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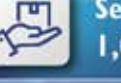
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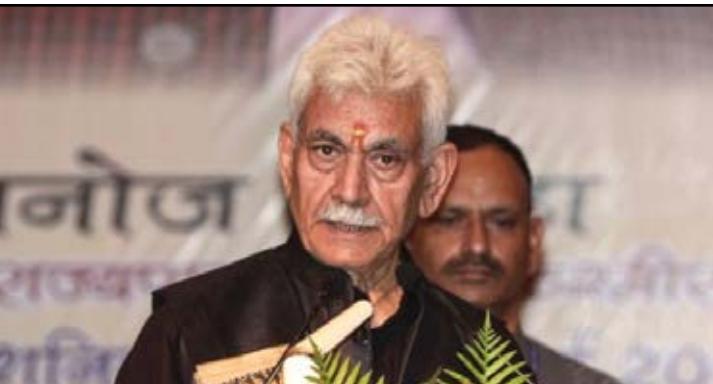
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J&K to launch new logistics policy for investment

Jammu and Kashmir's Lieutenant Governor, Manoj Sinha, announced on 20 November 2025, that the "J&K Logistics Policy 2025" will soon be released to establish the region as an 'investment-ready' hub. The policy aims to create a comprehensive framework focusing on multi-modal transport links, developing dry ports and storage facilities, and promoting private sector engagement. Granting industry status to logistics will ensure it qualifies for all industrial policy benefits. Furthermore, 49 logistics and connectivity schemes worth ₹3,000 crore are already being coordinated under the PM GatiShakti National Master Plan. This unified approach will eliminate inefficiencies and reduce logistics costs.



Karnataka secures ₹4,500 cr deals for coastal development



The Karnataka Maritime Board (KMB) signed agreements and MoUs worth ₹4,500 crore during India Maritime Week 2025 to transform the state's coastal economy. The central deal is a concession agreement with JSW Infrastructure for a ₹4,118 crore greenfield,

all-weather deep-water port at Keni, Uttara Kannada district, to be developed under a PPP model. KMB also signed an MoU with the Konkan Railway Corporation (KRCL) for the ₹45.88 crore Amadalli railway siding project to significantly improve port-to-hinterland cargo evacuation. Additionally, a ₹12 crore agreement was made with the Department of Fisheries for cold storage, processing, and quality testing labs in Ballari. These investments aim to modernise infrastructure, create jobs, and build an integrated, competitive maritime ecosystem.

Mahindra Logistics & L'Oréal open all-female warehouse in Indore

Mahindra Logistics and L'Oréal India have launched their first fully women-operated warehouse in Indore, Madhya Pradesh. This facility places women in charge of end-to-end



operations, significantly boosting gender balance and workforce participation in India's logistics sector. The initiative supports L'Oréal India's commitment to diversity and aims to build stronger, more capable logistics networks. The team received extensive training in safety, POSH guidelines, and capability-building. The warehouse strengthens regional outreach across central India, enabling efficient distribution and faster replenishment cycles for L'Oréal's extensive product portfolio, supported by Mahindra Logistics' in-house warehouse management system for real-time visibility and accuracy.

DTDC launches all-women dark store in Indore

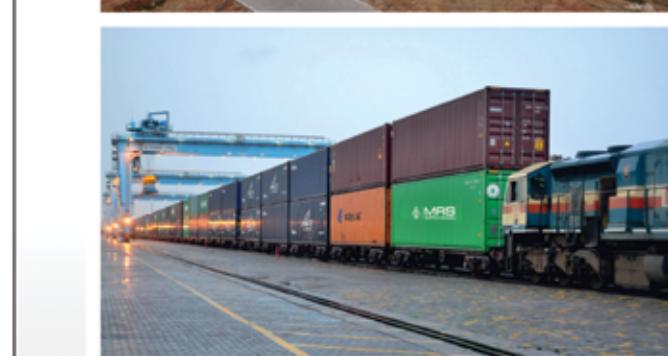


DTDC Express has opened its first all-women-operated dark store in Indore, Madhya Pradesh, to boost its rapid commerce service, DTDC Raftaar. This 700 sq. ft. facility aims to achieve delivery turnarounds as fast as two hours. The entire operation, including warehouse management, last-mile delivery, and client servicing, is staffed and managed exclusively by women. This initiative reinforces DTDC's commitment to women's empowerment and operational excellence.

Delhivery launches freight index one for trucking transparency



Delhivery has launched Freight Index One to tackle fluctuating freight rates in India's trucking sector. The platform offers historical, real-time, and forward estimates for Full Truckload (FTL) prices across major routes. Using Delhivery's vast data on seasonality, fuel, tolls, and supply trends, it provides standardised market insights, helping transporters and fleet owners benchmark and negotiate smarter, creating a more efficient trucking ecosystem.



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Softlink Global's journey from pioneering logistics software to shaping the intelligent era of freight technology.

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In a world where technology companies rise and fade at the speed of innovation, endurance itself becomes a differentiator. Few companies in the logistics technology landscape embody this truth like Softlink Global: a name synonymous with transformation, resilience, and reinvention. For over three decades, Softlink has served as the digital backbone of the logistics and freight forwarding industry, powering thousands of organisations across more than 50 countries. Its journey mirrors the evolution of global logistics itself, from typewriters and telexes to cloud platforms and artificial intelligence. But the story of Softlink is not just one of technology. It is a story of vision, resilience, and generational continuity, where experience meets youthful energy to design the next era of logistics intelligence.

The genesis of a vision

When **Amit Maheshwari**, Visionary Technologist, Founder & CEO, Softlink Global, founded Softlink Global in the late 1980s, logistics technology was in its infancy. Freight forwarders and customs brokers were struggling with paperwork, manual documentation, and disconnected processes. What began as a simple idea to digitise customs operations quickly evolved into a movement to modernise the entire freight ecosystem.

"I never saw it as just building software," Amit recalls. "I saw it as building the nervous system of logistics, something that connects every function, every branch, every person." From DOS-based systems to Windows applications like Visual IMPEX and Visual Accounts, Softlink became a trusted name in the logistics community. Its software didn't just automate; it empowered. It helped small and mid-sized logistics companies operate with the precision of global players, democratising technology long before SaaS became a buzzword. When India transitioned to GST, when customs digitised, and when the world moved online, Softlink adapted, often

leading the change rather than reacting to it.

Resilience through reinvention

The company's ability to reinvent itself at critical turning points became its greatest strength. In 2012, Softlink made a bold leap from desktop to web with Logi-Sys, an integrated ERP platform covering freight, transport, customs, warehouse, and finance. While many saw risk, Amit saw inevitability. "Every transformation looks risky until it becomes the standard," he says. "We've always believed in betting

did, our disaster recovery servers would have been live in under an hour. That's resilience by design, not accident."

The next generation of leadership

If resilience built the foundation, continuity is what ensures its future. The new chapter of Softlink is being shaped by **Kunal Maheshwari**, Chief Growth Officer, Softlink Global & Host of LogiTALK Podcast, who represents a new generation of leadership: young, dynamic, and deeply attuned to the language of modern technology. Having grown up around Softlink's journey, Kunal carries an intuitive understanding of the company's DNA: innovation with purpose. His approach

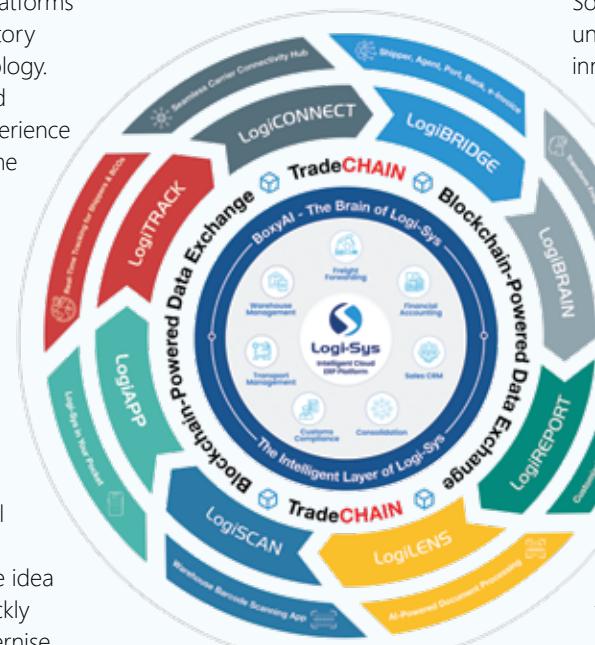
is global, data-driven, and rooted in design thinking. "The world doesn't need more software," Kunal says.

"It needs intelligent systems that understand context, learn from data, and simplify decision-making. That's what we're building at Softlink."

