%</td>
<td>10%</td>
</tr>
<tr>
<td>1-14 mins</td>
<td>27%</td>
<td>13%</td>
</tr>
<tr>
<td>15-29 mins</td>
<td>27%</td>
<td>13%</td>
</tr>
<tr>
<td>30+ mins</td>
<td>27%</td>
<td>13%</td>
</tr>
</tbody>
</table>

**Baggage Handling**

<table>
<thead>
<tr>
<th>Time</th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>No waiting</td>
<td>59%</td>
<td>24%</td>
</tr>
<tr>
<td>1-14 mins</td>
<td>38%</td>
<td>24%</td>
</tr>
<tr>
<td>15-29 mins</td>
<td>38%</td>
<td>24%</td>
</tr>
<tr>
<td>30+ mins</td>
<td>38%</td>
<td>24%</td>
</tr>
</tbody>
</table>

**Customs Clearance**

<table>
<thead>
<tr>
<th>Time</th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>No waiting</td>
<td>38%</td>
<td>30%</td>
</tr>
<tr>
<td>1-14 mins</td>
<td>17%</td>
<td>30%</td>
</tr>
<tr>
<td>15-29 mins</td>
<td>17%</td>
<td>30%</td>
</tr>
<tr>
<td>30+ mins</td>
<td>17%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Above graphs indicate process time and their acceptability levels at Immigration, Baggage Handling and Customs Clearance with threshold levels seen in the red area of the bars depicting their unacceptability.
Above graphs indicate process time and their acceptability levels at Customs Clearance with threshold levels seen in the red area of the bars depicting their unacceptability.
Passenger’s Perception of Customs Officers’ Behaviour:

Above graphs depict Red Channel Passenger’s Feedback of Customs Officers’ behaviour with respect to the attributes viz. Respectful, Courteous, Fair, Interaction with explaining the rule/regulation, Maintained eye contact, Courtesy tone & appropriate language and Provided adequate time to hear Passenger viewpoint.

33% rated “Strongly Agree”

67% rated ‘Somewhat agree’ to ‘Disagree’

77% RED Channel Passenger did not face any ‘difficulty/harassment’
<table>
<thead>
<tr>
<th></th>
<th>felt safe &amp; Secure</th>
<th>readiness to go process</th>
<th>Respectful</th>
<th>courteous</th>
<th>fair</th>
<th>maintained eye contact</th>
<th>courteous tone &amp; language</th>
<th>adequate time to hear viewpoint</th>
</tr>
</thead>
<tbody>
<tr>
<td>passengers felt safe and secure_redchannel</td>
<td>Correlation Coefficient</td>
<td>1</td>
<td>-0.037</td>
<td>.286**</td>
<td>.229**</td>
<td>.227**</td>
<td>-.196**</td>
<td>-.273**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.</td>
<td>0.547</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.001</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>274</td>
<td>274</td>
<td>273</td>
<td>273</td>
<td>273</td>
<td>273</td>
<td>273</td>
</tr>
<tr>
<td>passengers readiness to go_redchannel</td>
<td>Correlation Coefficient</td>
<td>0.037</td>
<td>1</td>
<td>0.014</td>
<td>0.049</td>
<td>0.036</td>
<td>0.09</td>
<td>0.05</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.547</td>
<td>0.819</td>
<td>0.418</td>
<td>0.553</td>
<td>0.139</td>
<td>0.411</td>
<td>0.253</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>274</td>
<td>274</td>
<td>273</td>
<td>273</td>
<td>273</td>
<td>273</td>
<td>273</td>
</tr>
<tr>
<td>behaviour respectful</td>
<td>Correlation Coefficient</td>
<td>.286**</td>
<td>0.014</td>
<td>1</td>
<td>.787**</td>
<td>.713**</td>
<td>.536**</td>
<td>.663**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0</td>
<td>0.819</td>
<td>.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>273</td>
<td>273</td>
<td>273</td>
<td>273</td>
<td>273</td>
<td>273</td>
<td>273</td>
</tr>
<tr>
<td>Courteous</td>
<td>Correlation Coefficient</td>
<td>.229**</td>
<td>0.049</td>
<td>.787**</td>
<td>1</td>
<td>.682**</td>
<td>.473**</td>
<td>.669**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0</td>
<td>0.418</td>
<td>0</td>
<td>.</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>273</td>
<td>273</td>
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<td>273</td>
<td>273</td>
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<td>273</td>
</tr>
<tr>
<td>Fair</td>
<td>Correlation Coefficient</td>
<td>.227**</td>
<td>-0.036</td>
<td>.713**</td>
<td>.682**</td>
<td>1</td>
<td>.538**</td>
<td>.612**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0</td>
<td>0.553</td>
<td>0</td>
<td>0</td>
<td>.</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>273</td>
<td>273</td>
<td>273</td>
<td>273</td>
<td>273</td>
<td>273</td>
<td>273</td>
</tr>
</tbody>
</table>
### Analysis:

The Red Channel Passenger who felt prior to the process ‘safe & secure’ and were ‘ready to go through the process’ whose perception about Customs Officer’s Behaviour indicates scope for improvement across the behavioural attributes viz. Fair, Respectful, Courteous, Maintained Eye Contact, Provided adequate time to hear passenger’s viewpoint.

