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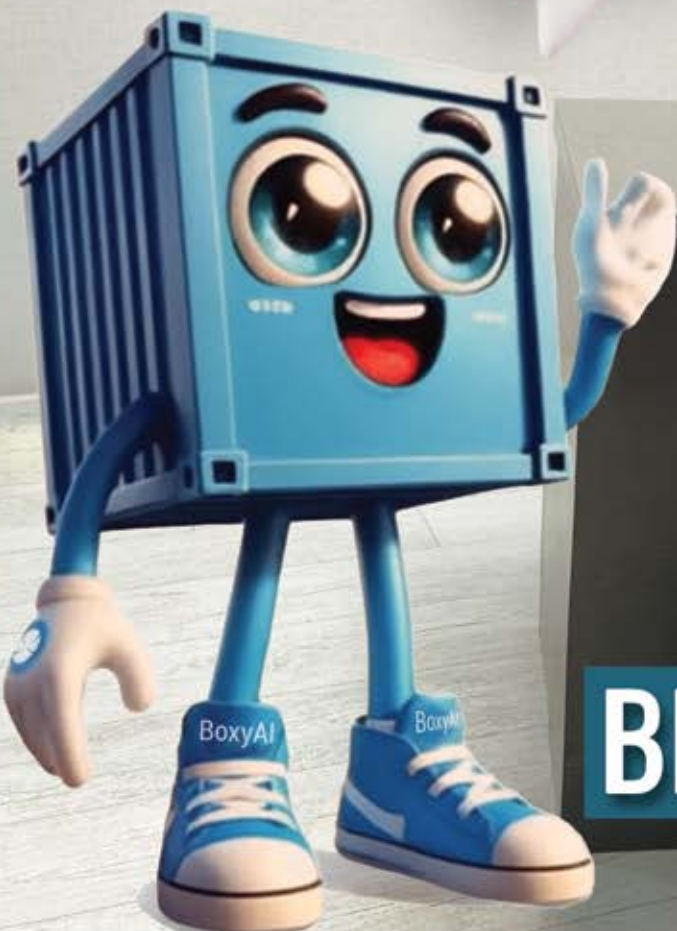
State-Level Reforms

## INDIA'S LOGISTICS REVOLUTION:

LEADS the way



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**Amit Maheshwari**  
FOUNDER & CEO, SOFTLINK GLOBAL



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Dear Readers,

Welcome to the February 2025 edition of Cargo Insights, where we continue to navigate the dynamic landscape of logistics, driven by innovation, technology, and transformative reforms. This month, we spotlight key advancements shaping the industry, from digital solutions revolutionizing supply chains to state-level policy reforms strengthening India's logistics ecosystem.

Our cover story, "Softlink: Beyond the Box," delves into the remarkable journey of Amit Maheshwari, Founder & CEO of Softlink Global. Under his visionary leadership, Softlink has emerged as a beacon of technological innovation in logistics, offering cutting-edge solutions.

In our special story, "Tech Meets Logistics: Crafting Tomorrow's Innovations," we explore how technology is no longer just an enabler but a driving force behind the evolution of modern supply chains.

Our feature story, "Strengthening Logistics: State-Level Reforms," examines the LEADS 2024 report, highlighting India's push towards a more efficient and resilient logistics framework.

We also take a moment to honour N. Sivasailam, IAS (Retd.), Special Secretary (Logistics), Department of Commerce, whose invaluable contributions have played a pivotal role in shaping India's logistics policies and frameworks.

At Cargo Insights, we remain committed to bringing you engaging narratives, expert analysis, and thought-provoking discussions that drive the industry forward. As we delve into the latest technological breakthroughs, policy shifts, and strategic advancements, we look forward to shaping the future of logistics—together.

Stay connected, stay informed, and keep innovating!

Happy Reading!

**Jatin Sahni**  
Editor-in-Chief  
Cargo Insights



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# Union Budget 2025-26: Key announcements and economic focus

The Union Budget 2025-26, presented by Finance Minister **Smt. Nirmala Sitharaman**, introduces transformative reforms across multiple sectors, including maritime, aviation, EXIM trade, healthcare, manufacturing, and taxation. These strategic initiatives aim to propel India towards becoming a global economic powerhouse, reinforcing its industrial, trade, and logistics capabilities.

## Maritime sector

A ₹25,000 crore Maritime Development Fund (MDF) has been established to support India's shipping sector, with the government contributing 49% and private investors funding the rest. The MDF aims to increase Indian-flagged ships' global cargo share to 20% by 2047 and attract ₹1.5 lakh crore in investments by 2030.

To boost domestic shipbuilding, key initiatives include:

- Mega shipbuilding clusters (1.0–1.2 million GT) under PPP for private investment and green tech.
- Direct capital support for breakwater construction and dredging.
- A 10-year rent holiday on land at nominal rates. ₹6,100 crore for modernizing Indian shipyards.
- Revamped SBFAP 2.0 with ₹18,090 crore for shipbuilding subsidies.
- A shipbreaking credit note scheme offering 40% credit on scrap value.
- 10-year BCD exemption on shipbuilding and shipbreaking.
- ₹2,850 crore for maritime research, training, and skill development, targeting 11 lakh jobs.
- Extension of the Tonnage Tax Scheme to inland vessels and expanded PM Gati Shakti Portal access.

Union Minister Shri Sarbananda Sonowal hailed these as key drivers for 'Viksit Bharat 2047.'

## Aviation sector

The revamped UDAN scheme will expand regional connectivity to 120 new destinations, targeting 4 crore passengers over the next decade, with a focus on hilly regions, aspirational districts, and the Northeast.

Key air cargo infrastructure upgrades:

- New warehousing facilities to streamline customs clearance for perishable exports.
- Expansion of greenfield airports in Bihar and upgrades to Patna and Bihta Airports.
- Western Koshi Canal ERM Project to support 50,000 hectares of farmland in Mithilanchal.



## EXIM & Fisheries sector

To boost seafood exports and cut import costs, the budget:

- Reduced BCD on frozen fish paste (Surimi) from 30% to 5% to aid the imitation crab meat industry.
- Lowered import duty on fish hydrolysate from 15% to 5% to reduce aquafeed costs.
- Launched deep-sea fishing in Andaman & Nicobar and Lakshadweep to tap into India's 2.5 lakh tonnes of marine fisheries potential.
- Increased KCC lending limit from ₹3 lakh to ₹5 lakh to improve financial access for fishers and seafood exporters.

## Manufacturing & trade

Tariff rationalization reduces customs duty rates from 15 to 8, simplifying taxation.

Key trade facilitation measures:

- Social Welfare Surcharge exemption on 82 tariff lines.
- Handicraft export timelines extended from six months to one year.
- Export duty exemption on crust leather, BCD waiver on wet blue leather.
- BCD rate revision on knitted fabrics for competitiveness.
- BCD cut on Carrier Grade Ethernet Switches from 20% to 10%.
- MRO service timelines for railway goods extended to one year, aligning with aircraft and ship repairs.
- New customs procedures enabling voluntary duty payment post-clearance without penalties.

The Budget 2025-26 charts a clear roadmap for strengthening India's position as a global manufacturing hub, maritime powerhouse, and logistics leader. By fostering innovation, reducing trade barriers, and incentivizing capital investment, the government is driving robust economic growth and global competitiveness. ●





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# Unlocking trade potential: Cumulation rules decoded

*Dr. Joshua Ebenezer, Principal Consultant, NuCov Facili-Trade, demystifies cumulation under Rules of Origin, offering actionable insights for Indian businesses to navigate Free Trade Agreements (FTAs) and unlock their trade potential in global markets.*

In the ever-changing landscape of global trade, Rules of Origin (RoO) are central to determining the eligibility of goods for preferential treatment under trade agreements. Cumulation, a mechanism within RoO, allows inputs from multiple countries to be treated as originating from one country, subject to certain conditions. This is particularly important for Indian businesses navigating Free Trade Agreements (FTAs), as it creates global competitiveness.

Cumulation, a pivotal aspect of Rules of Origin (RoO), empowers producers to combine inputs from partner countries while retaining preferential treatment for final goods. It is classified into three types:

- **Bilateral Cumulation:** Pertains to two countries in a trade pact. For example, under the India-UAE CEPA, Indian garment exporters can use fabric sourced from the UAE and still meet RoO criteria for preferential tariffs, as per Article 3.4.
- **Diagonal cumulation:** involves three or more countries in a regional framework. Under SAPTA, Indian textile exporters using Bangladeshi materials qualify for preferential treatment in Bhutan, supported by Article 7(2). This mechanism facilitates trade within the SAARC region.
- **Full Cumulation:** Encompasses all production processes within participating countries. A potential India-ASEAN trade pact could enable manufacturers to use inputs from multiple ASEAN members while retaining preferential treatment for exports to markets like Japan.

## India's cumulation edge

Cumulation strengthens India's trade networks by fostering regional supply chain integration. Agreements like SAFTA and the proposed BIMSTEC FTA open doors for leveraging shared resources. Article 5 of SAFTA, for example, promotes diagonal cumulation among member countries, driving export growth and regional collaboration.

With over 15 FTAs, including those with ASEAN, Japan, and



**DR. JOSHUA EBENEZER**

Principal Consultant  
NuCov Facili-Trade

Australia, India can utilise cumulation to cut costs and diversify sourcing. Article 4.1 of the India-Japan CEPA provides value-addition-based benefits, enabling manufacturers to source cheaper inputs and re-export finished goods competitively. Cumulation is a game-changer for MSMEs. By sourcing cost-effective components from ASEAN under preferential terms, Indian manufacturers can reduce costs and boost competitiveness.

## Implementation challenges

Despite its benefits, implementing cumulation poses challenges:

- Extensive documentation, such as origin certificates and invoices, can be overwhelming.
  - Many businesses remain unaware of cumulation's advantages, creating a knowledge gap.
  - Differing RoO standards and technical requirements across partner countries complicate compliance.
- Streamlining customs processes and introducing advanced verification systems are vital to overcoming these hurdles.

## Strategies for Indian businesses

- Conduct training sessions through industry bodies like CII, FFFAI, WTI, FIEO, and ASSOCHAM to raise awareness.
- Adopt blockchain technology for seamless origin verification and compliance.
- Collaborate closely with customs

authorities and policymakers to address procedural bottlenecks.

- Strategically utilise cumulation provisions to optimise sourcing and expand market access.

As India strives to strengthen its position in global trade, the effective use of cumulation can serve as a critical enabler, aligning with the nation's vision of becoming a global manufacturing and export leader. ●

**CUMULATION  
STRENGTHENS  
INDIA'S TRADE  
NETWORKS  
BY FOSTERING  
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*Softlink Global, under the leadership of its visionary Founder **Amit Maheshwari**, has consistently driven technological innovation in logistics. With offerings like LogiCONNECT, LogiLENS and BoxyAI, Softlink is empowering the industry to embrace digital transformation, offering intuitive solutions to real-world logistics challenges.*

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**Amit Maheshwari**  
Founder & CEO, Softlink Global





## Visionary leadership

Amit Maheshwari, a visionary and pioneer of logistics digitalization, has led

Softlink Global to become one of the leading logistics solutions providers

in the world today. With a deep understanding of the evolving needs of the logistics industry, Maheshwari continues to spearhead the development of innovative solutions that transform the way businesses operate. His entrepreneurial spirit, coupled with a keen eye for technological advancements, has kept Softlink as the preferred choice for businesses of all sizes across the world.