Under his leadership, the company has launched several transformative initiatives:

- **BoxyAI**, the intelligent assistant that acts as the brain of Logi-Sys, helping users work faster through natural-language interaction.
- **LogiLENS**, which converts unstructured documents into structured data, enabling automation in documentation and compliance.
- **TradeCHAIN**, a blockchain-powered data exchange platform ensuring secure, technology-agnostic integrations across the logistics ecosystem.
- **LogiBRAIN**, a business intelligence layer turning raw operational data into actionable insights.

These innovations collectively represent Softlink's move from being a digital backbone to becoming an intelligent nervous system for logistics enterprises worldwide.



LogiORBIT - The Logi-Sys Universe

on what the industry will need tomorrow." Over time, Logi-Sys evolved into a fully cloud-native, AI enabled system. It wasn't just software anymore; it became a platform for intelligence, collaboration, and automation. Even during moments of global uncertainty, from the 2008 financial crisis to the 2020 pandemic, Softlink's resilience was tested and proven. During the pandemic, while operations across industries froze, Softlink's cloud infrastructure allowed thousands of freight forwarders to continue business without disruption. "Our systems didn't go down," Amit recalls. "But even if they

A culture where experience meets curiosity

At the heart of Softlink's transformation lies a unique culture, where decades of experience coexist with youthful curiosity. Inside the company's development centers, it's common to find veterans who wrote code in the 90s collaborating with Gen-Z engineers trained in AI and data science. This blend of old and new, discipline and disruption, fuels Softlink's innovation engine. Kunal describes it best: "Our legacy is our strength, not our weight. The young team learns from what made us strong, while the seniors draw energy from the new generation's creativity. That's how you stay timeless."

The company invests heavily in nurturing talent through programs like Softlink Academy, which runs initiatives such as LogiLEARN (industry-academic partnerships) and LogiSKILL (vocational training). These initiatives ensure that the next wave of logistics professionals doesn't just learn the software; they understand the business it empowers. It's this cultural continuity that transforms Softlink from a company into an ecosystem. Expanding Softlink Global's vision of connection and collaboration, Kunal initiated LogiTALK, a platform that brings the human side of logistics to the forefront. Through thought-provoking conversations with industry leaders, it highlights the stories, challenges, and innovations that often remain behind the scenes. More than a podcast, LogiTALK reflects Softlink's belief that meaningful dialogue strengthens the logistics community and that progress begins when experiences are shared.

Global vision, local strength

Softlink's journey from Mumbai to the world has been remarkable. Today, its products power freight forwarders, customs brokers, and logistics service providers in more than 50 countries, spanning Asia, the Middle East, Africa, Europe, and the Americas. While its reach is global, its focus remains deeply local, adapting to the nuances of each region's compliance, taxation, and logistics frameworks. This balance between

scale and sensitivity has helped Softlink remain relevant in a fragmented global industry. The company's regional hubs ensure support and customisation while maintaining a unified cloud architecture, a technical feat that few ERP platforms achieve.

The DNA of resilience

The word that best defines Softlink's story is resilience. Not just the ability to survive, but to adapt, anticipate, and evolve. Resilience was there when it moved from DOS to Windows. It was there when it embraced the web. It was there during economic slowdowns, regulatory shifts, and pandemics. And it is there now, as it enters the era of AI and automation.

"Resilience is not about resistance," Amit reflects. "It's about responding faster than others. Every disruption has made us stronger." The company's philosophy, 'underpromise and overdeliver', continues to guide every action, from engineering to customer support.

Building for the decade ahead

As logistics transforms from document-driven to data-driven to intelligence-driven, Softlink stands at the intersection of opportunity and responsibility. Its future roadmap includes expanding AI capabilities across modules, deeper automation in customs and finance, and extending TradeCHAIN into a full ecosystem marketplace, where partners and customers can build, connect, and exchange securely. The vision is bold but clear: to make intelligent logistics technology accessible to every freight forwarder and customs broker in the world. Kunal summarises the mission in one sentence: "Our goal is to simplify logistics so much that intelligence becomes invisible; it just works."

AMIT MAHESHWARI

Visionary Technologist
Founder & CEO
Softlink Global

Legacy as a living force

In today's startup-obsessed world, legacy companies are often dismissed as old or slow. Softlink turns that notion on its head. Its legacy isn't about the past; it's about what continues to endure. That endurance comes from values, not valuation. From purpose, not publicity. Every milestone, from the first IMPEX line of code to today's AI-powered Logi-Sys, reflects the same belief: technology should serve people, not the other way around. Amit frames it beautifully: "We've never chased hype. We build what the industry truly needs, even if it takes longer. Because in logistics, trust travels faster than technology."

The spirit of continuity

The cover photo of this story tells it all: a confident Kunal surrounded by a young team of thinkers, developers, and innovators, the torchbearers of Softlink's next chapter. It's not a picture of replacement; it's a portrait of renewal. It's not about moving beyond legacy; it's about drawing credibility from it. Softlink's story reminds us that the true hallmark of greatness is not speed or scale; it's the ability to stay relevant, resilient, and rooted in purpose across generations. ●

KUNAL MAHESHWARI

Chief Growth Officer
Host of LogiTALK Podcast
Softlink Global

Industry in motion: Transformation meets tomorrow

The logistics and supply chain industry is evolving at a breathtaking pace. As we step into 2026, the ripples of change set in motion during 2025 are becoming waves, shaping how goods are stored, moved, and delivered across the globe. Warehouse automation is no longer optional; it is becoming the backbone of modern fulfilment. In 2025, the global warehouse-automation market was estimated at over USD 33.06 billion, with expectations to nearly triple over the next decade. Technologies such as autonomous mobile robots (AMRs), AI-powered picking systems, and smart inventory-management tools are redefining speed, efficiency, and reliability. At the same time, advanced analytics and artificial intelligence are taking root across supply-chain operations, transforming demand forecasting, inventory planning, and exception

management into data-driven, predictive workflows. Digital platforms, control towers, and emerging "digital twin" solutions are now empowering logistics leaders with real-time visibility and foresight. The result: faster decision-making, leaner operations, reduced waste, and improved responsiveness amid volatile global trade dynamics. However, beneath all the optimism lie hard questions: How many fulfilment centres remain dependent on manual processes? What integration challenges persist when legacy systems meet cutting-edge tech? How do we balance labour realities with automation aspirations? As the industry invests in resilience, capacity, and agility, not all that glitters is plug-and-play.

In this special "Industry in Motion" feature, we explore how every vertical,

from warehousing and supply-chain platforms to shipping, multimodal logistics, EXIM, and sector-specific supply chains such as pharmaceuticals, FMCG, food, automotive, and electronics, is adapting. We chart what worked in 2025, what obstacles remain, and which breakthroughs may define the next wave. Through conversations with industry leaders, expert analysis, and on-the-ground data, we bring you a panoramic view of transformation, and in the pages that follow, we will present curated insights from the people shaping this change.

Specialised shipping in transition

In the evolving landscape of project and heavy-lift logistics, few voices capture the pulse of change as clearly as **Supal Shah**, CEO, Sarjak Container Lines. His reflections mirror an industry

standing at the intersection of rising environmental expectations, tightening global regulations, and the growing need for real-world operational resilience. "For specialised carriers, decarbonisation is no longer a distant ambition; it's becoming an operational reality," he notes, setting the tone for a



transition that demands both strategy and pragmatism.

Decarbonisation: A practical path forward

Shah explains that the most workable solutions today are rooted in immediate operational improvements rather than futuristic fuels. "Slow steaming, higher operational efficiency, and VLSFO with carbon offsets are our most practical tools," he says. While dual-fuel vessels capable of running on LNG or methanol represent a forward-leaning investment, commercial realities persist. "Green methanol and ammonia are still not available at scale for specialised tonnage. LNG, for now, is the most viable bridge fuel."

But this green shift comes with cost implications. "Alternative fuels will raise chartering costs by 20–30 percent over traditional HFO/VLSFO," Shah explains, attributing the increase to fuel pricing, infrastructure needs, and specialised handling. Though more clients are willing to pay a "green premium," the financial load still lies largely with shipowners until regulations such as FuelEU Maritime and CII create global parity.

Building a resilient project logistics backbone

Discussing India's EXIM ecosystem, Shah points to deep-rooted structural challenges that continue to delay large-scale projects. "We need dedicated project cargo corridors with pre-cleared customs green channels," he emphasises. The industry also needs multimodal freight stations located closer to ports and consistent ODC movement regulations across states. "The current bottleneck of police escorts, varying permits, and last-mile restrictions easily adds 15–30 days to project timelines," he says. A national single-window digital platform, "something like Sagarmala on steroids," integrating road, rail, coastal shipping, and inland waterways could reduce transit time by nearly 40% and significantly improve predictability for

sectors such as wind energy, power, and infrastructure.