All the behavioural attributes turned to be significant as indicated in the table above.
Passenger Expectation / Importance levels with respect to Customs Clearance:

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Extremely important</th>
<th>Very important</th>
<th>Least important</th>
<th>Not at all important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior information of customs procedures</td>
<td>46.0%</td>
<td>38.0%</td>
<td>50.0%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Help Desk/Kiosk</td>
<td>1.0%</td>
<td>6.0%</td>
<td>55.0%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Professionalism &amp; Courteous Behaviour</td>
<td>1.0%</td>
<td>2.0%</td>
<td>55.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Efficient &amp; Ease of Process</td>
<td>1.0%</td>
<td>2.0%</td>
<td>58.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Transparent process for Calculating dutiable amount</td>
<td>1.0%</td>
<td>3.0%</td>
<td>52.0%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Complaints Cell</td>
<td>4.0%</td>
<td>13.0%</td>
<td>48.0%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

88% Passengers indicated ‘Extremely Important’ & ‘Very Important’ to all the above 6 aspects related to Customs Clearance.
Analysis:

Overall 47% of the Passengers were ‘very satisfied’ with the Customs Clearance process while 53% passengers indicates their satisfaction levels as ‘somewhat satisfied’ to ‘dissatisfied’ indicating scope of improvement for Customs Clearance process.
Passenger’s Overall Experience at Mumbai Airport (CSI AIRPORT):

<table>
<thead>
<tr>
<th>Process</th>
<th>Exceeded Expectation</th>
<th>Met expectation</th>
<th>Partially met expectation</th>
<th>Did not meet expectation</th>
<th>Did not experience/notice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Landing</td>
<td>20%</td>
<td>14%</td>
<td>15%</td>
<td>53%</td>
<td>7%</td>
</tr>
<tr>
<td>Immigration</td>
<td>8%</td>
<td>3%</td>
<td>10%</td>
<td>9%</td>
<td>6%</td>
</tr>
<tr>
<td>Baggage</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>Customs Clearance</td>
<td>2%</td>
<td>8%</td>
<td>4%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Retail Duty Free</td>
<td>7%</td>
<td>62%</td>
<td>10%</td>
<td>1%</td>
<td>5%</td>
</tr>
<tr>
<td>Airport Amenities</td>
<td>25%</td>
<td>58%</td>
<td>6%</td>
<td>4%</td>
<td>7%</td>
</tr>
<tr>
<td>Airport Accessibility</td>
<td>25%</td>
<td>58%</td>
<td>6%</td>
<td>7%</td>
<td>1%</td>
</tr>
<tr>
<td>Overall Airport</td>
<td>32%</td>
<td>58%</td>
<td>58%</td>
<td>58%</td>
<td>1%</td>
</tr>
</tbody>
</table>

**Analysis:**

32% of Passengers overall Airport experience exceeded expectation levels in contrast to under 20% of the different processes.

On an average 68% of the Passengers indicated ‘Met Expectation’ for the different processes.

62% Passenger perception of ‘Met Expectation’ for Customs Clearance appears to be affected by dissatisfaction in Landing, Immigration & Baggage Handling.

‘Not so good experience’ in upstream process appears to influence Satisfaction levels including Customs Clearance.

Passenger influenced by his/her experience with each process at the Airport.
Passenger Suggestions wrt **3 areas for Improvement** they expect from Mumbai Customs:

![Bar chart showing areas for improvement in percentages.](chart)

**Analysis:**

Information appears high in the order wrt the ‘Access and Availability of information’, Speed of process & Greater transparency.
XII Findings, Inferences & Recommendations

Information: Findings

Based on the immersive experience at the Airport (Primary Research), secondary research review, quantitative analysis, & observations, we recommend that the following opportunities exist, for improvement in the three elements of Information, Behaviour & Process.

The survey results have thrown up interesting insights into how International passengers go about ascertaining information regarding Indian Customs, Rules & Regulations.

Nearly, 40% of the Passengers, initiated information seeking behaviour, during the planning and ticketing stages, of their journey. For such an audience, easy access to an authentic information source (Customs website) could effectively address their needs.