Hi,  
I'm BoxyAI—your  
AI-powered assistant!



## Softlink's BoxyAI vision

Born in Softlink Global's LogiLAB, BoxyAI is more than a mascot; it stands as the embodiment of Softlink Global's belief that technology and logistics can work hand-in-hand to create intelligent solutions. The inspiration behind BoxyAI stems from the company's desire to humanise technology and make it more relatable. A Witty AI assistant, BoxyAI provides intelligent, actionable insights to users, helping them navigate real-world challenges effectively. BoxyAI

symbolises upward progress and fresh beginnings, mirroring the spirit of the logistics industry itself.

## Driving logistics forward

In a tech-driven market undergoing constant transformation, Softlink Global continues to lead paradigm shifts with its cutting-edge software solutions, addressing uncharted challenges in logistics.

Softlink has a rich three-decade history of innovation, but it never rests on its laurels. Softlink's latest offering, LogiCONNECT, provides users with real-time air cargo bookings, live tracking, competitive rate comparisons, and features like carbon emission tracking, automated eAWB submissions, and instant, secure payment



*An inside look at Softlink Global: Where innovation meets collaboration*

processing. Complementing this is LogiLENS, an AI-powered tool for advanced document processing and data extraction, which significantly reduces manual effort and errors. Their advanced decision-making tool created specifically for the logistics industry, LogiBRAIN, comes with 40+ customisable dashboards to give insights at the click of a button.

### **Flexible, Accessible, Simple**

With Softlink's solutions extending to international markets and competing alongside other leading industry platforms, such as CargoWise, it stands out in several key ways. Both Softlink's Logi-Sys and CargoWise are comprehensive solutions operating on a single database, catering effectively to large organisations.

for instance, supports scalability, allowing companies to grow from as few

as five users to as many as 5,000.

The key distinction lies in Logi-Sys's flexibility, accessibility, and simplicity. Unlike CargoWise, which is Windows-based and demands specific hardware and complex setups, Logi-Sys is platform-agnostic, enabling access from any device, including smartphones. Moreover, Softlink's in-house team of domain experts is available around the clock to address grievances, recognising that the logistics industry operates without pause and requires seamless support at all times.

### **Synergy unlocks potential**

Aligned with the theme 'When Logistics Meets Technology,'

Amit Maheshwari

emphasises that technology and logistics are no longer separate entities but two sides of the same coin. Embracing this synergy opens the door to unprecedented opportunities for growth, efficiency, and sustainability. Softlink remains dedicated to driving this transformation, and through innovations like BoxyAI, it seeks to inspire the industry to envision greater possibilities and strive for new achievements.

**MY VISION IS FOR THE LOGISTICS INDUSTRY TO EMBRACE TECHNOLOGY NOT JUST AS A TOOL BUT AS A PARTNER IN TRANSFORMATION**

~ AMIT MAHESHWARI

**SOFTLINK OFFERS ROUND-THE-CLOCK SUPPORT VIA A DEDICATED TEAM OF EXPERTS**





### Shaping future workforce

Softlink Global's educational programs, including LogiEXPERT, LogiLEARN, and LogiSKILL, are offered under Softlink Academy, the dedicated skill development arm of Softlink Global, which focuses on equipping professionals with industry-relevant expertise. These programs are designed to bridge the gap between industry needs and talent readiness.

Softlink Academy programs provide globally-recognized certifications and have already secured international placements for participants. Providing hands-on exposure for teams of Softlink customers, logistics professionals and students aspiring for careers in logistics, Softlink Academy is nurturing a workforce equipped to fully leverage logistics technology. Their upcoming B.E. in Logistics program, LogiGRAD, will further solidify this vision, preparing specialists who are ready to lead the logistics industry into the future.

### Vision for digital transformation

Amit Maheshwari shares his vision for the logistics industry: "My vision is for the logistics industry to embrace technology not just as a tool but as a partner in transformation. We need solutions that address real-world problems, not theoretical ones. Towards this end, we are focusing on creating long-term value with systems that adapt, learn, and grow with the industry, enabling forwarders and other logistics service providers to thrive in a highly volatile environment."

### Commitment to excellence

Amit Maheshwari underscores Softlink Global's customer support philosophy, built on three core principles: expertise, responsiveness, and proactivity. With a dedicated 24x7 in-house team of domain experts, Softlink ensures that customers interact with professionals who deeply understand both logistics operations and technology. Instead of reacting to problems, the company actively monitors systems, anticipates challenges, and takes preventive measures. This commitment to rapid response times and personalized omnichannel support allows Softlink to consistently exceed customer expectations, reinforcing its reputation as a trusted partner in the logistics industry.



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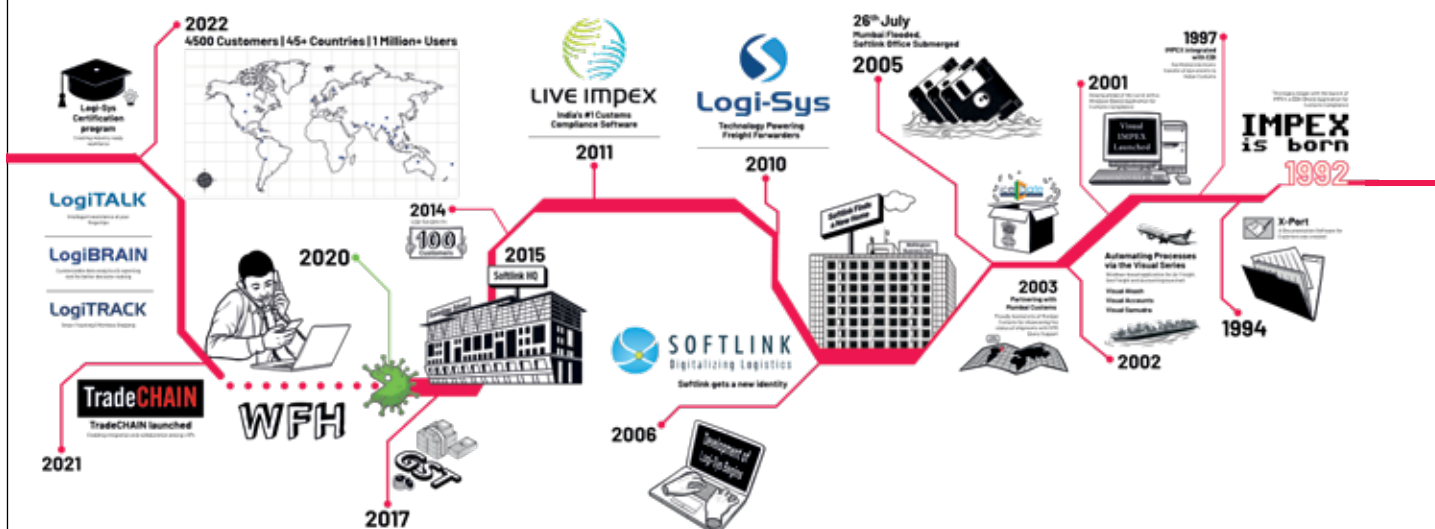
### Redefining global logistics

Amit Maheshwari envisions the company's legacy as the driving force behind a truly connected and digitally empowered global logistics ecosystem. Over the next decade, Softlink aims to become the #1 choice for logistics professionals globally, creating solutions so intuitive and powerful that they redefine how logistics is perceived and executed.

He hopes Softlink will be remembered as the company that demystified digital transformation for logistics businesses of all sizes and geographies, enabling them to seamlessly adapt to the complexities of the modern supply chain. Softlink will set the

benchmark for excellence, leaving an indelible mark as the partner that powered a new era of global logistics dominance. ●

## Softlink Global's Timeline



# When tech meets logistics

**T**he global supply chain is undergoing a profound transformation, driven by the relentless march of technology. No longer confined to manual processes and traditional methods, logistics is rapidly evolving into a tech-driven powerhouse. From the moment raw materials are sourced to the final delivery to the end consumer, technology is permeating every stage of the journey, enabling smarter, faster, and more sustainable operations.

This convergence of technology and logistics is ushering in a new era of efficiency and innovation. Artificial intelligence (AI) is revolutionising route optimisation, predicting demand fluctuations, and automating repetitive tasks, freeing up human resources for more strategic endeavours. The Internet of Things (IoT) is connecting every asset within the supply chain, from vehicles and containers to inventory and even individual products, providing real-time visibility and enabling proactive issue resolution.

Automation is rapidly transforming warehouses and distribution centres, with robots and automated guided vehicles (AGVs) streamlining order fulfilment and minimising human error. Blockchain technology is enhancing transparency and security, ensuring the integrity of data, and facilitating seamless information sharing across the entire supply chain.

The Indian government has taken significant steps to foster this technological revolution. Initiatives like the National Logistics Policy 2022 aim to enhance multimodal connectivity, reduce logistics costs, and improve ease of doing business. The government is also promoting digitalisation through initiatives like the Unified Logistics Interface Platform (ULIP), which aims to integrate various logistics stakeholders on a single platform.

This convergence of technology and logistics has the potential to significantly enhance India's competitiveness in the global market by improving efficiency, reducing costs, and improving overall supply chain resilience. However, challenges such as cybersecurity threats and the need for skilled professionals require careful consideration and proactive measures to ensure a smooth and successful transition towards a tech-driven logistics future.

Through interviews with industry leaders, we will gain insights into the critical steps needed for technology adoption, the role of government in creating a more tech-enabled ecosystem, and the future trends that will define logistics in the next decade. By examining real-world examples and emerging innovations, we will uncover how logistics professionals are navigating digital transformation, overcoming hurdles, and collaborating with various stakeholders to shape a future where technology meets logistics in a truly transformative way.



# AI-driven revolution in EXIM logistics

***R Sampath Raghavan**, Head - Exim & Logistics, Raymond, discusses AI's impact on EXIM logistics, from automating data processes to enhancing transparency, efficiency, security, and sustainability in global trade.*

**A**l and automation are fundamentally transforming the EXIM logistics landscape.

**R Sampath** points out that traditionally manual tasks such as data compilation, recording, and analytics are now being automated. With the help of machine learning (ML) and AI, data quality is enhanced through sanitisation, allowing for more accurate, faster, and efficient data processing. The automation of processes related to customs and transportation has been integrated with internal ERP systems, creating seamless connections across the entire process, greatly improving efficiency and reducing operational costs. AI is now integral to route optimisation, weather forecasting, and predicting congestion at ports, driving significant efficiencies in the supply chain.

## AI-driven logistics

**R Sampath** highlights how AI is transforming logistics operations, particularly in sectors like textiles and apparel. The integration of AI has improved communication and information exchange, offering greater visibility into vehicle movements and tracking. Fleet management and freight management systems are now more streamlined, while shipment tracking has become more accurate. AI's ability to predict and optimise routes also contributes to reduced carbon footprints, making the logistics process more sustainable. Additionally, predictive analysis driven by machine learning helps in the negotiation of freight rates while aiding in the planning and scheduling of international cargo to optimise routing, further enhancing operational efficiency.