Closing the interoperability gap

Despite rapid digitalisation, Shah notes a glaring technology gap. "True interoperability between port TOS, CFS systems, transport ERPs, and shipping line platforms is still missing," he explains. Critical handovers continue to rely on manual touches, creating fragmentation in visibility. What the sector needs, he asserts, is "an API-first national logistics layer" allowing terminals, transporters, and carriers to exchange standardised data sets in real time. Without this, seamless multimodal movement will remain aspirational.



Real-time IoT data is a game changer

SUPAL SHAH

CEO

Sarjak Container Lines

Port modernisation: Speed, security, smarter movement

India's ports, Shah acknowledges, are making meaningful progress. "Automation of yard planning, RFID/EIR digitisation, and AI-driven berth scheduling are transforming operations," he says. The introduction of digital gate systems and automated weighbridge integration is reducing human interfaces, improving security, and cutting truck turnaround times by 20–25 percent at leading terminals. These changes signal a shift toward more predictable and secure cargo environments.

The power of predictive intelligence

For specialised equipment and containers, the cost of repositioning remains one of the most stubborn operational burdens. Shah highlights the role of technology in addressing this. "Real-time IoT data combined with AI-driven forecasting is a game changer," he explains. By analysing historical patterns and market shifts, AI can suggest optimal repositioning flows, identify backhaul opportunities, and significantly reduce empty container mileage. "This is how we maximise asset utilisation and bring down the cost of one-way movements.

Climate-smart pathways for tomorrow

As climate change continues to disrupt crop yields and transport windows, the food sector finds itself navigating unprecedented uncertainty. **Saurabh Kumar**, CEO, Kaleesuvari, observes a profound shift underway. "Food companies are building modern farm-to-market pathways using emerging technologies that anticipate and adapt to climate realities," he explains. AI-based analytics now absorb and compare thousands of data points; soil conditions, rainfall patterns, temperature spikes, and yield probabilities, before distilling them into actionable insights.

He points to the edible oil sector as an example of acute volatility. "Sunflower seed production and crude oil arrivals are among our most unpredictable raw materials," he notes. With India relying heavily on imports from distant geographies, precision planning, real-time tracking, and robust data analysis have become essential to keeping supply lines intact.

Visibility that protects freshness

Kumar emphasises that real-time environmental visibility is transforming how food companies protect perishable goods. "Sensors are giving us constant data on product conditions, which is drastically reducing spoilage," he explains. Global retailers are now deploying IoT-



Sensors are giving us constant data on product conditions

SAURABH KUMAR
CEO
Kaleesuwari

enabled monitoring systems that track refrigeration units continuously, sending temperature, humidity, and environmental data to cloud-based platforms. Even air cargo has embraced this shift. "IoT sensors now alert us in real time on temperature, humidity, vibration, and even sudden shocks, ensuring that sensitive goods arrive safely," he says. This continuous, automated vigilance is becoming the new benchmark for freshness and safety.

Fortifying the cold chain's weakest links

The first and last mile, long considered the cold chain's most vulnerable stages, is receiving unprecedented investment. "These legs are expensive, people-dependent, and prone to integrity issues," Kumar remarks.

From fresh produce and frozen foods to marine products, pharmaceuticals, and live shipments, the logistics demands are unforgiving.

He notes that companies are deploying a mix of pre-cooled systems, solar-powered equipment, and advanced active/pассив cooling solutions to plug these gaps. In more advanced corridors, IoT data loggers and even video-based tracking are being used to monitor conditions end-to-end, ensuring transparency and accountability.

Predictive intelligence against waste

Predictive analytics, Kumar says, is emerging as one of the most powerful tools to fight food waste. "Companies are now using AI-driven demand forecasting, real-time inventory management, smart bins, and dynamic pricing models to cut spoilage," he explains. These technologies have moved far beyond the pilot stage and are now visible across India's retail ecosystem.

He highlights a recent case where food waste was tracked and analysed across every node of production. "The entire spectrum of waste quantities and types was monitored in real time to identify where improvement was possible," he notes, a practical demonstration of how analytics can deliver measurable impact.

The capabilities that will define 2026

Looking ahead, Kumar underscores the growing need for integrated, technology-driven systems to ensure food stays safe, fresh, and fully traceable. "The future belongs to IoT, AI, and blockchain-enabled ecosystems," he asserts. Food companies will need interoperable platforms that allow seamless data flow, AI-based quality inspection systems, smart packaging solutions, and Digital Twin-powered logistics control towers. "Digital twins will extend us beyond tracking into simulation and foresight," he says, describing a future where predictive visibility becomes standard practice rather than a competitive advantage.

Multimodal networks in motion

As India's logistics landscape shifts under the weight of rising costs, tighter delivery windows, and sustainability pressures,

Ashok Kumar, Managing Director, Global Vision, reflects on 2025 as a year defined by quiet but decisive reinvention. "Multimodal logistics evolved through smarter, more connected platforms," he explains, emphasising how the unification of road, rail, sea, and air systems reshaped daily operations. AI and automation brought sharper scheduling, while

companies leaned toward rail and electric fleets to manage fuel costs and emissions. "Real-time visibility tools strengthened coordination and reduced handling time," he notes, a set of changes that, together, pushed multimodal operations toward faster, leaner, and greener outcomes.

Bridging the modal divide

For Kumar, the success of multimodal logistics rests on the efficiency of the handover. "Synchronised scheduling, interoperable IT systems, and shared data are the real enablers of smooth transitions," he says. Sensors and IoT devices have improved the accuracy and speed of modal shifts, but not without persistent challenges. Integration gaps still show up where infrastructure lags, where digital systems fail to communicate, or where documentation standards vary from region to region. "Inconsistent regulations and limited multimodal hubs continue to add friction," he observes, underscoring that the journey toward truly seamless multimodal integration remains unfinished.

The power of transparent data

Data, Kumar stresses, has become the connective tissue binding multimodal networks together. "Real-time data sharing gives every partner clarity on shipment status," he says, driving a new era of end-to-end visibility. Integrated platforms now coordinate schedules, preempt delays, and optimise transfers between modes. Shared tracking information enables quicker responses to disruptions and supports stronger demand forecasting and capacity planning. "Transparent data exchange is strengthening reliability, coordination, and decision-making across the supply chain," he adds, marking a significant cultural and operational shift.

Rethinking routes through digital intelligence

The industry's newfound digital maturity is also reshaping route planning and asset utilisation. Kumar describes how platforms now consolidate multimodal data, from road to rail to sea to air, enabling planners to compare options in seconds. "Digital

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Interoperable platforms will define 2026 logistics agility

ASHOK KUMAR

Managing Director
Global Vision

twins let us simulate multimodal routes before committing resources," he explains, a capability that reduces bottlenecks and enhances utilisation. IoT-enabled updates on container location and condition reduce idle time, while electronic documentation accelerates intermodal transfers. These innovations, he says, are "streamlining planning and creating smoother, more predictable multimodal flows."

Defining agility for 2026

Looking ahead, Kumar envisions a multimodal ecosystem defined by real-time coordination and deep interoperability. "A truly agile network will depend on seamless digital connectivity between every mode," he emphasises. Interoperable platforms, shared data standards, and standardised documentation will reduce friction across borders and carriers. Flexible routing, powered by live visibility tools, will help logistics networks adapt instantly to disruptions.

"This is how we build operations that are faster, more resilient, and highly coordinated," he says, a blueprint for the next chapter of India's multimodal evolution.

Consumer logistics reinvented

As the logistics landscape becomes more intelligent and responsive, reverse logistics remains one of the most stubborn cost centres, especially in beauty and personal care. **Avinash Dhagat**, CSCO, Honasa Consumer, cuts through the noise with clarity: returns in this category "aren't driven by try-and-return behaviour... they're driven by avoidable failures." In his view, the real transformation begins long before a parcel leaves the warehouse. He describes a quiet but powerful shift: "Better dispatch discipline, photo capture at pick-pack, tamper-proof packaging, and lane-wise QC, removes a major chunk of preventable returns." Add to this sharper front-end accuracy through improved images, clearer variant cues, and realistic delivery promises, and the system stops waste before it starts. The final piece is hyperlocal: city-level grading hubs where products can be refurbished, repacked, or liquidated without travelling back to a national DC. "In BPC," he says, "prevention still beats reverse logistics; every time."

When demand moves in micro-bursts

Urban demand today behaves less like a wave and more like a series of unpredictable spikes. Dhagat notes that retailers are using geospatial intelligence to keep pace with this shifting reality. "Demand doesn't move uniformly; it clusters sharply," he explains. By layering sell-out behaviour, catchment patterns, and traffic constraints, retailers can replenish with surgical precision. Quick commerce platforms exemplify this, rebalancing between dark stores every few hours to respond to pin-code-level volatility.