At an overall level, 73 % of the surveyed Passengers were unaware of the Indian Customs, Rules & Regulations. 25% of passengers in all categories (other than Blue collared Passengers) were fully aware of the Customs Rules & Regulations. It is insightful in how they go about addressing the information gap. 35% of them rely on information gleaned from their family and friends (who may have travelled in the past). However, this source of information, can at best be qualified to be ‘partially reliable’. Such ‘half- baked’ information could create more problems for such passengers as well as the Customs Officials, compared to the 65% who did not engage in this behaviour.

In many industries (customer facing and otherwise), sellers / service providers are leveraging the power of the internet and the smartphone device. Reinforcing such a mega trend, 43% of surveyed passengers indicated Mobile as their preferred medium to access information. The Customs Department, as we speak, is not present in this medium. Even relatively lesser educated blue collared passengers - 51% indicated preference for a mobile enabled information platform.

Though the Customs Department does have a website, 83 % of the passengers indicated not having visited the same. Amongst those who did, only 9 % expressed satisfaction (adequacy, overall look, feel & ease of finding information). A website that is not meeting these requirements and hence not attracting ‘busy traffic’, runs the risk of quickly losing it’s credibility.
Information: Inferences & Recommendations:

Customs Website:

We recommend that the existing customs website needs review and redesign. The website has to be able to appeal to potential visitors (including potential international passengers) who have very different demographic profiles.

Potential visitors & passengers who visit the website, would be expecting a simple, user friendly and interactive experience. To make this happen, information (static and dynamic) should be in different Indian and foreign languages.

While most of the information would have the reality of ‘legal limitations’, it is imperative, that most of the important and frequently needed information be in a ‘Passenger friendly’ language. Clarity and transparency should be highest in terms of listing of what are permissible items, from those which are not permissible. The volume and value of all items that is permissible needs to be explicitly communicated.

‘Shock and Awe:’

While most passengers would want to be on the right side of the Customs Rules and Regulations, there would always be exceptions to this assumption. For such passengers, who are contemplating to engage in behaviour – in violation and / or misrepresenting facts and /or avoidance of Duty payment, the web site should have explicit provisions of the exemplary punishment that would come into play. Taking a leaf from some other Customs website of International Airports, the threat of such consequences can be presented in a story format. These could be based on real life incidences, involving passengers who were intercepted and found to be engaging in illegal behaviour and who were penalised for the same.

As the Customs Department (and Government of India in general) wishes to move to higher levels of passenger empowerment, self- calculation & assessment, exemplary punishment for violators will ensure a good balance between the ‘ carrot ‘ & ‘ stick’ approach.

Video format:

Increasingly information seekers, including those who would land on the Customs web site expect Video formats, as it drives passenger engagement and enables higher retention of information than other forms of information. A series of Videos should be created and
uploaded regularly on the website. This will enhance interest of potential visitors and hits on
the website thus turning out to be a very effective mode of communication.

**Medium of Communication:**

With a diverse potential audience of International passengers, including Indians with different
socio-economic backgrounds, it is recommended that the Customs department craft an
Integrated communication / information dissemination, strategy. This would incorporate
digital platforms and brick & mortar / conventional mediums.

Digital platforms include mobile, mobile based applications, On-line and Social media. It is
heartening to note that Indian Customs has already launched itself on Facebook. Non digital
platforms include news print, flyers, manned Help desks, self-operated Kiosks and voice
supported Call Centres.

**Website Promotion:**

As earlier stated, the Customs website is not receiving the due attention of most International
passengers. The website, on its own should generate and drive traffic and make majority of
the visitors stay on. To enhance traffic, Indian Customs should take a collaborative approach
of linking with other partners. Examples of such entities include Airlines, Embassy, Travel
Firms, Travel Portals, Travel Aggregators, Hotels, Duty Free Shops, Ministry for NRI. This
approach would then facilitate a seamless end-to-end Passenger Experience. In particular
Indian Customs should get all International Airlines operating into India to show the Indian
Customs video in their in-flight infotainment

Hence, the Indian Customs should, using the website as the vehicle, push information ‘more
dynamically’ and real-time, for the benefit of passengers, potential passengers, other Airport
stakeholders, besides the Travel collaborators specified above.

As the Official website of the Indian Customs would be the most trusted and authentic
primary source for international passengers, it is extremely important for the site to appear on
top of the page when potential visitors are searching for key words like ‘Customs, Mumbai
Airport, Allowances, Ticketing, Hotel reservations’. This can be achieved through search
engine optimization, for which professional agencies need to be engaged.
The above two broad approaches will increase the awareness levels of International passengers (and those who potentially want to travel) with respect to the Indian Customs, Regulations and Rules.