## Logistics analytics

Data analytics, powered by AI, plays a vital role in optimising



**R SAMPATH RAGHAVAN**  
Head - Exim & Logistics  
Raymond

logistics and supply chain decisions, especially in global trade. According to **R. Sampath**, AI-driven analytics helps improve warehouse management (W/M) and transport management (T/M) by streamlining operations and enhancing productivity. With the rise of e-commerce and the boom in Q-commerce, there is an increasing need for efficient retrieval systems and cost-effective warehouse management. Technologies like AR/VR are now being used for better stacking and inventory retrieval. In transport management, AI is helping reduce dwell time at delivery points by predicting traffic patterns and suggesting optimal routing. This reduces delays and the overall carbon footprint of logistics operations.

## Blockchain & IoT

**R Sampath** discusses how emerging technologies such as blockchain and the Internet of Things (IoT) are improving transparency and tracking in cross-border logistics. Blockchain technology offers enhanced security, traceability, and transparency in the value chain, ensuring that all transactions are securely documented and compliant with regulatory standards, particularly in regions like the EU. Furthermore, IoT technology is revolutionising customs processes by improving machine-to-human interfaces, increasing productivity, and reducing the snags often encountered in manual processes at borders. Together, blockchain and IoT are facilitating smoother, more transparent cross-border transactions and reducing delays in global trade. ●

● ● ●  
**AI'S ABILITY TO  
PREDICT AND  
OPTIMISE ROUTES  
ALSO CONTRIBUTES  
TO REDUCED  
CARBON  
FOOTPRINTS**

## DID YOU KNOW ?

Advanced robotics in logistics hubs can sort over 200,000 parcels per hour, drastically improving efficiency compared to human sorting!

# Innovating logistics: A smarter future

*The logistics industry is on the brink of transformation, fueled by cutting-edge technologies, government initiatives, and a focus on efficiency and sustainability. **Dhritiman Chakraborty**, Director Operations, Ingram Micro, shares key insights shaping the sector's future.*

The logistics industry is no longer confined to traditional methods of moving goods. It is evolving into a technology-driven ecosystem where innovations like Artificial Intelligence (AI), the Internet of Things (IoT), blockchain, and automation redefine efficiency and customer satisfaction. AI predicts demand for efficient inventory and operations, while IoT provides real-time supply chain visibility. Blockchain enhances trust by ensuring transaction security and transparency and reducing disputes among stakeholders.

**Dhritiman Chakraborty** highlights how automation and robotics in warehouses are game changers, minimising human errors and increasing productivity. These technologies not only cut costs but also ensure quicker, more accurate deliveries, significantly boosting customer satisfaction in an era of rising expectations. Together, these advancements are transforming logistics into a more agile, customer-centric industry.

## Balancing innovation with cost

Adopting new technologies while managing costs is a delicate act requiring strategic planning. A phased approach—prioritising scalable solutions like digital freight platforms and cloud-based warehouse systems—can yield measurable results without heavy investments. Collaborating with technology providers and leveraging shared infrastructure further reduces costs. Equally important is upskilling teams to integrate technology into everyday operations effectively. In essence, innovation must be aligned with practicality to deliver sustained benefits.

## Government's efforts

India's logistics landscape is bolstered by initiatives such as the National Logistics Policy and the PM Gati Shakti Master Plan. These programs aim to create unified, cost-effective supply chains. However, more targeted measures can accelerate this transformation.



**DHRITIMAN CHAKRABORTY**

Director Operations  
Ingram Micro

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**THESE  
ADVANCEMENTS  
ARE TRANSFORMING  
LOGISTICS INTO  
A MORE AGILE,  
CUSTOMER-CENTRIC  
INDUSTRY**

Tax incentives for technology adoption, simplified compliance processes, and shared digital platforms for seamless data exchange can drive widespread innovation. Training programs focusing on digital skills will prepare the workforce for a tech-driven future. By emphasising these areas, the government can ensure that logistics becomes a key competitive advantage for India, driving economic growth and global trade.

## Securing the digital ecosystem

With the increased reliance on digital systems, cybersecurity is critical. Logistics companies must invest in advanced firewalls, encryption protocols, and regular security audits to safeguard sensitive data. Employee training on cybersecurity best practices can prevent human errors, while incident response protocols and industry-wide collaboration on threat intelligence are essential for mitigating risks. Protecting data is not just about compliance; it's about maintaining stakeholder trust and ensuring uninterrupted operations.

## Future trends

Emerging trends promise to reshape logistics over the next decade. Autonomous vehicles and drones are poised to revolutionise last-mile delivery, while green logistics, featuring electric vehicles and sustainable practices, aligns with global environmental goals. Digital twins—virtual replicas of supply chains—will enhance real-time decision-making and efficiency.

Hyperlocal supply chains, driven by consumer demand for faster deliveries, are also on the rise. India's focus on improving its Logistics Performance Index and infrastructure will further support these changes, ensuring the industry evolves into a resilient, innovative, and sustainable ecosystem. ●



# Smart tech drives logistics growth

*Pradeep V Berde sheds light on how smart technologies, government initiatives, and digital innovations are transforming infrastructure and logistics, driving efficiency and cost optimisation, and shaping the future of large-scale projects in India.*

The logistics and infrastructure sectors are at the forefront of a technological revolution, with cutting-edge innovations transforming how projects are executed. According to **Pradeep V Berde**, Assistant General Manager, Larsen & Toubro, the integration of smart technologies is enabling unparalleled efficiency, transparency, and cost optimisation in large-scale projects.

## Revolutionising efficiency

Digital tools like real-time monitoring systems, GPS, and RFID are enhancing visibility and transparency in logistics operations. These technologies provide precise tracking and updates on shipments, allowing companies to address issues swiftly and make data-driven decisions. This seamless integration optimises costs while ensuring operational efficiency.

Berde highlights how such advancements empower logistics professionals to improve project timelines, eliminate redundancies, and enhance safety measures in operations. The result? Timely deliveries, streamlined workflows, and satisfied stakeholders.

## Addressing challenges in mega projects

Large-scale infrastructure and construction projects face unique logistical challenges, from managing heavy cargo to ensuring timely delivery across vast terrains. Smart technologies, Berde notes, play a crucial role in overcoming these hurdles. For instance, real-time tracking systems ensure smooth coordination, while automation simplifies complex supply chain processes.

An illustrative example is the government's development



**PRADEEP V BERDE**

Assistant General Manager  
Larsen & Toubro

of waterways in Northeast India, which has streamlined project cargo movements in a region known for its logistical difficulties. By enabling efficient transport, such innovations not only save time but also reduce costs significantly.

## The government's pivotal role

The government's focus on enhancing logistics infrastructure is laying a strong foundation for industry growth. Initiatives such as dedicated freight corridors, multimodal transport hubs, and logistics parks are creating a robust ecosystem for the seamless movement of goods.

Berde emphasises the need for continued efforts to develop highways, coastal routes, and logistics hubs. These initiatives, coupled with policies promoting digital adoption, can elevate India's logistics landscape, enabling businesses to scale operations efficiently.

## Game-changing innovations ahead

Looking to the future, Berde foresees a significant impact from emerging trends in logistics technology. Artificial

Intelligence (AI), Machine Learning (ML), and robotics are set to revolutionise operations by offering predictive analytics, automation, and smarter route planning.

The adoption of digital twins—real-time virtual replicas of physical systems—will optimise infrastructure project management, while sustainable technologies like electric and autonomous vehicles will drive eco-friendly practices.

As digitalisation and automation continue to evolve, their role in shaping infrastructure logistics will only deepen. Pradeep V Berde's insights underscore a clear message: the future of logistics lies in embracing technology as a strategic enabler, supported by forward-thinking government initiatives.

This transformative approach is set to redefine how projects are planned, executed, and delivered in the years to come. ●



**REAL-TIME  
TRACKING SYSTEMS  
ENSURE SMOOTH  
COORDINATION,  
WHILE AUTOMATION  
SIMPLIFIES COMPLEX  
SUPPLY CHAIN  
PROCESSES**

# Drones redefining logistics efficiency

*Vikram Singh Meena shares how drones are transforming logistics through advanced technology, addressing challenges in last-mile delivery, and fostering sustainability through innovation, collaboration, and cutting-edge solutions that shape the future of logistics.*

The logistics sector is undergoing a technological revolution, and at the heart of this transformation are drones. Once limited to niche applications, drones are now evolving into indispensable tools for overcoming logistical challenges, particularly in last-mile delivery and remote-area supply chains. **Vikram Singh Meena**, Founder and CEO, TechEagle Innovations, sheds light on how drone technology is reshaping the logistics landscape.

## Advancements in drone technology

Modern drones are no longer just flying devices; they are marvels of engineering and innovation. Hybrid eVTOL (electric Vertical Take-Off and Landing) designs now allow drones to achieve longer ranges and higher speeds, ensuring rapid deliveries over vast distances. For instance, precision landing systems and 5G-enabled communication facilitate autonomous operations in challenging terrains, reducing manpower dependency and ensuring timely deliveries.

These advancements have yielded tangible benefits: operational costs have been cut by up to 40 percent, customer satisfaction has improved due to reliability, and delivery times have been slashed dramatically. Drones have become indispensable for healthcare, e-commerce, and emergency deliveries, especially in regions lacking infrastructure.

## Tackling last-mile and remote logistics

Last-mile delivery has always been fraught with challenges such as traffic congestion and high costs. In remote areas, poor road connectivity often compounds the issue. Drones provide a direct and efficient solution by bypassing these barriers entirely.

Take, for example, disaster relief efforts during a natural calamity in Meghalaya. Blocked roads made it impossible to deliver life-saving medicines to isolated villages. Drones flew the supplies in under 30 minutes—a feat that would have taken hours by



**VIKRAM SINGH MEENA**

Founder and CEO  
TechEagle Innovations

conventional means. Such operations highlight the capability of drones to bridge logistical gaps, transforming them from operational tools to lifesaving assets.

## Seamless integration

Integrating drones into logistics frameworks requires a combination of technology, regulation, and operational alignment. Ground control systems that centralise flight planning, delivery tracking, and fleet management are pivotal. AI-powered route optimisation further ensures faster and more efficient deliveries.

However, Meena emphasises the importance of regulatory collaboration. Permissions such as Beyond Visual Line of Sight (BVLOS) approvals are crucial for scaling drone operations. By working closely with regulators, logistics providers can align technology and compliance, creating scalable solutions for diverse scenarios.

## Towards a sustainable future

The collaboration between drone manufacturers, logistics providers, and regulators is key to fostering a sustainable logistics ecosystem. Manufacturers must prioritise efficiency and durability, while logistics companies need to streamline drone integration. Regulatory bodies can facilitate innovation through supportive policies and infrastructure development.

By reducing carbon footprints, cutting costs, and enabling faster adoption, drones are paving the way for a greener, more efficient future in logistics. With continued innovation

and collaboration, this technology holds the potential to redefine supply chains, making them more resilient and sustainable. ●

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REVOLUTIONISING  
LOGISTICS, DRIVING  
THE SECTOR'S  
TECHNOLOGICAL  
TRANSFORMATION  
FORWARD**





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# AI-driven drones transform logistics

*Ankit Kumar shares insights on how AI-powered drones are revolutionising logistics. From faster last-mile deliveries to overcoming operational challenges, drones equipped with artificial intelligence are paving the way for a smarter, more efficient supply chain.*

The logistics industry is undergoing a transformative shift with the integration of drone technology, particularly in last-mile delivery. According to **Ankit Kumar**, CEO, Skye Air, drones offer unparalleled speed, efficiency, and sustainability, addressing many challenges posed by traditional delivery methods. By bypassing ground traffic, they ensure timely deliveries, enhancing customer satisfaction and reducing delivery times from hours to mere minutes. Skye Air has been at the forefront of this innovation, pioneering services that set new standards for efficiency in logistics.