Across modern retail, he observes a common thread: "shorter forecasting cycles, more intra-city transfers, and smaller forward stocks placed exactly where they move." In beauty and personal care, even micro-market nuances influence strategy, and geospatial thinking "makes those differences visible and actionable."

Automation, but only where it fits

Automation continues to grow, yet the industry remains cautious. Dhagat articulates this hesitation candidly: retailers avoid solutions that "lock you in" with proprietary hardware or rigid layouts, especially when store formats evolve so quickly. Investments continue where automation delivers consistent value, checkout processes, basic inventory counts, and predictable backroom workflows. But anything requiring perfect conditions or long payback periods stays under scrutiny. For now, he believes, automation will "handle the routine, and people will handle the variability," until interoperability improves and ROI tightens.



In BPC, prevention still beats reverse logistics, every time

AVINASH DHAGAT

CSCO
Honasa Consumer

Packaging that can survive the real world

With retail giants raising the bar on logistics performance, suppliers are being pushed to think beyond aesthetics. Dhagat observes a clear shift: packaging must endure faster handling, denser stacking, and far more rigorous movement cycles.

Suppliers are responding with stronger master cartons, resilient barcodes and

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QRs, and formats designed to reduce leakage and breakage. The direction, he says, is unmistakable: "Design packaging to run smoothly through high-velocity logistics environments." Those who adapt early will enjoy faster movement, fewer disputes, and tighter integration with retailer networks.

Resilient food supply chains

Shyam Yadav, Global Lead – IT & Supply Chain at Cargill, frames climate resilience as a fundamental design principle rather than a contingency. "Companies are adopting AI-led yield forecasting, hyperlocal climate intelligence, and satellite-based soil mapping to anticipate risks before they disrupt supply," he explains. Diversified sourcing clusters and mobile aggregation points allow rapid rerouting during heat waves or heavy rainfall. One notable example: fruit exporters reduced climate-driven losses by 18 percent using predictive harvest timing combined with satellite moisture mapping and mobile packhouses close to fields. Yadav emphasises that integrated climate-response frameworks are transforming uncertainty into orchestrated, manageable action.

Environmental sensors: Proactive protection

IoT and environmental sensing have evolved from monitoring tools to active protection systems. "Reefers now automatically adjust temperature or airflow, and deviation alerts trigger instant route changes," Yadav explains. Predictive spoilage algorithms prevent damage before it spreads. A dairy network deployed ATP-based quality sensors and AI-driven deviation models, cutting spoilage by 31 percent. Across the food supply chain, sensor intelligence is ensuring freshness and safety while minimising human dependency.

Strengthening first- and last-mile cold chains

Yadav highlights the critical edge of cold chains. "Investments in solar packhouses, micro cold rooms, urban



Supply chains must sense, decide, and act autonomously

SHYAM YADAV
Global Lead – IT & Supply Chain
Cargill

multi-temperature cross-docks, and EV-based reefer fleets are reshaping first- and last-mile logistics," he says. An integrated multimodal cold corridor linking road, rail, and sea helped a leading vegetable supplier improve freshness by 23 percent. Modular, scalable infrastructure is key to adapting global standards to emerging markets, ensuring quality from farm to fork.

Predictive analytics for waste reduction

AI-driven predictive analytics now guides planning, production, and logistics decisions simultaneously. "Applications like AI demand sensing, predictive shelf-life models, automated FFOO picking, and spoilage simulations are becoming standard," Yadav notes. One poultry processor reduced downgrades by 18 percent through pallet-level aging predictions and optimised cut planning. Predictive quality models are helping companies move from waste reduction toward complete waste prevention.

Next-Gen capabilities for 2026
Looking ahead, Yadav believes the food sector will rely on autonomous, orchestrated ecosystems. "End-to-end digital twins, unified traceability,

autonomous routing, next-gen bio-sensing, and GenAI copilots will define supply chains that think, predict, and act independently," he explains. The vision is clear: touchless, self-managed supply chains delivering freshness with precision, building trust through transparency, and running efficiently with minimal human intervention.

Intelligent supply chain technologies

Sachin Bajaj, Global Head - supply chain design, AkzoNobel, underscores that 2025 marked a defining year for supply chain transformation. "Digital acceleration has moved from being an operational enhancement to a strategic imperative," he explains. Among the technologies making the most impact were AI-enabled visibility platforms, IoT-driven telemetry, and cloud-native control towers. The convergence of real-time sensing with intelligent analytics allowed organisations



Supply chains are becoming intelligent and increasingly self-optimising

SACHIN BAJAJ
Global Head
Supply chain design
AkzoNobel

to move from passive monitoring to predictive orchestration, significantly improving resilience in a volatile global environment.

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AI and machine learning in forecasting

AI and machine learning matured across forecasting, demand sensing, and exception management. Bajaj notes, "ML models now combine historical patterns with macroeconomic indicators, weather disruptions, and market sentiment, delivering more accurate forecasts and faster detection of demand shifts." Prescriptive AI is also increasingly used in operational workflows, automating exception handling, classifying risks, recommending actions, and triggering automated responses, enabling supply chain leaders to act decisively under uncertainty.

Challenges in interoperability

Despite technological advances, Bajaj highlights persistent hurdles in interoperability. "Fragmented platforms, non-standard data formats, and limited API maturity still restrict seamless information flow across shippers, carriers, 3PLs, and technology providers," he observes. End-to-end visibility remains challenging when key datasets are trapped in legacy or proprietary systems. Overcoming these barriers will require industry-wide data governance, shared standards, and a collaborative mindset among all stakeholders.

Digital twins and control towers evolving

Digital twins and control towers have evolved beyond operational dashboards into strategic, scenario-driven decision systems. "The new generation integrates network design, demand planning, transportation optimisation, and sustainability analytics into continuously learning models," Bajaj explains. Control towers now provide proactive risk sensing and simulation capabilities, enabling leaders to assess disruptions and make informed decisions in near real-time.

Emerging technologies shaping 2026

Looking toward 2026, several emerging technologies promise to redefine planning

and execution. Bajaj points to generative AI for autonomous planning copilots, edge-enabled IoT for high-fidelity data, blockchain-based traceability, robotics, smart warehousing, and autonomous transport ecosystems. He adds, "Supply chains are becoming intelligent, interconnected, and increasingly self-optimising, where agility and resilience will define competitive advantage."

Strategic takeaways

- **Predictive orchestration** through AI and IoT is key to resilience.
- **Prescriptive analytics** enhances forecasting and exception management.
- **Collaborative data governance** will unlock true end-to-end visibility.
- **Digital twins and control towers** are strategic decision enablers.
- **Emerging technologies** will drive autonomous, self-optimising supply chains.

Urban fulfilment transformation

Pallavi Nigam, Head – Projects & Digital, India Supply Chain at Mondelēz International, outlines how FMCG supply chains are rapidly evolving to meet the intensity of urban consumption. "FMCG companies are redesigning fulfilment for speed by embedding automation across planning, manufacturing, and logistics," she says. AI-led demand sensing, real-time inventory orchestration, and automated replenishment are shrinking the gap between consumption signals and supply response. High-density warehouses are being reengineered with robotic palletisers, AS/RS systems, AGVs, and vision-based quality checks, while digital twins optimise dispatch timings in congested cities. Automated route planning and slot-based delivery windows are enabling faster, more predictable last-mile outcomes.

Omnichannel adaptation for inventory flow

With omnichannel formats driving erratic demand, Nigam notes that companies are "moving from static planning to dynamically reconfigurable fulfilment

models." A unified, API-enabled inventory layer now connects GT, MT, e-commerce, Q-commerce, and distributor channels, enabling real-time stock diversion. Micro-fulfilment centres, dark stores, and cross-docking hubs near consumption clusters shorten response times, while ML-driven engines adjust safety stocks continuously. Integrated control towers forecast potential stockouts 7–14 days in advance and trigger automated corrections.

Scaling returnable packaging

Returnable packaging remains promising but operationally demanding. "Reverse logistics networks must be redesigned to ensure timely retrieval, cleaning, and redeployment of assets," she explains. Without IoT-enabled traceability, utilisation drops and cycle times vary. Hygiene compliance, infrastructure needs, and uneven channel participation add complexity. "True scale will come only with digital traceability, incentive-linked returns, and circularity partnerships."

Sustainable packaging quick wins

Lightweighting materials, shifting to mono-material laminates, using



High-speed fulfilment ecosystems are now predictive and self-correcting

PALLAVI NIGAM

Head – Projects & Digital
India Supply Chain
Mondelēz International



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higher PCR content, and embedding digital watermarks or smart QR codes provide sustainability gains without slowing operations. Right-sizing cartons reduces air in shipments, while AI-based material simulations accelerate substrate testing.