**Inferences: Based on Statistical Tests**

While examining demographical variables of the surveyed passengers vis-a-vis their relative levels of awareness (Indian Customs Regulations & Rules), the following interesting, statistically validated, correlations have emerged:

As the passenger travels more frequently (across country borders), their behaviour reflects a higher awareness level of Customs Rules & Regulations. In the survey, the fact that 85% of passengers were not first time travellers, implies that there is good scope to leverage increasing the awareness of such passengers.

Common knowledge could infer that the level of education of the international passenger has a positive bearing on their awareness levels of Level of education of the passengers. However, what has been revealed by the survey, is that the level of education has no significant impact on how well informed the International passenger was, with respect to Indian Customs, Rules and Regulations.

This implies that level of education of the International passenger is independent of the awareness levels of Indian Customs Rules & Regulations. (The ANOVA result of significant value of $P > 0.05$ indicates that the Null hypothesis is ‘accepted’).

Common logic would assume that the Green Channel PAX must be highly satisfied with the efficiency and Ease of Customs clearance processes, as such passengers have minimal interaction with the Customs Officer. (unless redirected to Red, by the CO).

On the contrary, a whopping 58% of the Green channel passengers, expressed only ‘moderate satisfaction’ levels with respect to Efficiency & Ease of Customs clearance process. In addition, of these 58% Green channel passengers, 9% ended up being redirected to the Red Channel and had to pay Customs Duty. This could be attributable to their ‘partial knowledge’, and/or their reliance on ‘partially reliable’ sources of information (e.g. Family and Friends).
Behaviour:

In an increasingly ‘experience led’ world, most customer-seller/service providers have to go beyond the ‘product’ per se. The product (in this case Service) is being bundled with service elements, so that the passenger loyalty is increased. Most of such bundled services are communicated through the behaviour of the seller/service provider /agencies that represent the former.

The above, along with the ease of uploading and transmitting instances of ‘poor behaviour-led experiences’ (YouTube, What’s-app ) poses a great challenge for the Customs Officers, too.

While the Customs Officer has to remain within the boundaries of the Law, Rules and Regulations, he/she can demonstrate different types of behaviours while engaging with the Passenger. Some of these behaviours may not be appealing to the Passenger, and hence could create dysfunctional conversations leading to heightened arguments/ emotions. It is very important for the Customs Officer to be ‘fair and firm’, while engaging with the passenger, to assess what the latter is carrying in the baggage and ensuring that items that need to be declared and duty paid.

Behaviour: Findings

The survey has thrown up the following findings on the perception of the passengers, with respect to the behaviour of Customs Officers.

Passenger perception was captured on the basis of seven attributes, i.e.

- Respectful
- Fair
- Began with explaining Rules and regulations to customer
- Courteous
- Tone and Appropriate Language
- Adequate Time to hear the passenger’s View Points
Of the surveyed Red Channel passengers, 33% rated “Strongly Agree” while 67% rated ‘Somewhat agree’ to ‘Disagree’.

77% of the passengers opined that they did not face any ‘difficulty/harassment’

**Behaviour: Inferences & Recommendations**

The Customs Officers, have the opportunity to improve the Passenger satisfaction levels, with respect to the behaviour of the former, across the seven attributes. The focus on all seven attributes is necessary because high variability between the attributes would lead to a more significant reduction in perception levels of the passengers.

With increasing competition form Airports in India and overseas, the International Passenger is being ‘wooed’ by all. This makes it all the more imperative that the standards of behaviour also should be raised, as the maturity of the Customs Clearance process increases.

We recommend the following actions to be implemented:

The curriculum for inducting a Customs officer (prior to posting) should increasingly include skills and knowledge regarding behavioural improvement. The focus on the International Passenger as a ‘Guest-Customer’ has to be embedded in the mind-set of the trainees. Without successfully clearing a certain minimum level of performance in the behavioural topics, posting on the job should be delayed.

Besides the above intervention at the entry level, we strongly recommend that Human Resource Management skills including Behaviour modification / improvement programmes should be held on an on-going basis. The levels of difficulty of the training programme can be suitably laddered.

Some of the important areas for training and development are:

- Gender sensitization
- Emotional Intelligence, Empathy
- Managing Crucial conversations
- Tone of communication
Process:

This is equally important, in addition to the focus on information and behavioural aspects.

Process is where information and behavioural dimensions interact, between the passenger and the Indian Customs officers. While the term Process encompasses ‘end to end experience’ in the Customs Clearance process; for this study purpose, the term “Process” is limited to capture the perception of the passengers about the Customs Clearance process (post completing the Customs Clearance formalities). Process includes the number of steps, the sequencing & time taken at each stage.