**ANKIT KUMAR**  
Chief Executive Officer  
Skye Air

## Advanced capabilities

The effectiveness of drones in logistics stems from their advanced technological features. Equipped with high payload capacities, drones can handle substantial loads, making them suitable for a wide range of deliveries. Extended flight ranges allow them to cover larger areas, including remote or inaccessible locations. Additionally, sophisticated navigation systems enable precise deliveries, even in congested urban environments. These innovations have positioned drones as a reliable solution for tackling complex logistics challenges efficiently.

## Speed redefined

One of the most significant benefits of drones in logistics is their ability to deliver goods quickly and reliably. By avoiding road-based transportation, drones eliminate delays caused by traffic congestion and reduce dependency on traditional infrastructure. Autonomous operation further enhances reliability, minimising human error in the delivery process. However, for drones to become a mainstream logistics solution, improvements are needed in several areas, including regulatory frameworks, infrastructure development, and public acceptance. Enhancing battery life and increasing payload capacity will also be critical in expanding their operational scope and efficiency.

## Seamless connectivity

The integration of drone technology into existing logistics systems is essential for ensuring seamless operations.

This involves connecting drones with warehouse management systems and route optimisation software to provide real-time data on package readiness and delivery routes.

Efficient communication channels allow drones to operate in synchronisation with traditional logistics workflows, ensuring timely and accurate deliveries. As drone traffic management systems continue to

evolve, integrating them into larger supply chain networks is becoming increasingly feasible.

## Emerging potential

The future of drone technology in logistics holds immense potential. Advancements in artificial intelligence, machine learning, and autonomous navigation are expected to make drones even more efficient, enabling real-time decision-making during deliveries. Improvements in battery technology will allow drones to operate over longer distances, expanding their reach. Additionally, the development of robust regulatory frameworks and public trust

will play a pivotal role in the widespread adoption of drone delivery systems. By 2030, many experts predict that drones could become a critical component of global supply chains, contributing to faster, more sustainable logistics operations.

Drones are reshaping the logistics industry by offering speed, precision, and environmental sustainability. As technological advancements and infrastructure improvements continue, drones are set to become an integral part of modern supply chains, revolutionizing operations and driving innovation and efficiency in logistics. ●



**FUTURE OF DRONE  
TECHNOLOGY IN  
LOGISTICS HOLDS  
IMMENSE  
POTENTIAL**



# AI-Powered Logistics: Kale's Edge

***Rajni Patwardhan**, Head of Marketing, Kale Logistics Solutions, shares how Kale is transforming global supply chains with AI, cloud, and digital innovations, driving efficiency, collaboration, and ESG compliance for ports and airports worldwide.*

In today's interconnected logistics ecosystem, seamless collaboration among shippers, carriers, and government agencies is crucial. **Rajni Patwardhan**, Head of Marketing, Kale Logistics Solutions, highlights how Kale facilitates this through Cargo Community systems that address the challenges of visibility gaps in cargo complexes. These platforms digitise documentation and track cargo movement end-to-end, ensuring smooth interaction across the entire ecosystem. These platforms streamline trade for all stakeholders, enhancing operational flow and transparency.

## Eco-friendly trade

Kale Logistics' technology solutions empower companies to meet their environmental, social, and governance (ESG) objectives while ensuring operational efficiency. These solutions have eliminated nearly 10 million paper copies annually, conserving hectares of forest. Furthermore, several airports worldwide that have implemented Cargo Community Systems have seen significant reductions in truck fuel consumption, including one airport saving nearly 16,000 gallons of fuel in a quarter.

## Sustainable solutions

Thriving on challenges, Kale Logistics views them as catalysts for innovation. This approach, evident since its inception, was underscored by the pandemic, which highlighted the critical role of technology in maintaining resilient supply chains. The industry responded by facilitating industry-wide adoption of cloud-based platforms, ensuring uninterrupted global trade. Recognising the current uncertainties, the company is proactively addressing them with innovative solutions. These include the development of intermodal corridors, the strategic application of AI to enhance operational efficiency, and the creation of a logistics marketplace to foster greater opportunities within the industry.

## Delivering value

Kale Logistics boasts a portfolio of successful implementations demonstrating significant client benefits. At Mumbai International Airport, the company's solution has



**RAJNI PATWARDHAN**

Head of Marketing  
Kale Logistics Solutions

**THRIVING ON CHALLENGES, KALE LOGISTICS VIEWS THEM AS CATALYSTS FOR INNOVATION**

yielded substantial economic, environmental, and operational synergies. By eliminating nearly 10 million physical paper copies annually, Kale Logistics contributes to forest conservation. Furthermore, its Cargo Community System has facilitated fuel savings across numerous airports globally, with one airport achieving a remarkable 16,000-gallon reduction in a single quarter. Operationally, slot management systems have effectively mitigated truck

congestion. These improvements, coupled with cost savings and accelerated GST returns at Tuticorin Port (from 120 days to 7), have fostered high customer satisfaction and long-term relationships. Over 100 cargo stations across airports and ports have experienced streamlined operations through the successful deployment of these innovative solutions.

## Data security focus

Kale Logistics prioritises cybersecurity and data protection. Recognising evolving threats, the company leverages cutting-edge technologies. Kale Logistics diligently integrates cutting-edge technologies such as digital twins, blockchain, 5G, IoT, and AI/ML into its systems. This proactive approach has enabled the company to maintain the highest levels of data security for its clients. Notably, there have been virtually no reported cybersecurity attacks at any of the cargo stations where these systems are deployed, underscoring the company's commitment to robust data protection. ●

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# Trailblazing air cargo innovation

*In a rapidly evolving air cargo landscape, Arun Chandra, Vice President, Aviation Business, Bangalore International Airport (BIAL), shares transformative insights on technology's pivotal role in driving efficiency, sustainability, and collaboration across the sector.*

The air cargo industry is at the cusp of a technological revolution, and **Arun Chandra** offers a front-row perspective on how innovation is reshaping the sector. With a future-oriented approach, Chandra outlines the technologies and strategies propelling air cargo into a new era of efficiency and sustainability.

## Tech disruptors driving efficiency

The adoption of groundbreaking technologies like Artificial Intelligence (AI), IoT-enabled tracking systems, and blockchain is transforming the air cargo ecosystem. AI enhances route planning and demand forecasting, IoT provides real-time shipment visibility, and blockchain ensures secure, transparent transactions. Together, these innovations optimize operations, reduce costs, and elevate customer satisfaction. As Chandra explains, "Technology is not just a tool but the cornerstone of the air cargo industry's evolution."

## Sustainability meets operational excellence

Sustainability is no longer optional but essential. The air cargo industry is leveraging predictive analytics and AI to optimize fuel consumption and routing, minimizing emissions without compromising efficiency. Chandra highlights BIAL's initiatives, including electrifying ground-handling equipment and embracing paperless processes like the e-AWB (Electronic Air Waybill). "Balancing sustainability with operational demands requires innovation and commitment," he asserts.

## Overcoming barriers

The road to digital transformation isn't without challenges. Legacy systems, siloed data, resistance to change and high implementation costs pose significant hurdles. Chandra emphasizes the importance of industry-wide collaboration to establish digital standards, foster skill development, and invest in scalable, interoperable solutions.



**ARUN CHANDRA**  
VP - Aviation Business  
Bangalore International  
Airport

Raising awareness about the benefits of digital transformation across the value chain is crucial to overcoming these obstacles.

## Collaboration: Key to innovation

For Chandra, the future of air cargo lies in robust partnerships. Platforms like BLR Airport's CargobyBLR exemplify how cloud-based cargo community systems streamline data sharing and process alignment. He cites India's first on-airport truck management facility at BLR Cargo as a game-changer, optimizing operations while prioritizing driver

welfare. "Shippers, tech providers, and logistics companies must co-develop agile solutions, share data responsibly, and leverage innovation ecosystems to transform the sector," Chandra states.

## Trends on the horizon

Looking ahead, groundbreaking innovations like autonomous drones, sustainable aviation fuels (SAF), and AI-driven logistics are set to redefine the industry, enhancing efficiency and sustainability. Chandra urges companies to proactively invest in R&D, build adaptive infrastructure, and nurture top talent to remain competitive in an ever-evolving landscape. At BLR Airport, pioneering efforts and forward-thinking initiatives ensure smarter, greener, and more resilient supply chains, setting new benchmarks for the industry. As Arun Chandra's insights reveal, the air cargo industry is not merely

adapting but thriving in the face of rapid change and technological disruption. With a strong focus on innovation, sustainability, and industry-wide collaboration, the future is brighter than ever for air cargo, unlocking new possibilities and paving the way for transformative advancements. ●



**THE AIR CARGO  
INDUSTRY IS NOT  
MERELY ADAPTING  
BUT THRIVING IN  
THE FACE OF CHANGE**



# Logistics: The digital leap

*As logistics transforms, AI, IoT, blockchain, and automation redefine efficiency, cost-effectiveness, and customer satisfaction. **Parvinder Singh**, Managing Director, Hans Infomatic, shares insights on balancing innovation, cybersecurity, and future trends.*

**T**he logistics industry is experiencing an era of unprecedented innovation, fuelled by cutting-edge technologies such as Artificial Intelligence (AI), the Internet of Things (IoT), blockchain, and automation. These advancements are driving efficiency, reducing costs, and elevating customer satisfaction.

## Transformative technologies

AI-powered predictive analytics and route optimisation are revolutionising logistics by reducing transit times and improving resource utilisation. IoT-enabled devices provide real-time visibility into shipments, ensuring seamless supply chain monitoring. Meanwhile, blockchain is enhancing transparency and data integrity across the value chain. For instance, automated solutions enable seamless data exchange and compliance, bridging gaps among stakeholders and fostering operational efficiency. These technologies are not just enhancing customer satisfaction by improving reliability and communication but are also helping organisations cut costs by minimising delays and waste. Real-time tracking and proactive updates have become indispensable for customer-centric operations.

## Innovation meets efficiency

While the adoption of advanced technology is crucial, maintaining cost efficiency remains a challenge. Logistics companies must invest strategically in scalable, modular solutions that deliver immediate value and adapt to future needs. Cloud-based platforms and Software-as-a-Service (SaaS) models provide cost-effective alternatives, minimising infrastructure expenses while offering operational flexibility.

By aligning innovation with practicality, companies can achieve sustainable growth. Modular systems streamline customs filing and freight forwarding, enabling businesses to adopt high-value solutions without hefty initial investments.

## Government's role

The government plays a pivotal role in shaping a tech-



**PARVINDER SINGH**  
Managing Director  
Hans Infomatic

driven logistics ecosystem. Policies that encourage digital transformation, establish national logistics platforms, and promote data interoperability can drive industry-wide transformation. Financial incentives, such as subsidies for technology adoption and support for smaller players, can further level the playing field. Public-private partnerships are also vital in accelerating the integration of cutting-edge solutions across the supply chain. By promoting collaboration, governments can pave the way for a more robust and efficient logistics infrastructure.