Flexible fulfilment for the future

Nigam envisions hybrid, intelligence-led fulfilment: micro-fulfilment centres, EV fleets, and consolidated urban hubs powering low-carbon delivery. AI-driven planning, carbon-aware routing, multimodal optimisation, and advanced control towers will create a predictive, agile, and sustainable FMCG ecosystem.

Air Cargo's new flight path

Nishit Kadia, CEO of Shree Shakthi Air Cargo, reflects on 2025 as the year India's air cargo corridors found a renewed sense of stability. "Trade lanes didn't just shift, they matured," he notes. Middle Eastern hubs strengthened their position as essential transhipment anchors, while Europe-South Asia routes steadied on strong pharma and engineering exports. US-bound cargo also benefited from smarter consolidation strategies. Airlines, he adds, "built yield-driven networks that focused only on lanes with real, sustained demand," giving shippers a more predictable operating landscape.

Tech tools transforming air freight

A deeper shift played out behind the scenes as exporters embraced IoT trackers to monitor shipment conditions and reduce disputes. "AI-driven documentation sped up customs clearance and cut errors," Nishit explains. Computer vision tools enhanced dimension checks at airports, while digital tracking platforms finally offered Indian MSMEs true end-to-end visibility across handlers and airlines, closing a long-standing transparency gap.

The new balance: Speed and sustainability

While speed remained non-negotiable, sustainability became central to decision-

making. Airlines expanded SAF blending, airports improved energy-efficient operations, and load optimisation



More fuel-efficient freighters will shape 2026 operations

NISHIT KADIA

CEO

Shree Shakthi Air Cargo

reduced empty legs. "We also saw early trials of hybrid-electric aircraft on short regional cargo routes," he says, an early but meaningful shift toward greener operations.

Airports reimagine cargo efficiency

India's major airports advanced rapidly through digital and physical upgrades. Automated truck gates, digital slot allocation, and enhanced cold-chain corridors accelerated cargo flows. Risk-based, 24x7 customs operations added predictability. "Delhi, Mumbai, Bengaluru, and Hyderabad now operate with world-class cargo efficiency," Nishit affirms.

What 2026 holds for air cargo

Nishit views 2026 as a defining year. Fuel-efficient freighters, drone-enabled remote deliveries, and "AI-led airspace management" will collectively reduce delays. Quick-conversion aircraft interiors will give carriers the flexibility to expand belly capacity as seasons and sectors demand.

Digital transformation drives supply chains

Deepak Teotia, Head of Sales at Fynd, describes how logistics is undergoing one of its most transformative phases. "In 2025, connected logistics extended beyond delivery visibility into manufacturing, enabling resilience from the production floor to the final mile," he notes. With Fynd's integrated WMS-TMS platforms, vendors, manufacturers, and carriers now operate on shared data flows. Real-time batch tracking, automated purchase order acknowledgements, and AI-driven route planning are helping organisations anticipate disruptions well before they surface, strengthening supply chains against volatility.

AI and automation redefining reverse logistics

Reverse logistics, traditionally cost-heavy, is being rebuilt through AI and



AI and automation are transforming returns into profit drivers

DEEPAK TEOTIA

Head of Sales
Fynd

automation. "Advanced systems now auto-link returned goods to their original shipments, apply configurable quality checks, and trigger instant restocking," Teotia explains. AI-powered NDR engines are recovering nearly half of failed deliveries, turning returns into a driver of profitability and circularity.



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Generative AI for predictive planning

Generative AI is pushing logistics into a predictive era. With Fynd's AI Shipping Rule Engine Simulator and Predictive Delay Management tools, companies can combine live traffic, courier insights, and inventory data to forecast delays and optimise fulfilment. "The logistics network can simulate, decide, and act, all before a disruption hits the road," Teotia says.

Automation achieves new efficiency standards

Automation is now a baseline expectation. AI-driven wave planning, smart putaway, multi-pick/multi-drop routing, and dynamic delivery slotting are dramatically improving precision. "Processing times have dropped by as much as 90 percent, while inventory accuracy now exceeds 99 percent," Teotia highlights.

Human-centric platforms ensure adoption

Despite technological advances, Teotia stresses the importance of human-friendly systems. "The next generation of workers demands simplicity and intuitiveness," he says. AI assistants and mobile-first interfaces now turn complex operations into guided, seamless workflows.

INSIGHTS

- AI is moving from being an analyst to an operator. In 2026, AI won't just flag a port closure; it will autonomously reroute shipments and reschedule deliveries without requiring direct human intervention for every decision.

- This shift is expected to reduce logistics costs by up to 15% and cut demand forecasting errors by 20% to 50% for early adopters.

source - MHI & McKinsey

- By 2026, the use of Digital Twins will shift from warehouse-level optimisation to creating a virtual, end-to-end replica of the entire supply network. This allows logistics leaders to stress-test their operations against thousands of "what-if" scenarios, such as port strikes or extreme weather, before real-world disruption occurs.

- This capability enables companies to recover 80% faster from disruptions and see a 15% to 30% reduction in inventory costs by accurately modelling risk-adjusted stock levels.

source - PwC, McKinsey / MIT

The future of connected logistics

Teotia expects 2026 to usher in smarter, more sustainable, and deeply connected logistics networks, systems that not only deliver faster but also anticipate, adapt, and respond autonomously.

Resilient electronics supply chains ahead

In the electronics sector, volatility has become a constant companion. **Sachin Jain**, co-founder, ProcMart, observes that "multi-sourcing alone is no longer enough." Companies are now moving toward deep, end-to-end visibility, tracking supplier performance, lead times, and early disruption signals through real-time analytics. This shift is allowing procurement teams to anticipate shortages rather than simply react to them. At the same time, manufacturers are co-investing in supplier development, helping smaller vendors upgrade capacity, quality, and compliance to strengthen reliability at the source.

Inventory strategies meet intelligent forecasting

To cushion against sudden shocks, organisations are increasing buffers for critical components. But this is no return to inefficient excess; AI-driven forecasting models ensure inventory growth is



Visibility is the new shield against volatility

SACHIN JAIN

Co-founder
ProcMart

strategic, not burdensome. Digital procurement platforms are also becoming indispensable. These systems centralise supplier intelligence, automate approvals, enhance risk scoring, and help decision-makers move beyond traditional multi-sourcing frameworks toward more resilient procurement architectures.

New logistics for software-led hardware

As software-defined hardware reshapes automotive, consumer electronics, and automation industries, logistics networks must keep pace. Jain explains that companies are transitioning from static, forecast-driven distribution to "dynamic, event-driven fulfilment." API-enabled logistics now sync directly with development pipelines, supporting immediate version rollouts or compatibility updates. Micro-warehousing near key demand hubs is enabling faster access to upgraded modules, while strengthened reverse logistics ensures smooth processing of returns for testing, upgrades, or replacements.

Preparing for a geopolitical 2026

Heading into 2026, OEMs are rewriting their import-export strategies with resilience at the core. Multi-region manufacturing footprints are reducing

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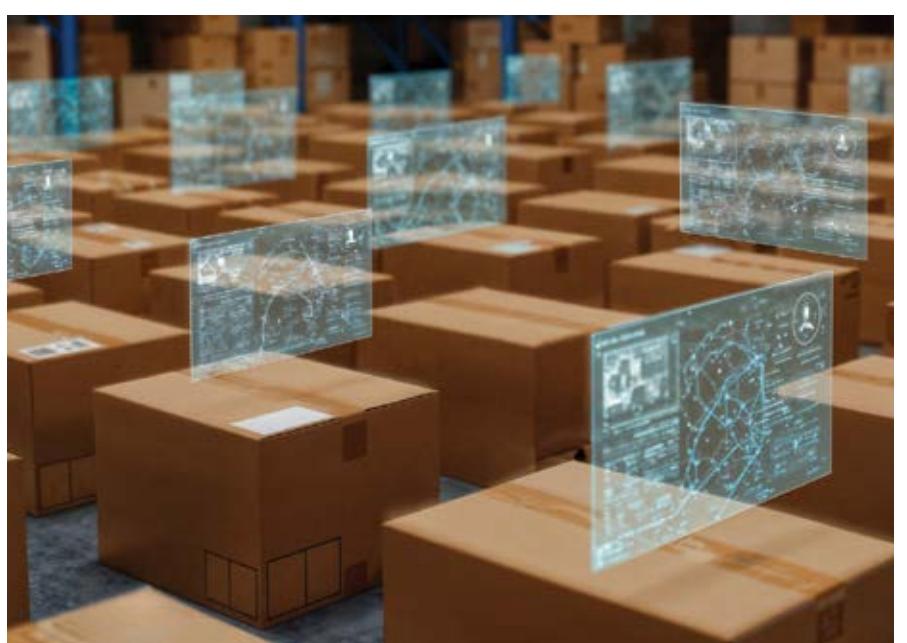
overdependence on single-country value chains. AI-led scenario modelling is helping OEMs simulate risks, from shifting tariffs to port congestion, before committing to trade lanes. Near-port consolidation hubs and flexible logistics partnerships are giving OEMs the ability to reroute quickly and maintain continuity. The focus, Jain notes, is on "balancing efficiency with agility, ensuring supply chains can bend without breaking."