Process: Findings

70% of the Passengers experienced emotions / feelings of being ‘safe & secure’, and ‘ready to go through the Customs process’. This indicates that the ‘fear ‘element of going through Customs process, has reduced over the last many years.

67% of the Passenger were very ‘clear from the beginning’, as to which Channel they would want to go through, which was also an encouraging feedback.

There are opportunities for improving the efficiency & ease of customs clearance in the following areas:

As 11% of passengers feel that they were keen to complete the process quickly, process cycle time reduction is a potential ‘low hanging fruit’ to be picked.

As the directional movement of the Indian Customs is towards ‘self-calculation’, it is important to address the feedback of 78% of the Red Channel Passengers, who opined that the duty payable was finally assessed by the Customs Officials.

More than 50% Red Channel Passengers felt that the duty levied was ‘excessive’/ ‘they were unsure’. Hence, it is important to enhance awareness of what is dutiable on the basis of the value/volume limits. Hence, there is a link between this recommendation and that of improving information effectiveness, through greater transparency and clarity.

It is heartening to note that as high as 70% of the surveyed Passengers felt that there is ‘drastic to marginal improvement’ over the years in the way they have been experiencing the Customs Clearance Process at Mumbai Airport. This provides an enabling ‘eco system’ to
launch the next set of improvements that will move the needle more strongly in the direction of ‘drastic improvement.’

**Process: Inferences**

It is very encouraging that 42% of the surveyed Passengers opined that they felt that the customs duty that they paid was ‘Appropriate’. Additionally, there is an increasing proportion of International passengers, who arrive at the Mumbai CSI Airport, who genuinely feel that there is legitimacy to paying Customs Duty.

The survey results highlight the degree of sensitivity of International Passengers to how much time they are willing to spend, to go through the Customs Clearance Process.

In the case of Green Channel Passengers, the threshold time is ‘upto 14 minutes’, while in the case of Red Channel Passengers it is in the band of 15-29 mins. This focuses the need to sharply focus on minimising process time, through a combination of automation, removing redundancies & reducing the number of steps.

58% of Green Channel Passengers expressed only ‘moderate satisfaction’ with the ease and efficiency of the Customs Clearance Process. Since the estimated numbers of Green Channel Passengers in CSI Airport is about 98%, there is some work yet left to ensure that a higher proportion of such Green Channel Passengers experience higher levels of satisfaction.

23% of Red Channel Passengers reported that they had faced some ‘difficulty / harassment’ during the Customs Clearance Process. This could be attributable to limited awareness of ‘contentious baggage ‘items i.e.: Allowable items and their Limits (include TV or not; pre-owned TV; Jewellery)

**Process: Recommendations**

In order to cut down process time associated with Customs clearance process and reduce the steps, the research team recommends the following initiatives:

Passengers to be encouraged to perform self-calculation (based on the items he / she is planning to bring along as baggage) of the Duty to be paid and make the payment even prior to arrival. (Customs Officer can validate, as the passenger exits)
As an option to the Passenger, introduce a One stop Customs Duty Assessment & Payment process (closer to the Red Channel station)

The above can be implemented by ensuring that a Bank linked POS (Point- of- Sale) machine is located closer to the Red Channel station.

Extend the facility of Customs Duty payment, to include Credit Card / Debit card / Cash Card and mPay (Currently only Cash is accepted)

There is currently a difference in the rates that are applied for conversion of foreign currency, when Passengers approach the Bank for Duty Payment, vis a vis when they approach a Private Currency Changer

Introduce a dedicated Customs Clearance Channel for those International Passengers, with domestic connecting flights.

Incorporate elements of Design thinking & Passenger Journey map approach to enhance Passenger satisfaction levels.

Measure Process Cycle time for each Passenger

Periodic review of progress & projects to consistently reduce Process time

**Macro Level Passenger Satisfaction: Findings & Inferences**

The following are gleaned from responses to those questions, that sought the opinion of passengers, at a more macro level of the process (as compared to the more granular level questions, referred to in earlier part of this report)

While improving Quality of products and/or services, it is extremely important to focus on those elements/aspects/attributes that the International Passenger considers as important/of value to him/her. The results are not as effective when the seller/service provider decides to focus on improving all elements/aspects/attributes and/or focus only on what the former opines as being important.

Accordingly, the survey respondents were asked to provide what level of importance they ascribed to different sub-processes of the Customs Clearance Process.
88% PAX indicated that they accord ‘Extremely Important’ & ‘Very Important’ status to the following 6 aspects:

- Prior information of customs procedures
- Help desk/kiosk/display boards/screens
- Professionalism & Courteous behaviour of Customs’ Officials
- Efficient & Ease process of Customs clearance
- Transparent process for calculating dutiable amount to be levied
- Complaints Cell

Hence, we recommend that the Indian Customs prioritises actions for improvement on the above six aspects.