## Cybersecurity in the digital age

As logistics becomes increasingly digital, safeguarding sensitive data and operations against cyber threats is crucial. Companies must adopt robust measures such as end-to-end encryption, multi-factor authentication, and regular

security audits. Employee training is equally important to combat social engineering attacks and foster cybersecurity awareness. Adherence to global data standards ensures compliance and enhances stakeholder trust. By implementing advanced security protocols, logistics firms can protect their operations while maintaining data integrity.

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**ADHERENCE TO GLOBAL  
DATA STANDARDS  
ENSURES COMPLIANCE  
AND ENHANCES  
STAKEHOLDER TRUST**

## Future trends

The future of logistics is poised to be defined by innovations such as AI-powered predictive analytics, autonomous vehicles, drone deliveries, and blockchain-driven transparency. IoT will continue to play a critical role in real-time asset management, while sustainability will drive the adoption of green logistics solutions, including paperless processes and energy-efficient practices.

These emerging trends will not only address current challenges but also position the logistics industry for a more inclusive, transparent, and dynamic future. ●

# Logistics unleashed: The tech era

*Gautam Mandal, CEO, Octoloop Powered by CargoFlash, shares insights into transformative technologies reshaping logistics—from AI-driven analytics to IoT visibility—creating an efficient, inclusive, and resilient future for the industry.*

The logistics industry is undergoing a transformative era, driven by the adoption of advanced technologies. According to Gautam Mandal, digitalisation is not just enabling efficiencies but also fostering inclusivity and resilience across the supply chain.

## Revolutionising logistics

The integration of Artificial Intelligence (AI), Internet of Things (IoT), and digital platforms is reshaping logistics. AI enables predictive analytics, helping stakeholders anticipate demand and optimise capacity utilisation. IoT devices provide real-time visibility, ensuring shipments are tracked and conditions monitored throughout the supply chain. Digital marketplaces are democratising access to air cargo capacity by simplifying transactions and connecting underserved forwarders. Such innovations streamline operations, reduce idle capacity, and enhance transparency, driving significant improvements across the ecosystem.

## Addressing challenges

Legacy systems, fragmented processes, and underutilised resources have long been barriers to efficiency in logistics. Technological solutions like API-driven platforms and real-time data sharing are breaking down these silos. Automation of processes, including electronic air waybills (E-AWB) and digital documentation, minimises errors and delays. Predictive analytics further aids in managing demand fluctuations, ensuring timely deliveries—a critical need in the era of e-commerce. Embracing digital transformation requires industry-wide collaboration to overcome resistance to change and high implementation costs.

## Government's role

Governments are pivotal in fostering a tech-enabled logistics ecosystem. Policies incentivising digital adoption, such as tax benefits for automation and grants for upgrading



**GAUTAM MANDAL**  
Chief Executive Officer  
Octoloop Powered By  
CargoFlash

technology, can drive widespread transformation. Single-window customs clearance systems integrated with private platforms reduce delays and enhance trade transparency. Airport authorities can democratise logistics by allowing non-IATA forwarders access to data transmission portals. These measures create a more inclusive and efficient framework, aligning with global digitalisation trends.

## Prioritising cybersecurity

As logistics becomes increasingly digital, robust cybersecurity measures are non-negotiable. Compliance with standards like SOC 1, SOC 2, PCI-DSS, and ISO 27001 ensures secure data handling and operational integrity. Advanced encryption, secure API connections, and adherence to global data privacy regulations such as GDPR safeguard sensitive information and mitigate cyber risks. Regular vulnerability assessments provide stakeholders with peace of mind in an interconnected digital ecosystem.

## Emerging trends

The next decade will witness AI-powered dynamic pricing models, IoT-enabled end-to-end visibility, and digital marketplaces connecting underserved markets. These innovations enhance capacity utilisation, streamline decision-making, and create new revenue streams. Sustainability will also take centre stage, with a shift towards paperless operations, energy-efficient

practices, and reduced carbon footprints.

Collaboration among stakeholders is vital to harnessing these advancements. As Gautam Mandal notes, "Technology is not just an enabler; it's the foundation of a smarter, greener, and more equitable logistics ecosystem." By embracing innovation, the logistics industry is set to thrive in a dynamic global market. ●

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# Navigating maritime challenges ahead

*Rajesh Menon, a maritime expert, shares insights on global container trade trends, geopolitical impacts, and India's dependency on foreign shipping lines, giving solution of having a national shipping line and an ecosystem for indigenous container manufacturing.*

Global maritime professionals at the World Economic Forum in Davos have hinted at an impending crash in the container price index. The possibility of a resolution in the Israel conflict and a post-Trump mediation in Ukraine could make the Suez Canal safer for merchant vessels. This anticipated stabilisation of the Red Sea crisis, which had previously sent container freight rates soaring, is expected to reduce maritime logistics costs significantly.



**RAJESH MENON**  
Maritime Expert

## Geopolitical turbulence and trade vulnerabilities

Geopolitical uncertainties, a term now synonymous with global trade disruptions since the COVID era, continue to push supply chains into turbulent waters. The vulnerability of trade to such events and a trading nation's ability to adapt to these disruptions have now become focal points of discussion.

## Commercial resilience in maritime trade

While discussions on strategic responses to cyclical geopolitical challenges are common, the critical question remains—how do we develop commercial resilience? India's container trade, standing at approximately 17 million TEUs, is primarily managed at JNPT and Mundra, with foreign shipping lines handling nearly the entire volume. During the active Red Sea crisis phase post-pandemic, container freight rates surged from \$1,500 to \$4,000 for a forty-foot container, coupled with soaring insurance costs. This significantly affected Indian exports, especially from the MSME sector, which contributes 45% of the country's export basket.

## Strategies for resilience

Several commercial and technology-driven strategies to counter container shortages and increasing freight rates are being explored by both private and government sectors.

AI-driven predictive analytics based on vast trade data, strengthening trade alliances and blocs, and expanding free trade agreements are some of the potential measures. However, India's most pressing challenge remains its excessive and unavoidable dependency on foreign shipping lines.

## A global Indian shipping line

In light of this, reports about establishing a global Indian shipping line, 'Bharat Container Shipping Line,' under the umbrella of the Shipping Corporation of India, hold significant relevance. Presently, India has negligible overseas container vessels, and while increasing this fleet is a long-term endeavour, it is a crucial first step toward ensuring an Indian-flagged liner traverses international trade routes.

## Challenges in container manufacturing

India's rate of containerisation, currently around 8 percent, calls for an increase in timely box availability. Nearly all of the 17 million boxes in use are Chinese-owned or manufactured, with only 30,000 produced

domestically. The primary challenge lies in the cost of Corten steel, which accounts for 60 percent of container manufacturing expenses. China's economies of scale enable significantly lower costs, making it more economical for traders to import containers rather than source them domestically. India must, therefore, create an ecosystem facilitating cost-effective container production. While discussions around subsidised models continue, the challenge remains in determining an optimal approach.

## Towards self-reliance in shipping

As trading nations clamor for resilient policies to counter geopolitical turbulence, initiatives like these must lead India toward an Atmanirbhar approach in shipping. Ensuring domestic capabilities in maritime logistics and container manufacturing is a pivotal step in fortifying India's position in global trade. ●

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**BHARAT CONTAINER  
SHIPPING LINE  
IS INDIA'S STEP  
TOWARD AN  
INDIAN-FLAGGED  
LINER**



# Mahakumbh 2025: A logistics feat

*Managing logistics for Mahakumbh, the world's largest religious gathering, is no less than a Herculean task. Dr. Pushpendra Pratap Singh, logistics professional with over 25 years of expertise, shares his insights on this monumental operation.*

The Mahakumbh Mela in Prayagraj, drawing over 150 million pilgrims in 2025, showcases extraordinary logistical planning. Dr. Pushpendra Pratap Singh, with 25+ years of experience, emphasises the key role of logistics in ensuring a smooth experience for pilgrims and stakeholders.

## The scale of operations

The logistical demands of the Mahakumbh are immense, with over 13,000 trains, 7,000 rural buses, and 350 shuttle services deployed for transportation. Prayagraj airport now handles 117 weekly departures to 23 cities. In 2019, over 150,000 metric tons of material were transported for infrastructure needs, and this is expected to rise in 2025. "Efficient freight and supply chain management are critical for transporting resources like food, water, sanitation supplies, and medical aid," says Dr. Singh.

## Economic impact and job creation

Mahakumbh 2025 is projected to generate over ₹2 lakh crore in revenue for Uttar Pradesh, creating 6-7 lakh temporary jobs. The logistics and transportation sector alone is expected to add 3 lakh roles, encompassing drivers, supply chain managers, and operational staff. Dr. Singh acknowledges this as a golden opportunity for logistics professionals to showcase their expertise while contributing to the economy.

## Corporate sustainability

Leading corporations have invested heavily in branding and infrastructure. Hindustan Unilever, Dabur, and ITC are setting up on-ground activations, while Bisleri ensures clean drinking water for attendees. Interestingly, sustainable practices are gaining traction. Dr. Singh emphasizes the importance of eco-friendly logistics, stating, "Managing waste from over 150 million people is a daunting challenge. Effective recycling and waste management systems can make a significant difference."

## Insights from the field

Recalling his visit to the Mahakumbh, Dr. Singh describes the meticulous planning and execution that underpin the event. "Witnessing the seamless coordination of resources and services was awe-inspiring, a true collaboration of government, private sectors, and communities," he shares.

## The road ahead

With 14 new flyovers, 9 permanent ghats, and 7 bus stations inaugurated for 2025, the Mahakumbh promises to set new benchmarks in event logistics. As Dr. Singh says, "The Mahakumbh is not just a spiritual gathering; it's a demonstration of how logistics can bridge gaps, foster connections, and create transformative experiences." ●



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# The silent pillar of logistics

*Unnikrishnan Nair, Manager, Air Import, Galaxy Freight, epitomises dedication and resilience in logistics. His 32-year journey, from humble beginnings to industry pioneer, inspires unwavering commitment and operational excellence.*

**B**orn and raised in Kerala, **Unnikrishnan Nair** sought a life that went beyond mere survival. Relocating to Mumbai in search of opportunities, he joined Galaxy Freight when it was a fledgling company operating under the name Speed Cargo Movers. With little knowledge of logistics, he embarked on a journey that would transform both his life and the company. "Thirty-two years and not out," he fondly quips, summarising his remarkable innings in the cargo and logistics industry. Today, he serves as Manager—Air Import, steering crucial operations with the same zeal that defined his early days.

## Discovering passion in the unknown

Unnikrishnan's entry into logistics was serendipitous. Having previously worked in an ice cream company, the cargo industry was uncharted territory. Guided by the visionary leadership of his mentor, he found a world brimming with challenges and opportunities. "Every day brought something new," he recalls, reflecting on the industry's dynamic nature that continues to fascinate him. This initial leap of faith laid the foundation for a career built on passion and perseverance.