Future-ready FMCG fulfilment

For **Mihir Paramane**, Planning and Logistics Head at Reliance Retail, India's FMCG battleground has decisively shifted into the heart of busy urban markets. "The real pressure point today is the city centre," he notes.

To keep pace with rising demand and shrinking delivery windows, organisations are building Micro-Fulfilment Centres (MFCs) inside store backrooms and basement spaces.

Powered by goods-to-person shuttles and autonomous mobile robots, these dense automated grids compress nearly 20,000 SKUs into 5,000 sq ft and pick orders in under five minutes. As Paramane explains, this model "decouples labour from volume," allowing companies to handle Diwali-scale surges without additional manpower.



Micro-fulfillment is redefining urban speed

MIHIR PARAMANE
Planning and Logistics Head
Reliance Retail

Rewriting inventory rules

Unpredictable omnichannel flows have pushed organisations toward inventory unification, enabled by AI-driven distributed order management. Instead of siloed stock pools, a single real-time view lets systems redirect orders to the closest location. "A retail store can now act as a forward stocking point," Paramane says, turning e-commerce orders into hyper-local fulfilment and preventing stockouts while improving turnover.

The hidden cost of returnable packaging

While returnable packaging is gaining momentum, Paramane highlights the operational friction beneath it. "You're essentially running a second supply chain in reverse," he explains. Asset leakage without RFID, industrial-scale washing needs, and lack of standardised designs make the model capital-heavy and complex. Inefficient return loops can even increase carbon emissions if not optimised for density.

Sustainable packaging without slowdowns

The fastest sustainability wins, he says, come from high-performance mono-materials and smart right-sizing algorithms. These innovations cut waste, eliminate void-fill plastics, and increase pallet density by 20 percent, all without disrupting line efficiency.

A collaborative road ahead

Looking ahead, Paramane sees FMCG brands moving toward urban consolidation centres and shared last-mile networks. "The future is collaborative consolidation," he emphasises. Mixed-brand electric fleets, pop-up warehousing, and cargo bikes will shape cleaner, faster urban logistics as the industry marches into 2026.

Shaping tomorrow's supply chains

The collective insights from industry leaders show that supply chains are no longer just about moving goods; they are becoming intelligent, connected ecosystems. With AI, IoT, digital twins, and advanced analytics, companies can predict challenges, make faster decisions, and coordinate seamlessly across modes. Add sustainable practices, automation, and user-friendly design, and these systems are not only efficient but also resilient and transparent. As we step into 2026, the focus is clear: delivering with speed, precision, and trust, building supply chains that adapt, anticipate, and perform at their best. ●

Kale Logistics Solutions: Shaping cargo's digital future

Kale Logistics Solutions is advancing AI-driven cargo innovation and strengthening digital communities; by 2026, the company will be steering the industry toward global expansion, touchless operations, and resilient supply chains built on trusted digital corridors.

2 025 was a year of accelerated AI adoption and global uncertainty.

Rajni Patwardhan, Head of Marketing, Kale Logistics Solutions, outlines three strategic priorities that will define the company's trajectory into 2026. The first is strengthening the Cargo Community System (CCS) ecosystem with AI-led solutions such as automated documentation, predictive planning, and exception management, tools designed to deliver speed and reliability. The second is expanding the CCS framework to include shippers and consignees, ensuring that the entire supply chain is digitally connected on a single trusted platform.

The third is accelerating global expansion into Asia-Pacific, Latin America, and Pacific Island economies, where community-based digitalisation has become a national priority.

Building resilient supply chains

Patwardhan emphasises that resilience in air cargo is built on standardisation, cybersecurity, real-time data flows, and interoperability. Kale's platforms are homogeneous, modular, and aligned with global standards such as IATA CargoIQ, ICAO, WCO, and UN/CEFACT. This alignment ensures seamless data continuity across borders and partners, even during disruptions. With cybersecurity-by-design, cloud-native architecture, multi-node redundancy, and AI-driven anomaly detection, Kale enables airports and operators to withstand operational shocks, breaches, and geopolitical events, making them truly "disruption-tolerant."

Touchless cargo: Beyond automation

Touchless operations require more than digital data; they demand integration of physical automation with digital intelligence. Kale's platform connects robotics, autonomous forklifts, OCR gates, weight/volume sensors, and smart ULD systems, creating a continuous digital handshake across warehouses, docks, and airside operators.

By combining AI-driven pre-validation, IoT-triggered workflows, and paperless approvals, Kale is moving the industry from process automation to full

Convergence of digital and physical automation is redefining efficiency benchmarks globally

orchestration, where cargo flows faster, with minimal human intervention and fewer errors. This convergence of digital and physical automation is redefining efficiency benchmarks across the cargo ecosystem.

Addressing structural and regulatory barriers

Despite rapid progress, Patwardhan acknowledges persistent hurdles. Fragmented systems, uneven mandates for digital documentation, limited cross-border interoperability, and slow adoption due to legacy infrastructure continue to challenge transformation. Cybersecurity governance gaps further complicate

RAJNI PATWARDHAN

Head of Marketing
Kale Logistics Solutions

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progress. Kale advocates harmonised standards, incentivised adoption models, and a strong regulatory push for digital-first compliance as essential steps to unlock the full potential of digitalisation. With industry collaboration and regulatory alignment, Kale believes the sector can overcome these barriers and accelerate toward a unified digital future.

The breakthrough metric for 2026

Looking ahead, community-wide technology adoption is identified as the breakthrough metric for cargo operators. Success will be measured not at the airline or handler level alone, but across the entire airport ecosystem. Adoption will unlock consistent data harmonisation, stronger cybersecure operations, and new digital business models.

Kale underscores that technology must be embraced not as a cost burden, but as a long-term investment driving efficiency, compliance, and competitiveness. For Kale, the measure of success is not just digitalisation itself, but the collective transformation of the air cargo community into a truly connected, resilient, and future-ready ecosystem. ●





THE SMART SHIFT: LOGISTICS REDEFINED FOR THE NEXT ERA

AI, automation, multimodal networks, and sustainable practices are redefining logistics, enhancing speed, visibility, and resilience, while enabling smarter, safer, and more efficient supply chains for a dynamic, future-ready 2026 ecosystem.

In an industry evolving faster than ever, logistics is undergoing a profound shift, from moving goods to moving intelligence. This feature story explores how technology, data, sustainability, and purpose are reshaping every link of the supply chain. **The Smart Shift** is not just an upgrade; it is a redefinition of how logistics functions, responds, and creates value in an increasingly complex world.

This transformation, which we call The Smart Shift, is not just an upgrade. It is a redefinition of how logistics functions, responds, and creates value in an increasingly complex world. AI, automation, predictive analytics, and real-time orchestration are converging to empower smarter, safer, and greener operations. Reflecting on last year's breakthroughs and anticipating next year's transformations, industry leaders reveal how logistics is being redefined through intelligence, sustainability, and collaboration, setting the stage for a more agile and resilient 2026.

Digital forecasting and operational precision

Cargo operations today are no longer managed solely by experience or intuition. Digital tools are enabling predictive, precise, and real-time decision-making. **Manish Agnihotri**, CEO, Worldwide Flight Services (WFS), emphasises the role of technology in creating operational clarity: "Digital technologies are enabling real-time exchange of shipment and flight-planning data, helping cargo terminal operators and airlines plan resources with greater accuracy and efficiency. AI and machine learning are now central to forecasting and resource deployment, ensuring optimal allocation aligned to expected loads."

A key enabler, Agnihotri explains, is the Performance Management Platform – Machine Learning Forecast (PMP MLF), which has been trained on ten years of operational data: "PMP MLF delivers accurate forecasts of cargo volumes by flight, truck, and day, supporting warehouses with precise forward-looking

AI and route optimisation
Beyond the skies, road logistics is increasingly shaped by AI and predictive



AI ensures optimal allocation aligned to expected cargo loads

MANISH AGNIHOTRI

CEO
Worldwide Flight Services (WFS)



AI identifies the smartest route, not just the shortest one

HEMANT SIKKA

Managing Director
Mahindra Logistics

insights. This addresses a persistent 10–15 percent gap between staffing and actual workload. Currently, PMP MLF forecasts 9,842 flights and 6,216 truck movements per week across 75 warehouses in 13 countries, providing daily projections for tonnage, ULDs, and piece counts by mode, customer, and location, all integrated into planning tools for more reliable operations." Agnihotri also highlights WFS's sustainability agenda: "In short-haul and regional airfreight, key measures include transitioning fleets to low-emission vehicles, shifting to renewable energy, and reducing plastic use, essential steps toward achieving a 50 percent reduction in Scope 1 and 2 emissions by 2030, as highlighted in the SATS-WFS 2025 Sustainability Report." With these tools, cargo operators gain not just visibility but predictability, reducing operational bottlenecks, optimising staffing, and ensuring smoother throughput even during peak periods. The integration of AI and ML into forecasting has become a critical differentiator in global air cargo management, where even small errors can create cascading inefficiencies across multimodal networks.