While the Customs Clearance process was the singular focus of the Survey, we had surveyed the satisfaction of the Passengers with other processes, that are happening in the Airport. These processes were:

- Landing Experience
- Immigration
- Baggage Claim
- Customs Clearance
- Retail Duty Free Area
- Amenities
- Airport Accessibility
- Overall Airport Experience

62% of the Passengers expressed ‘Met Expectation’ satisfaction, with respect to the Customs Clearance process. As other processes (indicated above) had received higher satisfaction levels, it appears that the perception of satisfaction of Customs clearance process could have been affected by dissatisfaction with the Landing, Immigration & / or Baggage Handling processes.

A ‘not so good experience’ in the Upstream processes (Landing, Immigration &/or Baggage Handling) is likely to adversely influence the satisfaction level of a ‘downstream process’, like Customs Clearance.
Macro level – PAX Satisfaction: Recommendations

1. It has emerged, fairly strongly, that Passenger satisfaction of the Airport (on an overall basis) is influenced by his / her individual experience with each process (at the Airport) and cumulative experiences with the overall.

It is strongly recommended that an integrated approach, involving participation and collaboration, with multiple Stakeholders is vital to enhance overall Passenger Experience and with individual processes (the focus of this study) on Customs Clearance Process.

It is recommended that all Departments/Stakeholders at the Mumbai Airport should measure, track and improve Passenger Satisfaction levels of the process/s they influence /control.

Appoint a Cross-Departmental Taskforce (represented by all Airport stake holders, including Passenger representatives).

The periodicity of meetings should be pre-determined and each meeting would have a pre-set agenda

Initiate specific improvement projects, deploying Quality tools including PDCA, Process Time reduction, 5S visual control)

Share success stories of Individuals and teams across all stakeholders connected with the Airport

Identify areas of Improvement supported with relevant Learning, Training & Development programmes

Introduce an Appreciation & Recognition driven eco system that reinforces positive behaviours of Airport based employees in their interaction with International passengers

Identify appropriate Benchmarks including Voice of the Passenger and integrate with Performance improvement initiatives.
Macro level – PAX Satisfaction: Recommendations

Airport Operations:

Once the passenger crosses the Customs Channel, it is observed that there is no identified agency/stakeholder who continues to ‘Own’ the Passenger till he/she reaches the location from where the Passenger could be on their own. It is hence recommended that this gap be immediately plugged.

Passenger flows and their movement can be smoothened /expedited by improving the effectiveness of signage & navigation. Signage’s should be multilingual, to address the needs of International Passengers, both Indian & Foreign Nationals.

Specific areas of immediate opportunity for signage improvement:

List of permissible/not permissible items – value and volume limits

Facilitating passengers towards the right direction for checking into connecting domestic flights, ground transportation to domestic terminals, Foreign Exchange, Pharmacy, Doctor-on Call, Train tickets, and taxis for travel intra Mumbai city and other cities.

Improved access to Amenities e.g. Drinking water

Introduce Passenger Satisfaction level improvement, Process Time reduction as Key Performance Indicators for Customs Officer. In the first phase, these KPI’s could be team based improvement targets while in the second phase, the KPI’s could be embedded at the individual Customs Officer level.

A spirit of healthy competition could be initiated within Mumbai Airport by Indian Customs (with other stakeholder departments) on achievement of pre-determined metrics of performance. This could then be extended to include other International Airports in India. Both these initiatives will contribute to raise the overall efficiency & effectiveness of all stakeholders in the Airport, including that of Customs.

Put in place a Customer Relations Management (Passenger Relations Management) system that would signal a strong desire to enhance the current levels of passenger centricity. Such a system would enable significant opportunities, through data mining and aligning efforts in the right direction.
It could also provide information, that will enable acknowledgement of Passengers / Institutions that display ‘Good Passenger Behaviour’, ‘Consistent Good Passenger’ behaviour. This would then have a positive rub-off on Indian Customs image and that of CSI Airport.
XIII Limitations of the study

- Confined to international passengers arriving at CSI Airport, Mumbai post Customs Clearance
- Initial misconception of Passengers that the survey was on ‘Overall Airport Passenger Satisfaction’ undertaken by the Airport Authorities
- Language challenges
- Paucity of passenger’s time: participating in the survey
- Travel fatigue, jet lag and time difference
- Unwillingness of some Red Channel passengers to participate
XIV Future Directions of the Survey

Periodic survey of Passenger Satisfaction with Customs Clearance Process should continue for at least two cycles.