## The mentor who shaped the path

For Unnikrishnan, the key to success lies in giving 100 percent to the job, a principle instilled by his mentor, Afzal Malbarwala. "Afzal Ji is an institution in himself," he says, recalling how his leader's hands-on approach and unwavering dedication inspired the entire team. From overseeing cargo operations to fostering camaraderie over shared meals, his leadership style left an indelible mark on Unnikrishnan.

## A witness to transformation

Unnikrishnan takes immense pride in his 32-year association with Galaxy Freight, a company he has seen grow from a team of five to a workforce of over 300. Initially hired by the founding team, Unnikrishnan has been a part of its evolution into a modern logistics powerhouse. The transition from manual processes to cutting-edge digital systems, he notes, has been nothing short of revolutionary. Yet, amidst this



**UNNIKRISHNAN NAIR**

Manager - Air Import  
Galaxy Freight

transformation, the warmth and respect for employees have remained constant, making Galaxy more than just a workplace.

## Mastering work-life balance

Navigating the demands of the logistics industry, which operates 24/7, is no easy feat. Yet, Unnikrishnan has found a way to balance his professional and personal life. "It's not about the hours but the quality of time spent with family," he explains. His mantra? Complete tasks with utmost dedication so they don't require revisiting, ensuring peace of mind during personal time. This disciplined approach has helped him thrive in an industry notorious for its relentless pace.

## Advice for aspiring professionals

To those entering the logistics field, Unnikrishnan offers a simple yet profound piece of advice: be true to yourself and your responsibilities. "If you enjoy challenges and are eager to grow, this industry is for you," he says. Success, he

emphasises, comes from staying focused and fully involved in daily tasks. For Unnikrishnan, the logistics sector is not just a job; it's a platform for constant learning and growth.

● ● ●  
**AMID DAILY  
CHALLENGES,  
HE STANDS TALL  
AS A PILLAR OF  
EXCELLENCE**

### A commitment to excellence

In his current role as Manager, Air Import, Unnikrishnan ensures seamless execution of daily operations for Galaxy Freight's import shipments across all branch offices. From handling CGM filings on ICEGATE to ensuring timely customs clearance, his contributions are integral to the company's success. "Documentation is the backbone of logistics," he asserts, highlighting the critical role of accuracy in avoiding delays and maintaining efficiency. His meticulous approach has set a benchmark for operational excellence within the organisation.

### A legacy of dedication

Reflecting on his journey, Unnikrishnan sees his greatest achievement as his unwavering commitment to the logistics industry for over three decades. From carrying stacks of documents to embracing digital workflows, he has been a steadfast witness and contributor to the industry's evolution. His story is not just about professional success but also about personal growth and the ability to adapt to change while staying grounded.



### The heart of a family

For Unnikrishnan, his workplace is more than an employer; it's a family. The culture of respect and camaraderie fostered by the leadership has been instrumental in creating a supportive environment. Whether it's celebrating milestones or tackling challenges, the sense of belonging has made his journey all the more rewarding.

### A pillar of reliability

Unnikrishnan Nair's story is a shining example of how dedication, humility, and perseverance can transform a career into a legacy. He represents the countless unsung heroes who form the backbone of the logistics industry, working tirelessly to ensure the seamless movement of goods across the globe. As he continues his journey, Unnikrishnan's unwavering commitment serves as an inspiration for all aspiring professionals in the field.

Unnikrishnan's journey is a testament to the power of hard work and the impact of strong mentorship. In an industry where challenges are a daily occurrence, he stands tall as a pillar of reliability and excellence. ●

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# India's logistics revolution: LEADS the way

*The LEADS initiative, a key driver of India's logistics sector, evaluates state performance and fosters competition. This report analyses its evolution, highlights key findings, and outlines the path towards a more efficient, sustainable, and inclusive logistics ecosystem.*

The Indian government has prioritised the development of a robust and efficient logistics sector, recognising its crucial role in economic growth. The Logistics Ease Across Different States (LEADS) initiative, launched in 2018 by the Department for Promotion of Industry and Internal Trade (DPIIT), plays a pivotal role in this transformation. By benchmarking logistics performance across Indian states and Union Territories (UTs), LEADS fosters healthy competition, encourages policy improvements, and aligns India with global best practices.

## Government initiatives and LEADS framework

Initiative	Objective	Key Impact
National Logistics Policy	Reduce costs, boost LPI ranking	Improved efficiency and cost-saving
PM Gati Shakti	Integrated infrastructure development	Reduced inefficiencies
Unified Logistics Interface	Data transparency and coordination	Enhanced stakeholder engagement

The government has implemented several key policies to enhance the logistics sector:

- **National Logistics Policy (NLP):** Launched in 2022, the NLP aims to reduce logistics costs to 8-10% of GDP, promote multimodal transport, and improve India's Logistics Performance Index (LPI) ranking.
- **PM Gati Shakti Master Plan:** This initiative focuses on integrated infrastructure development by aligning the efforts of various ministries to reduce logistics inefficiencies.
- **Unified Logistics Interface Platform (ULIP):** A digital platform that facilitates seamless data exchange among stakeholders, enabling better coordination and transparency.
- **Viability Gap Funding (VGF):** Provides financial support for green logistics projects, including EV infrastructure and carbon-neutral logistics parks.
- **Skill India Mission:** Collaborates with industry players to offer logistics-focused training programs, including those

tailored to women.

LEADS plays a crucial role in supporting these government initiatives by:

- **Benchmarking Performance:** Identifying strengths and areas for improvement in logistics performance across states and UTs.
- **Encouraging Competition:** Ranking states and UTs, motivating them to adopt best practices and improve their logistics ecosystems.
- **Providing Policy Support:** Offering insights for targeted interventions in warehousing, transport, and connectivity.
- **Boosting Global Rankings:** Helping align India with global standards, contributing to the improvement of its LPI ranking from 44<sup>th</sup> in 2018 to 38<sup>th</sup> in 2023.

## Evolution of LEADS: A balanced approach

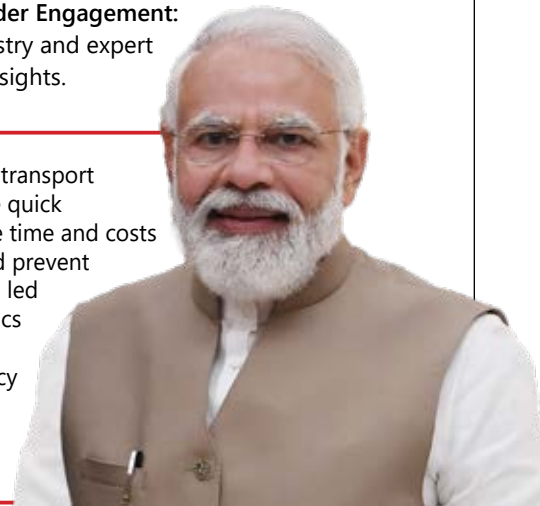
The LEADS 2024 report, now in its sixth edition, has evolved from a purely perception-based assessment to a balanced approach that combines objective data with stakeholder feedback. This shift provides a more comprehensive view of logistics performance, capturing trends that may not be directly linked to policy changes.

## Key Highlights of LEADS 2024:

- **Refined Framework:** Incorporates both subjective and objective indicators for a more holistic evaluation.
- **Actionable Recommendations:** Provides specific recommendations for states to address identified logistics challenges.
- **Enhanced Stakeholder Engagement:** Includes greater industry and expert input for richer insights.



"Efforts to resolve transport challenges, ensure quick last-mile delivery, save time and costs for manufacturers, and prevent agro-product wastage led to the National Logistics Policy. This marks the beginning, where policy combined with performance drives progress."



Hon'ble Prime Minister of India, Shri Narendra Modi



### Key Improvements in LEADS 2024:

- **New Indicators:** Introduced new indicators such as "Adequacy and Quality of Terminal Services" and a new "Sustainability and Equity Logistics" pillar, focusing on "State's Commitment to Green Logistics" and "Women's Participation in Logistics Workforce."
- **Objective-Based Enhancements:** Incorporated new metrics in regulatory and institutional support, such as Public-Private Partnerships (PPPs), ease of compliance, and the adoption of digital logistics platforms (ULIP). The "Logistics Enablers" pillar now evaluates the speed of key networks, port and rail access, and multimodal terminals.
- **Big Data and Analytics:** Utilized Map API and data analysis to identify bottlenecks and congestion on key road corridors, enabling targeted infrastructure upgrades and traffic management.

### Methodology and data analysis

The LEADS 2024 report is based on a combination of survey data and objective data from state government reports:

- **Survey Data Collection:** Data was gathered through field visits and online surveys targeting key stakeholders across the logistics value chain, including service providers, terminal operators, transport services, and end-users. A total of 7,198 reliable responses were analyzed.
- **Objective Data:** Incorporated objective data from state and UT departments, covering logistics policies, infrastructure, regulatory frameworks, and budget allocations.
- **Data Analysis:** Employed advanced techniques like Structural Equation Modelling (SEM) and Principal Component Analysis (PCA) to analyze perception data and measurable indicators. The final score combined 67.5% perception data and 32.5% objective data, giving weight to stakeholder experiences alongside measurable outcomes.

### Performance Ratings and State-Level Analysis

States and UTs were categorized as Achievers, Fast Movers, or Aspirers based on their overall logistics performance:

- **Achievers:** States with strong infrastructure and efficient processes.
- **Fast Movers:** States showing rapid progress and development.
- **Aspirers:** States with potential, working towards better logistics systems.

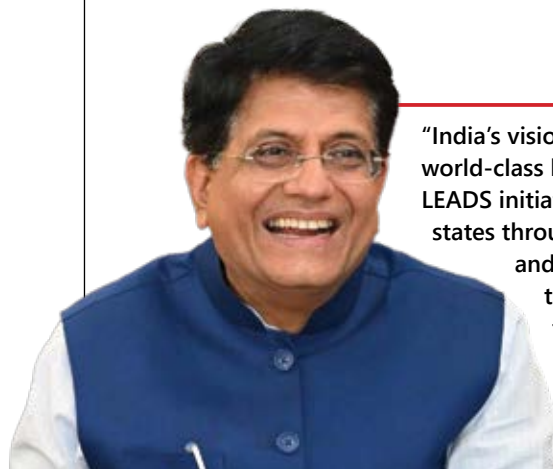
Group	Achievers	Fast Movers
Coastal	Gujarat, Karnataka, Tamil Nadu	Andhra Pradesh, Goa, Kerala, Maharashtra, Odisha, West Bengal
Landlocked	Gujarat, Karnataka, Tamil Nadu	Bihar, Himachal Pradesh, Punjab, Uttarakhand
UTs	Delhi, Chandigarh	Delhi, Chandigarh Jammu & Kashmir, Dadra & Nagar Haveli
North-Eastern	Assam, Arunachal Pradesh	Sikkim, Tripura

State/UT Performance in LEADS 2024

Region	2023 Average Score	2024 Average Score	Key Improvement Area
Coastal States	3.52	3.58	First-mile connectivity
Landlocked States	3.32	3.38	Multimodal integration
North-Eastern	2.95	2.95 3.01	Road and rail infrastructure

Regional Performance Trends

- **Coastal Group:** Leads with an average score of 3.58, but with significant variability among states.
- **Landlocked Group:** Shows consistent growth with an average score of 3.38.