AI and route optimisation
Beyond the skies, road logistics is increasingly shaped by AI and predictive

analytics. **Hemant Sikka**, Managing Director, Mahindra Logistics, observes the radical impact of AI on operational efficiency: "AI has shifted route planning from guesswork to true precision. By analysing traffic, weather, and network conditions in real time, it identifies the smartest route rather than just the shortest one. This reduces empty kilometres, improves fleet utilisation, and enhances delivery consistency." Sikka points out the rise of new technologies alongside AI: "Electric trucks are becoming practical and scalable as charging networks expand, reducing emissions and operating costs while maintaining service quality. Autonomous systems, though still maturing, are already contributing to safer operations and greater long-haul efficiency. Real-time telematics offers immediate insight into driving behaviour, fuel patterns, and potential risks. It helps prevent incidents, boosts vehicle efficiency, and keeps dispatch teams aligned through live updates, significantly improving delivery reliability."

In practical terms, this means fleets can be deployed dynamically, fuel consumption optimised, and empty runs minimised. Combined with electrification and autonomous technologies, AI is not just improving operational efficiency but also

Feature INSIGHTS

reducing the carbon footprint of road logistics. The convergence of digital intelligence with sustainable operations is steadily transforming fleet management into a science of precision and resilience.

Multimodal integration: Moving intelligence across networks

The rise of multimodal logistics is the next frontier, where intelligence drives the orchestration of road, rail, air, and sea networks. **Arun Kumar**, Immediate Past President, AMTOI, describes this evolution: "Multimodal transport is now preparing to move not just cargo but intelligence across networks. AI, automation, and real-time visibility are enabling road, rail, air, and sea to be synchronised like never before. Predictive routing is replacing reactive planning, dynamic optimisation overtakes static scheduling, and integrated visibility takes precedence over fragmented updates."

flow across stakeholders. AI-driven demand forecasting, automated documentation, and IoT-based condition monitoring dramatically enhance reliability and cut avoidable costs. Green corridors, EV fleets, and modal shift strategies strengthen environmental performance. Digitise, integrate, decarbonise; those who act early will define the smarter, faster, greener logistics ecosystem of 2026 and beyond."

Multimodal intelligence allows cargo operators to dynamically adjust transport modes based on real-time conditions, service levels, and environmental priorities. Predictive models now consider not only cost and speed but also carbon footprints and regulatory requirements. In India, where infrastructure and modal connectivity are rapidly evolving, this integration promises a step change in efficiency, resilience, and competitiveness.

Orchestrating end-to-end logistics

Integrated logistics networks are now the operational reality. **Biju Thomas**, MD, Sevenseas Global Express, explains, "Logistics networks are increasingly designed as integrated multimodal systems where road, rail, sea, and air are orchestrated as a single end-to-end flow rather than isolated legs.



Digitise, integrate, decarbonise; those who act early will define

ARUN KUMAR

Immediate Past President
Association Of Multimodal
Transport Operators of India
(AMTOI)

Kumar stresses the need for policy and collaboration to fully realise multimodal potential: "Operators must invest in digital control towers, unified data standards, and interoperable platforms to ensure seamless information



Integrated multimodal systems orchestrate end-to-end flows efficiently

BIJU THOMAS

Managing Director
Sevenseas Global Express

Companies blend modes dynamically based on service levels, lane reliability, and carbon constraints. Long-haul freight may move by rail or sea for cost efficiency, then shift to road or air for time-critical delivery." He highlights the role of technology in enabling this orchestration: "API-connected transport management systems unify bookings, documents, and milestones. IoT sensors, GPS telematics, and RFID seals provide continuous data on location, condition, and security. Digital twins simulate disruptions and compare routing scenarios. AI-driven control towers consolidate data from ports, terminals, warehouses, and vehicles, delivering a single source of truth for ETA accuracy, dwell time, and inventory in motion." On sustainability and resilience, Thomas adds, "Predictive models balance emissions with transit times, steering freight toward greener modes such as electrified rail or short-sea shipping. Scenario forecasting, diversified corridors, autonomous equipment, and decentralised decision-making ensure continuity during disruptions."



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Safety and compliance in dangerous goods

Handling hazardous cargo demands exacting standards. **Radharamanan Panicker**, MD, Dangerous Goods

Management, explains, "Dangerous goods demand strict adherence to international and national regulations; there is no room for error. Embed safety and compliance into daily operations: pre-check shipments, gather complete information early, and advise clients honestly. Continuous staff training is essential." Technology plays a crucial role in



Safety first, sustainability always safety-gated

RADHARAMANAN PANICKER

Managing Director
Dangerous Goods Management

compliance, "AI-driven DG declaration tools instantly validate entries, reducing documentation errors. IoT sensors monitor temperature, pressure, vibration, humidity, and gas leaks in real time for chemicals, peroxides, cryogenic cargo, and lithium batteries. Barcode and RFID systems accelerate warehouse checks, ensuring faster, reliable acceptance by carriers."

Panicker underscores sustainability alongside safety. "Packaging integrity is non-negotiable. Reusable drums, IBCs, and wooden boxes must meet UN-approved standards. Optimised packaging reduces waste without compromising

safety. Digital documentation cuts paper usage, and reconditioned containers support circularity, but safety always comes first."

This integration of technology and training ensures that dangerous goods move reliably and safely while aligning with corporate sustainability goals, reinforcing the dual priorities of operational integrity and environmental responsibility.

Air cargo intelligence

Air cargo is increasingly intelligence-led.

Arun Chandra, Vice President, Aviation Business, BIAL, shares, "AI and data intelligence are indispensable. Efficiency, precision, and predictability shape turnaround times and cost-effectiveness. Our Airport Cargo Community System connects airlines, Customs, freight forwarders, ground handlers, and trucking partners on a single platform for predictive planning and seamless movement."

On operational innovation, "The Airport Truck Management Facility handles over 1,600 trucks daily, reducing average turnaround from four hours to one, with 78 percent entering within 20 minutes. IoT-enabled infrastructure, automated scanners, and self-check kiosks ensure visibility, while integrated dashboards



AI anticipates demand and de-risks cargo operations

ARUN CHANDRA

Vice President - Aviation Business
BIAL

provide real-time operational insights." On sustainability, Chandra explains, BLR Airport runs on 100 percent renewable electricity and has achieved net-zero Scope 1 and 2 emissions ahead of 2030. Solar installations, LED lighting, EV and biofuel ground support equipment, and ATMF-enabled congestion reduction all contribute to greener logistics. With ACI Level 5 Carbon Accreditation, first in Asia, we invest in EV charging hubs, low-emission mobility, waste recycling, and rainwater harvesting."

These investments illustrate how AI, digital integration, and renewable energy converge to reduce costs, emissions, and dwell times while improving predictability and stakeholder confidence in air cargo operations.

Harnessing India's multimodal potential

Chaitaly Mehta, Director, EKF Logistics, highlights the backbone of India's



Coastal shipping remains India's untapped logistics opportunity

CHAITALY MEHTA

Director
EKF Logistics

domestic and global logistics: "Road-ocean and road-air combinations dominate because they connect most origins and destinations efficiently. For hinterland cargo, rail becomes critical. Factory-stuffed containers rely on rail-

ocean and rail-road-ocean combinations, improving transit time and cost efficiency." She points out the untapped potential of coastal shipping, "Coastal shipping remains underutilised. From Goa to Nhava Sheva, Nhava Sheva to Mundra or Kandla, and east-west coast movements, coastal freight could cut costs, reduce dwell times, and speed export dispatches. Air and sea remain essential for perishables, pharmaceuticals, live animals, exhibition cargo, and time-sensitive shipments."

Technology drives multimodal integration; "IoT sensors, GPS, RFID, environmental monitors, and tools like JioTag provide granular real-time visibility. AI and machine learning optimise routes, predict demand, and enable predictive maintenance. 5G and V2X communication improve real-time decision-making. Cloud platforms, integrated digital ecosystems, Mobility-as-a-Service frameworks, EDI, and blockchain ensure seamless coordination across modes."