Subsequently, the survey could be limited to focussing on specific processes / sub-processes at CSI Airport towards maintaining & further improving Passengers Satisfaction.

Similar studies should be conducted at various major Airports serving International Passengers to initiate measurement of Passenger Satisfaction and improvement programmes to further strengthen Brand India.
References:

- www.cscollege.gov.sg
- www.facebook.com/CivilServiceCollegeSingapore
- ourarchive.otago.ac.nz/bitstream/handle/10523/4620/GibbsJesseWW2014MTour.pdf?sequence=1
- www.indian customs website
- www.nacen.gov.in
- www.CSI Airport.in/
- www.gvk.com/ourbusiness/Airports/Airport.aspx
- KPMG report : India Soars
Appendix

I. Questionnaire
II. Glossary

I. Questionnaire

Researcher ID : __________ Date of survey __________

Passenger Satisfaction Survey

Flight Number

Flight origin-flight destination

Your visit to Mumbai is
1. Official
2. Personal
3. Tourism

You are
1. Employed with a firm
2. Business person/Trader
3. Non Resident Indians
4. Returning Indian
5. Overseas Employment
6. Foreign National
7. Other_____________________

Nationality

Gender
1. Female
2. Male

Age
1. 18 - 24
2. 25 - 44
3. 45 - 64
4. 65 and above
Education
1. Post graduate and above
2. Engineering
3. Medicine
4. Undergraduate
5. Trade/Vocational & others

How often do you travel overseas?
1. First trip
2. Occasional
3. 1 per year
4. 2 per year
5. 3 per year and more

Is this your first trip to Mumbai?
1. Yes
2. No

Your awareness of the Indian Customs rules, regulations and duties
1. Fully aware
2. Partially aware
3. Very little
4. Unaware

At which stage(s) of your travel did you feel the need to know about customs rules, regulations & duties? Can choose more than one option
1. Planning your travel & Ticketing
2. Check-in and Security Check
3. Shopping overseas (ie city markets outside Airport)
4. Shopping at the Airport/ duty free shops
5. While filling the customs declaration form
6. Immigration
7. On being stopped by Customs Official

Which of the following sources of information did you rely to know about Indian customs rules, regulations and duties? More than one option
1. Indian Customs website
2. Embassy (Indian)
3. Embassy (Home Country)
4. Travel Agent
5. Customs Officials
6. Family/Friends
7. Tourism Board
8. Other, please specify __________
Indicate whether the required information on the Indian Customs website is

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Partly Agree</th>
<th>Partly disagree</th>
<th>Strongly disagree</th>
<th>Did not use/notice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adequate</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Consistent</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Up to date</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Information in bits and pieces</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Clear &amp; simple to understand</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

How satisfied were you with the above information on Indian Customs

<table>
<thead>
<tr>
<th></th>
<th>Fully satisfied</th>
<th>Somewhat satisfied</th>
<th>Dissatisfied</th>
<th>Very dissatisfied</th>
<th>Did not visit the web site</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Design, look and feel of the information</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Overall ease of finding information</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Which medium of communication would you prefer, to source information? More than 1 option
1. Mobile
2. Call Centre support
3. Help desk
4. Information kiosk
5. Online search

Recently, Indian Customs have done away with the baggage declaration form for passengers not having any dutiable goods? Are you aware of it?
1. Yes
2. No

Do you think it is a welcome step?
1. Yes
2. No
3. Won't make any difference
4. Can't say
Do you think ease of Indian Customs clearance process over the years, has:
1. Improved drastically
2. Marginal improvement
3. No improvement
4. Deteriorated
5. No views

**Customs Clearance, select the level of importance that you attach to the following:**

<table>
<thead>
<tr>
<th></th>
<th>Extremely important</th>
<th>Very important</th>
<th>Least important</th>
<th>Not at all important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior information of customs procedures</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
<tr>
<td>Help desk/kiosk/display boards/screens</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
<tr>
<td>Professionalism &amp; Courteous behaviour of Customs’ Officials</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
<tr>
<td>Efficient &amp; Ease of process Customs clearance</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
<tr>
<td>Transparent process for calculating dutiable amount to be levied</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
<tr>
<td>Complaints Cell</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
</tbody>
</table>

Towards choosing the Channel - Green or Red to complete Customs formalities you were:
1. Clear from the beginning
2. Took time to decide
3. Unsure and went with the flow
4. Directed by Customs Official

What were your first feelings while going through the Customs Clearance. More than 1 option
1. Safe & secure
2. Readiness to go through the process
3. Complete the process, quickly
4. Nervous
5. Indifferent
6. Harassed
7. Anxious

Which Channel did you go through for Customs clearance?
1. Green Channel
2. Red Channel
While passing through the Green Channel did you interact with any Customs Officials?