"India's vision of 'Viksit Bharat' by 2047 hinges on modern infrastructure and world-class logistics systems, essential for becoming a USD 32 trillion economy. The LEADS initiative exemplifies cooperative federalism by enhancing logistics efficiency among states through data-driven insights across infrastructure, services, operating environment, and sustainable logistics. LEADS 2024 introduces new indicators and methodologies to evaluate state logistics performance, identify bottlenecks, and improve key freight corridors.

This progress reflects the dedication of State Governments, UTs, and stakeholders. I commend their efforts and encourage collective action to build a resilient, efficient, and sustainable logistics ecosystem."

Shri Piyush Goyal, Minister of Commerce & Industry, Government of India



"India's logistics sector is undergoing rapid transformation through strategic reforms like the National Logistics Policy 2022 and the PM GatiShakti National Master Plan, driving multimodal connectivity and efficiency. With a logistics market projected to grow from USD 318 billion in 2024 to USD 484 billion by 2029, these reforms are crucial for achieving the goal of a USD 5 trillion economy by 2026.

LEADS plays a key role in fostering competition among States and UTs, evaluating infrastructure, services, and regulatory environments to enhance logistics ecosystems. The 2024 report introduces new indicators, including rail network access, road corridor speed, and growth in logistics training, offering deeper insights into state performance.

I commend the efforts of State and UT administrations and believe that continued collaboration and innovation will help India achieve its logistics and infrastructure goals."



Shri Jitin Prasada, Minister of State for Commerce & Industry, and Electronics & Information Technology, Govt. of India

- **North-Eastern Group:** Has the lowest average score of 3.01, indicating a need for focused interventions.
- **UTs:** Show a mixed performance with an average score of 3.06, reflecting disparities across regions.

### Deep dive: States group performance

#### Coastal states group

India's coastal states are critical to logistics, hosting 12 major ports and accounting for 65% of total exports in FY2023-24. Gujarat, Karnataka, and Tamil Nadu continue to excel, while Kerala and West Bengal require significant improvements.

Indicator	Top Performers	Areas Needing Improvement
Logistics Infrastructure	Gujarat, Maharashtra, Odisha	Andhra Pradesh, Tamil Nadu
Logistics Services	Gujarat, Karnataka, Maharashtra	Kerala, West Bengal
Operational Environment	Gujarat, Odisha	Andhra Pradesh, Tamil Nadu

#### Insights:

- Coastal states are adopting green logistics practices but require further efforts in infrastructure investment and workforce development.

#### Landlocked states group

Haryana, Telangana, and Uttar Pradesh remain top performers, with Uttarakhand joining the achievers' category. Bihar and Himachal Pradesh have shown notable progress, moving to the Fast Movers category.

Indicator	Top Performers	Areas Needing Improvement
Multimodal Connectivity	Haryana, Uttar Pradesh, Telangana	Rajasthan, Chhattisgarh
Logistics Efficiency	Uttarakhand, Punjab	Jharkhand, Madhya Pradesh
Workforce Competency	Haryana, Telangana	Bihar, Himachal Pradesh

#### Insights:

- Landlocked states benefit from enhanced rail and road connectivity. However, the integration of multimodal facilities remains a challenge for many states.
- Uttarakhand's focused investments in logistics have led to significant gains.

#### Union Territories Group

Delhi and Chandigarh continue to excel, while Jammu & Kashmir and Dadra & Nagar Haveli have shown significant progress as Fast Movers.

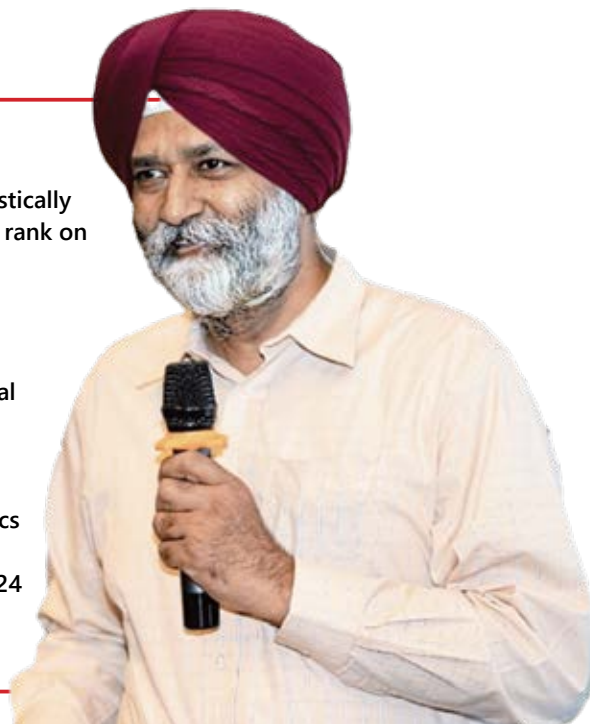
Indicator	Top Performers	Areas Needing Improvement
Digital Integration	Delhi, Chandigarh	Ladakh, Andaman & Nicobar Islands
Operational Efficiency	Chandigarh, Delhi	Jammu & Kashmir, Puducherry
Sustainability Practice	Delhi, Dadra & Nagar Haveli	Ladakh, Andaman & Nicobar Islands



“The National Logistics Policy 2022 is key to enhancing India’s economic activities and ensuring efficient goods movement domestically and internationally. It aims to lower logistics costs, improve India’s rank on the World Bank Logistics Performance Index, and establish a data-driven ecosystem.

States and UTs play a vital role in this transformation by driving production, trade, and logistics efficiency. Initiatives like LEADS, launched by the Department for Promotion of Industry and Internal Trade, assess and rank logistics ecosystems across States and UTs, fostering competition and collaboration. LEADS 2024 introduces new parameters, such as integration with PM GatiShakti and geo-referencing of land records, to deepen digital integration in logistics performance.

I extend my gratitude to all stakeholders for supporting LEADS 2024 and encourage States and UTs to leverage these insights to build a world-class logistics sector that elevates India’s global standing.”



Shri Amardeep S. Bhatia I.A.S, Secretary, Ministry of Commerce & Industry, Dept. for Promotion of Industry and Internal Trade

#### Insights:

- Union Territories benefit from compact geographies, aiding operational efficiency.
- Digital integration in Delhi and Chandigarh sets benchmarks for others.
- Sustainability remains an area for improvement, particularly in remote territories.

#### The way forward for India’s logistics sector

The future of India’s logistics sector is driven by four key pillars:

##### • Infrastructure:

- PM GatiShakti National Master Plan: Streamlining logistics projects to reduce bottlenecks and enhance connectivity across states.
- Holistic Infrastructure Development: Expanding multimodal transport systems, upgrading rural-urban connectivity, and building smarter hubs.
- First-Mile Aggregation Points: Establishing hubs to streamline agricultural and MSME supply chains.

##### Services:

- Technology Upgrades: Introducing digital platforms like ULIP and adopting IT solutions for last-mile delivery optimization.

- Skill Development: Training the workforce in modern logistics technologies through initiatives like PMKVY.

#### Operating & Regulatory Environment:

- Aligned Policies: States/UTs are encouraged to develop logistics policies in line with national goals.
- Regional Focus: Enhancing city-level logistics with dedicated freight zones and developing regional trade corridors.
- Single-Window Clearance: Simplifying approvals for logistics infrastructure and projects.

#### Sustainable & Inclusive Logistics:

- Green Logistics: Promoting eco-friendly practices, reducing emissions, and supporting sustainable transport systems.
- Equity in Logistics: Encouraging women’s participation in the sector and developing inclusive career opportunities.

#### Conclusion

The logistics sector is a crucial driver of India’s economic growth. Realizing its full potential requires clear policies, digitalization, and sustainable practices. States/UTs must prioritize green initiatives, skill development, and cost-reduction measures, with defined timelines and measurable KPIs. ●



# Strengthening logistics: State-level reforms



*India aims to boost its logistics sector through state-specific reforms outlined in the **LEADS 2024** report. This initiative encourages collaboration between states, UTs, and the private sector to improve efficiency and sustainability. Let's get views from the industry leaders regarding the same, including their perspectives on these reforms, state-level initiatives, and necessary steps for a stronger, more competitive logistics landscape.*



**Dr. Arun Manhas, Director, Industries & Commerce, Jammu & Kashmir**

"Union Minister Piyush Goyal's call for state-specific logistics reforms and the adoption of the LEADS framework reflects a forward-thinking approach to modernising India's logistics ecosystem. By emphasising state-specific action plans, technological advancements, inclusivity, and sustainability, the proposal aims to enhance operational efficiencies and foster an investment-friendly environment across regions. This aligns seamlessly with Jammu and Kashmir's proactive measures, including our new logistics policy, which focuses on reducing logistics costs, doubling goods vehicle efficiency, and integrating digital systems for seamless cargo movement. Key infrastructure projects, such as the Srinagar-Jammu National Highway and Zojila Tunnel, coupled with a sector-focused strategy targeting pharmaceuticals, e-commerce, agriculture, and dairy, resonate with the minister's vision for localised reforms."

"To further improve our logistics ecosystem, initiatives like the establishment of ACTL Samba, North India's first private inland container depot, and the development of the Vijaypur Multi-Modal Logistics Park (MMLP) underscore our commitment to infrastructure modernisation. The MMLP, with its strategic location and advanced facilities like mechanised warehouses and a private freight terminal, will lower logistics costs and boost industrial activity in the region."

"Looking ahead, additional measures such as promoting green logistics through EV incentives and sustainable packaging, implementing skill development programs, and streamlining regulatory processes with a single window clearance system are essential. Leveraging advanced technologies like AI, IoT, and blockchain can also enhance supply chain visibility and global competitiveness. Finally, addressing J&K's fragile ecosystem through the 'Cause, Effect, Sustain' framework will ensure sustainability remains central to our development goals, balancing economic progress with environmental preservation."

## Rajesh Menon, Maritime Expert, Delhi

"Union Minister **Piyush Goyal's** call for state-specific logistics reforms and the adoption of the LEADS framework is a significant step in advancing India's logistics ecosystem. The National Logistics Policy, launched in September 2022, provided a comprehensive roadmap to enhance the sector by focusing on increasing economic growth, generating employment opportunities, and improving the competitiveness of Indian goods. Addressing cost efficiency in logistics is at the core of this policy."

"The development of the logistics sector requires active participation from state governments and union territories. In line with the National Logistics Policy, each state was tasked with creating its own policies that include interventions in infrastructure development and service delivery standards. States have already undertaken progressive initiatives in areas such as infrastructure and technology, and introducing competitive federalism into the logistics domain has proven to be a healthy trend. This competitiveness not only improves logistics performance but also enhances the ease of doing business, attracting greater investments."

"The release of the Logistics Ease Across Different States (LEADS) report, a data-driven evaluation, recognises states' achievements in logistics ease of doing business while identifying areas for improvement. Notably, the 2025 LEADS report has also incorporated ESG considerations and emphasised gender parity in employment. This holistic approach offers states and Union Territories the opportunity to understand their strengths, address weaknesses effectively, and take steps to enhance their logistics frameworks."

"Overall, this initiative provides a structured and inclusive path for improving India's logistics sector, ensuring sustainability, competitiveness, and robust economic development."