1. No, I proceeded towards Exit
2. Yes and allowed me to proceed towards Exit
3. Yes and directed me to proceed to the Red Channel

Were any dutiable items identified?

1. Yes
2. No

How was the Duty assessed?

1. Self-assessed
2. By Customs Official

On the amount of duty payable, you felt it was

1. Appropriate
2. Excess
3. Not sure

Did you face any difficulty/harassment in Customs Clearance?

1. Yes
2. No

If Yes, could you share?


B. Your experience with the Customs Officials would be best described as

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Partly disagree</th>
<th>Disagree</th>
<th>Did not notice/experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respectful</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
</tr>
<tr>
<td>Courteous</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
</tr>
<tr>
<td>Fair</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
</tr>
<tr>
<td>Interaction began with explaining procedure, rules and regulation</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
</tr>
<tr>
<td>Maintained Eye contact</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
</tr>
<tr>
<td>Courteous tone and appropriate language</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
</tr>
<tr>
<td>Provided adequate time to hear your viewpoint</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
</tr>
</tbody>
</table>
Given that the Customs Official is required to do his/her duty; your experience with the Customs Officials would be best described as:

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Partly disagree</th>
<th>Disagree</th>
<th>Did not notice/experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dutiful</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
</tr>
<tr>
<td>Well-mannered</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
</tr>
<tr>
<td>Acceptable</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
</tr>
</tbody>
</table>

C. Please select from the below that best describe your experience with the Customs clearance: More than one

<table>
<thead>
<tr>
<th></th>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
<th>Missing</th>
<th>Did not notice/experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear understanding of Do's &amp; Don'ts</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
</tr>
<tr>
<td>Efficiency &amp; Ease of process</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
<td>❐</td>
</tr>
</tbody>
</table>

Your views on the time taken for Customs Clearance
1. Quick
2. Reasonable
3. Slow
4. Very Slow

Overall, how satisfied were you with your experience with Customs?
1. Very Satisfied
2. Somewhat satisfied
3. Somewhat dissatisfied
4. Very dissatisfied
Describe your experience with Mumbai Customs when compared to Customs at other international Airports?

1. Much better
2. Somewhat better
3. Somewhat worse
4. Much worse
5. Somewhat same

Indicate how long you waited in the queue and whether that wait was acceptable or not

<table>
<thead>
<tr>
<th>No waiting</th>
<th>1-14 minutes</th>
<th>15-29 minutes</th>
<th>30+ minutes</th>
<th>Acceptable wait</th>
<th>Unacceptable wait</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immigration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baggage claim</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customs clearance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Rate your experience at the Mumbai Airport with regard to the following:

<table>
<thead>
<tr>
<th>Exceeded Expectation</th>
<th>Met expectation</th>
<th>Partially met expectation</th>
<th>Did not meet expectation</th>
<th>Did not experience/notice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Landing experience</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Immigration</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baggage claim</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customs clearance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retail Duty Free area</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Airport Amenities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Airport Accessibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall Airport experience</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Confidential: Report on Passenger Satisfaction Survey: NACEN-Mumbai, Mumbai Airport Customs & WeSchool

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Identify **3 critical areas** from following that you would like Mumbai Customs do differently to enhance your experience?

1. Access and availability of information
2. Speed of Process
3. Greater transparency
4. Recommend a single channel for Customs clearance
5. Voluntary disclosure with penalty for violation
6. Increased allowances across categories of travelers & goods
7. Courteous and Fair in the process
8. Other __________

In case Government of India would like to reach out to you, would you like to share your contact details? **Optional**

<table>
<thead>
<tr>
<th>First Name</th>
</tr>
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<tr>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Last Name</th>
</tr>
</thead>
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</tbody>
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<table>
<thead>
<tr>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Email Address</th>
</tr>
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<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

Thank you for your valuable feedback and time.
# Glossary

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed (White collared)</td>
<td>Foreign nationals coming into India for business &amp; Indian nationals returning from an overseas business trip</td>
</tr>
<tr>
<td>Business person / Traders</td>
<td>Entrepreneurs / business men / small scale traders (courier traffic)</td>
</tr>
<tr>
<td>NRI</td>
<td>Non Resident Indian visiting India</td>
</tr>
<tr>
<td>Returning Professionals</td>
<td>Indians returning home, post assignment</td>
</tr>
<tr>
<td>Worker (Blue collared)</td>
<td>Largely Laborers</td>
</tr>
<tr>
<td>Foreign Nationals</td>
<td>Overseas Citizens</td>
</tr>
<tr>
<td>Others</td>
<td>Homemakers, Maids, Musicians &amp; Artistes</td>
</tr>
</tbody>
</table>