## Aparna Bhumi, Director, Invest Telangana, Govt. of Telangana



"The proposed reforms are pathbreaking, as the focus on the logistics sector and the realisation of its significance have been recent. A steady understanding of the LEADS framework from its first to the current sixth edition clearly shows that it promotes data-based, scientific pedagogy for infrastructure and economic planning, enabling states to benchmark against ascribed standards for business competitiveness and infrastructure efficiency globally. Challenges and opportunities vary based on connectivity. From a landlocked perspective, LEADS highlights Telangana's natural centrality for consumption and distribution, emphasising first- and last-mile innovations. The Government of Telangana is committed to making the state conducive for cost, quality, and business value in a sustainable manner. Transitioning from 'landlocked to land-linked,' we are promoting dry ports and multimodal logistics parks across all four corners, ensuring connected production and consumption clusters. Key measures include developing Extended Port Gates for Telangana Dry Ports & Express Connectivity by extending delivery points from seaports to inland terminals, reducing congestion through rail or barge transport. Data Aggregation & Tech Adoption will integrate data-centric decision-making across government, industry, and consumption centres through the Gati Shakti framework. Addressing the logistical needs of small businesses through a production cluster approach and forming committees on road, rail, and air cargo will ensure a sustainable and cost-effective modal mix. Additionally, critical trade infrastructure such as irradiation facilities for perishables export, turmeric and chilli processing units, and centres of excellence for first/last-mile connectivity and sustainable cold chains will be promoted to enhance efficiency and competitiveness." ●



# Sivasailam: A logistics industry Stalwart

*From rural postings to national policy, **Shri N. Sivasailam**'s career highlights a steadfast commitment to improving logistics efficiency, fostering industry collaboration, and driving India's economic progress through strategic initiatives and policy reforms.*

**S**hri N Sivasailam, IAS (Retd), Special Secretary (Logistics), Department of Commerce, is a key figure in India's evolving logistics sector. His career began with hands-on experience, deeply shaping his understanding of the field. Early postings in Karnataka immersed him in the practicalities of logistics, far removed from theoretical discussions. Organising transport for newly elected Panchayat Raj members provided a direct understanding of rural community needs and the importance of efficient coordination. Managing milk and sugarcane procurement logistics further exposed him to the unique demands of perishable goods and the vital role of timely transportation in agricultural economies. These formative experiences instilled a deep appreciation for logistics' ground realities and its impact on lives and livelihoods. They also laid the groundwork for his future contributions to national logistics policy. He learnt firsthand the challenges faced by those at the operational level, from farmers and small businesses to truck drivers and transport operators. This on-the-ground understanding became a hallmark of his policymaking approach, ensuring that policies were not only theoretically sound but also practically implementable.

## Shaping the NLP

Sivasailam's career trajectory led him to higher echelons of government, culminating in his appointment as Special Secretary (Logistics) in the Ministry of Commerce & Industry. In this role, he played a pivotal role in the formulation of the National Logistics Policy (NLP), a landmark initiative aimed at transforming India's logistics sector. Recognising that a policy of this magnitude could not be crafted in isolation, Sivasailam championed a collaborative and inclusive approach. He understood that the success of the National Logistics

Policy hinged on the buy-in and active participation of all stakeholders. To this end, he spearheaded a series of consultations with industry representatives, spanning various sectors and regions across the country. These consultations were not mere formalities; they were genuine attempts to gather diverse perspectives and incorporate them into the policy framework. Sivasailam and his team listened carefully to the concerns and suggestions of businesses, large and small, as well as logistics service providers, experts, and other stakeholders.

This inclusive approach not only enriched the policy itself but also fostered a sense of ownership among those who would be responsible for implementing it. The result was a policy that was not only comprehensive and well-designed but also enjoyed broad support from the industry, increasing its chances of successful implementation and long-term impact.

## Focus on practical solutions

Sivasailam's policymaking was defined by a focus on practical solutions. He prioritised addressing real-world challenges within the logistics sector, rather than pursuing abstract theories. He recognised that improving India's logistics performance hinged on tackling bottlenecks and inefficiencies hindering the movement of goods and services. A key focus was seamless integration between transport modes; road, rail, waterways, and air. He understood that true efficiency required interoperability, enabling smooth transitions between modes. Sivasailam also championed technology's role in streamlining processes and reducing costs. He strongly advocated for digital solutions, like blockchain for



**HE STRONGLY  
ADVOCATES FOR  
DIGITAL SOLUTIONS  
TO SIMPLIFY  
PROCEDURES**



**Shri N. Sivasailam**  
IAS (Retd), Special Secretary  
(Logistics), Department  
of Commerce



simplify procedures, reduce paperwork, and enhance transparency. His pragmatic approach ensured policies were not just well-intentioned but also effective.

### Streamlining business

A key priority for Sivasailam was improving the efficiency of India's logistics sector and enhancing the ease of doing business. He recognised that high logistics costs were a major impediment to India's competitiveness in the global market. He consistently championed measures to reduce these costs, advocating for policies that would streamline processes, reduce bureaucratic hurdles, and promote competition among logistics service providers. He also understood that improving the ease of doing business was essential to attracting investment and encouraging growth in the logistics sector. He worked tirelessly to simplify regulations, reduce red tape, and create a more business-friendly environment. His efforts in this area have contributed significantly to making India a more attractive destination for businesses looking to invest in logistics and related sectors.



## SHRI SIVASAILAM'S POLICY MAKING WAS DEFINED BY A FOCUS ON PRACTICAL SOLUTIONS

engagement. His ability to bring these diverse groups together, forging common ground, was crucial for the successful implementation of key policy initiatives. This fostered a culture of collaboration within the logistics sector, a culture that continues to this day.

### Next-gen mentorship

Even after his retirement, Sivasailam remains actively involved in the logistics sector, particularly in mentoring the next generation of professionals. He recognises the importance of nurturing young talent and equipping them with the skills and knowledge they need to lead the sector in the future. He shares his vast experience and insights with aspiring logistics professionals, encouraging them to embrace innovation and contribute to the further development of the sector. He understands that the future of Indian logistics depends on the quality and dedication of its future leaders, and he is committed to playing a role in shaping that future.

### A legacy of impact

N. Sivasailam's legacy extends beyond the specific policies he helped formulate. His most significant contribution may well be the culture of collaboration and pragmatic problem-solving he fostered within the logistics sector. He instilled a focus on practical solutions, stakeholder engagement, and continuous improvement. His work has significantly improved the efficiency and competitiveness of India's logistics landscape, laying a strong foundation for future growth and development. He has left an indelible mark on the sector, and his influence will continue to shape the future of Indian logistics for years to come. ●

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13-15 February,2025  
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18 February,2025  
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### Logistics

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### India Industrial Automation Robotics and Electronics Expo 2025

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21-23 February,2025  
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21-24 February,2025  
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Coimbatore

### National Conference on Agriculture and Food Sciences (NCAFS)

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Nashik

### Food Connoisseurs India Convention

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### International Conference on Environmental, Food, Agriculture and Bio-Technology (ICEFABT)

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INSIGHTS**





# Elegance unites the air cargo industry

On Saturday, 11<sup>th</sup> January 2025, the Pullman New Delhi Aerocity became the epicenter of grace and celebration as the **Air Cargo Club of Delhi** hosted its **Founder's Day Annual Ball**, creating an unforgettable evening for air cargo leaders and pioneers.





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## FFFAI announces Silver Jubilee Convention in Goa

The **FFFAI Convention** held on **January 24, 2025**, in **Mumbai** set the stage for the **Silver Jubilee** celebration in **Goa** from **May 29, 2025** to **May 31, 2025**. Key discussions focused on logistics' vital contribution to India's GDP and the sector's future.



## PHDCCI Convention showcases Indian Railways' vision

At the **11<sup>th</sup> PHDCCI Global Rail Convention**, held on **23<sup>rd</sup> January, 2025**, at **PHD House, New Delhi**, **Indian Railways** outlined its ambitious vision to become a global leader by **2040**. With major investments in infrastructure, innovation, and sustainability, the event showcased the country's path to a **\$5 trillion economy** and future-ready railways.





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INTRODUCING



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### Arvind Devaraj

NLDSL has named **Arvind Devaraj** as its new Chief Operating Officer (COO). Devaraj brings over two decades of leadership experience across various industries, specialising in business growth, strategic planning, and operations management. Before joining NLDS, Devaraj held key leadership positions at Tech Mahindra, serving as Vice President – Integrated Engineering Services for North America. His tenure spanned over four years, where he focused on sales strategy, market analysis, and customer success. Prior to that, he held leadership roles at PwC India, Mazars India, and Infrovate Consulting, strengthening his expertise in technology consulting and logistics solutions. He has an MBA in Marketing from Drexel University and an engineering degree from NIT Surat.



### Gautam Arora

Haiko Logistics India has appointed **Gautam Arora** as its new Chief Executive Officer. In this role, Gautam will lead the company's strategic initiatives, manage daily operations, and oversee its growth in the competitive logistics sector. Gautam brings a wealth of experience in air freight and logistics, with a strong background in negotiation, vendor management, and brand development. Prior to this appointment, he served as Vice President of Air Freight at SAR Logistics and Associate Vice President at Galaxy Freight, overseeing operations in the Middle East and North/East India. His career spans pivotal roles at companies like JUSDA SCM, Röhligh Logistics, Continental Carriers, Freight Systems, and Clearship Group, where he was instrumental in optimizing freight management, and spearheading business growth initiatives.



### Man Singh Jhahhria

TrucksUp has appointed **Man Singh Jhahhria** as its Chief Operating Officer. With over 20 years of experience in logistics, supply chain, and business development, Jhahhria brings a proven track record in strategic planning, innovation, and leadership. As COO, he will focus on scaling TrucksUp's operations, enhancing efficiency, and driving sustainable growth while ensuring value creation for customers. Before joining TrucksUp, Jhahhria served as CEO of Patanjali Parivahan and held senior positions at Reliance Jio Infocomm and Gati, where he successfully led transformative initiatives, reinforced market positioning, and contributed to the industry's evolution. His vast experience and leadership acumen position him well to steer TrucksUp towards new milestones in the logistics sector.



### Go Suzuki

Terra Charge has appointed **Go Suzuki** as its new Managing Director for India. With over 13 years of experience in global operations, business development, and M&A, Suzuki will lead daily operations, strategic partnerships, and innovation in EV charging solutions. Previously, he successfully scaled Terra Motors in Vietnam and expanded Terra Drone's presence in South America. He has also held leadership roles at Terra Charge Indonesia, Thailand, and the Terra DX Group. Suzuki's expertise in building market presence and driving sustainable mobility solutions will be instrumental in advancing Terra Charge's shared home charging solutions and expanding its public charging network in India. He holds an MBA from ESSEC Business School and Keio University and a commerce degree from Waseda University.



### Narayanam Sesha Srikanth

Allcargo Gati has appointed **Narayanam Sesha Srikanth** as the Head of Human Resources for Gati Express and Supply Chain. Sesha has been a part of Allcargo Gati since 2016, currently serving as Vice President – Human Resources. With over 20 years of experience, he has played a pivotal role in talent management, employee engagement, and business transformation. Before joining Allcargo Gati, he held leadership positions at Genpact, Infosys, Cognizant, and Matrimony.com, where he successfully led HR initiatives, streamlined talent acquisition, and enhanced organizational culture. His expertise in people practices and strategic HR leadership continues to drive growth and innovation in the logistics industry.







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