By combining modal optimisation,

predictive intelligence, and IoT-driven

visibility, India's multimodal logistics

ecosystem is moving toward fluidity, cost-

efficiency, and sustainability.

Intelligent orchestration and workflow automation

Yash Radia, Director, MPRS, describes the shift from isolated modes to integrated orchestration: "Operations are no longer mode-specific; they are integrated end-to-end. AI-driven engines balance speed and cost across road, rail, sea, and air. Rail and sea handle long haul, road provides flexibility, and air is deployed for time-sensitive shipments. Shifting long-haul from road to rail/sea can cut costs by up to 15 percent and improve network reliability." Radia continues, "IoT sensors and real-time platforms connect the journey. Container-level visibility and automated documentation reduce discrepancies by over 20 percent. Digital twins in ports like VOC Port (Tuticorin) simulate operations to correct delays before they cascade. Multimodal planning is now carbon-aware, reducing emissions up to 30 percent, while inland rail-linked



The future is intelligent multimodality: speed, cost, sustainability

YASH RADIA

Director
MPRS

parks and dedicated freight corridors enable resilient routing."

Automation as margin protector

Tamim Fannoush, Founder & CEO, Deep Current, explains how workflow automation eliminates blind spots,

frees senior staff for strategic work, and

improves quality. "The best return comes when automation removes repeatable,

cross-system friction, document validation,

rate lookups, milestone reconciliation,

and re-keying. It eliminates blind spots,

frees senior staff for strategic work, and

improves quality. RPA reduces up to 60

percent of repetitive tasks; AI-driven

optimisation boosts warehouse and

distribution capacity by 7-15 percent.

Early adopters see ROI within months. By

2026, forwarders integrating intelligent

workflows with real-time exception

management will not just move

shipments; they'll protect margins and

maximise operational efficiency."

The combination of AI, IoT, workflow



Automation replaces cost-per-file labour with fixed-cost software

TAMIM FANNOUSH

Founder & CEO
Deep Current

decision-making is increasingly evidence-driven.

Conclusion: The smart shift in motion

Looking back at the achievements of the past year, it is clear that logistics is no longer just about speed or cost; it is about intelligence, resilience, and purpose. AI-led planning, predictive multimodal networks, workflow automation, and sustainable practices are now shaping how goods move, how risks are managed, and how value is created. Across air, road, rail, sea, and multimodal corridors, the industry is redefining itself. AI, automation, sustainability, and collaboration are no longer optional; they are the foundation of resilience and competitiveness in 2026 and beyond. The Smart Shift is here: logistics is no longer about moving goods alone but about moving intelligence, purpose, and trust across every link of the supply chain. As we step into the year ahead, these breakthroughs are laying the foundation for smarter, faster, and greener supply chains. The path is clear: embrace technology, collaborate, and innovate; this is how the logistics ecosystem will thrive in 2026 and beyond. ●

Continental Carriers: Redefining India's logistics future

With 68 years of legacy and **Vipin Vohra**'s 50 years of leadership, Continental Carriers blends tradition, innovation, and global vision to redefine logistics for India and the world.

When Late **T.N. Vohra** established Continental Carriers in 1957, he laid the foundation for organised logistics in a newly independent India. His principles of integrity, service excellence, and customer trust became the DNA of the organisation, guiding it through decades of transformation.

Vipin Vohra: Fifty years of visionary leadership

In 1975, **Vipin Vohra** joined the family business, embarking on a journey that would redefine the logistics landscape. Over 50 years, he transformed Continental Carriers from a modest forwarding firm into a multimodal logistics powerhouse. His leadership extended beyond the company; he became a respected voice in industry forums such as FFFAI, ACAAI, SEPC, and MoCA consultative groups, shaping policy and advocating for India's logistics sector.

Pioneering milestones

Continental Carriers' progress under Vipin Vohra's stewardship is marked by industry firsts. From introducing

international freight giants like Bax Global and Hellmann in India to

pioneering Garments-on-Hanger's logistics in 1985, the company consistently anticipated market needs. The establishment of India's first Greenfield Air Freight Station in Delhi, aligned with PM Gati Shakti, further cemented Continental Carriers' reputation as a forward-looking innovator.

Strengthening systems, securing resilience

To remain resilient against future market uncertainty and expected disruptions, Continental Carriers is upgrading its infrastructure. Warehouses and handling facilities are being modernised to meet specialised needs, including sensitive, high-value, and fast-moving cargo. These investments ensure adaptability and reliability even in volatile conditions.

Building bridges across the world

With 19 offices across India and memberships in global alliances such as WCA First, WCA World, WCA Projects, HTFN, JC Trans, GLSN, X2 Elite, ALN, GLA, and ALA, Continental Carriers has built a network that connects Indian businesses to the world. This reach reflects the company's

ability to integrate seamlessly into global supply chains, offering reliability and trust to partners. By reducing handling time by 50 percent, streamlining vehicle flow, and lowering manpower dependence, the AFS delivers measurable gains in cost efficiency.

66 years of Vipin Vohra in logistics: a legacy of leadership and vision

Embracing digital transformation

In 2025, Continental Carriers introduced upgrades that transformed visibility, efficiency, and compliance. An enhanced customer portal now offers real-time monitoring of export cargo, giving shippers transparency and accurate delivery timelines. Automated documentation workflows and digital compliance checks reduced errors and manual touchpoints. Improved integration with airlines, CTOs, and customs streamlined coordination, helping customers experience faster, more predictable movement of goods.

From visibility to predictive planning

The RA-3 accredited India's first Greenfield **Air Freight Station** in Delhi has become a cornerstone of operations.

By reducing handling time by 50 percent, streamlining vehicle flow, and lowering manpower dependence, the AFS delivers measurable gains in cost efficiency.

Connected data from the AFS is now leveraged to move beyond basic visibility toward predictive planning, laying the foundation for AI-led operations in 2026.

Recognitions that reflect excellence

Continental Carriers has long been recognised for its contributions to logistics. In 2025, the company added to this record with honours including:

- **Excellence in Project Cargo Handling** – CargoNXT 2025 (North)
- **Leading Logistics Service Provider** – CargoNXT 2025 (North)
- **Best Freight Forwarding Company** – CargoNXT 2025 (West)
- **ISO 14001:2015 Environmental Management Certification**
- **Valuable Business Partner** – IAG Cargo Recognition for India's first AFS – India Cargo Awards 2024

The company was also felicitated at FIATA RAP 2025 in New Delhi for leadership in digitalisation, sustainability, multimodal connectivity, and capability development.

68 years of trust, innovation, and global reach

The next generation steps forward

The Continental Carriers legacy is now advanced by the third generation. Managing Director **Vaibhav Vohra** champions technology integration and digital transformation, while Director

Viraj Vohra drives diversification and brand expansion. Both have been recognised as Young Cargo Professionals of the Year. Together, they are steering the company toward

predictive analytics, expanded warehousing, and deeper global outreach.

Priorities for 2026

As Vaibhav and Viraj take on larger responsibilities, their priorities include predictive analytics, automating customer-facing processes, strengthening carrier partnerships, and expanding warehousing and cold-chain capacities. They are also driving innovation across CCPL's teams, while pursuing global expansion, wider international networks, and deeper penetration into Tier II and Tier III markets.

Future roadmap

Vipin Vohra's plans focus on strengthening multimodal connectivity, advancing green logistics, and mentoring the next generation. Vaibhav Vohra is committed to modernising technology, embedding predictive analytics, and digitising customer touchpoints. Viraj Vohra is driving expansion into global and

A legacy that inspires

As Continental Carriers celebrates 68 years of service and Vipin Vohra's 50 years of leadership, it stands as more than a logistics company; it is a symbol of resilience, innovation, and trust. From its humble beginnings in 1957 to its recognition as a global leader in 2025, Continental Carriers continues to honour its founding vision while shaping the future of logistics with passion and purpose.

Beyond 2025

Continental Carriers' journey is far from complete. The company is preparing for the next phase of growth by investing in sustainability initiatives such as green warehousing and energy-efficient transport solutions. It is also focusing on skill development programmes to nurture young talent, ensuring India's logistics workforce is future-ready. With plans to expand into Tier II and Tier III markets,

Continental Carriers aims to democratise access to world-class logistics services, empowering businesses of all sizes. The leadership of Vipin Vohra, combined with the dynamism of Vaibhav and Viraj, ensures Continental Carriers will continue to be a beacon of innovation and reliability. As India's logistics sector evolves, Continental Carriers is poised to remain at the forefront, bridging tradition with technology and local

expertise with global reach. With every milestone, the company reaffirms its commitment to building a logistics ecosystem that is efficient, sustainable, inclusive, and future-ready. ●



VIPIN VOHRA
Chairman

VAIBHAV VOHRA
Managing Director

VIRAJ VOHRA
Director



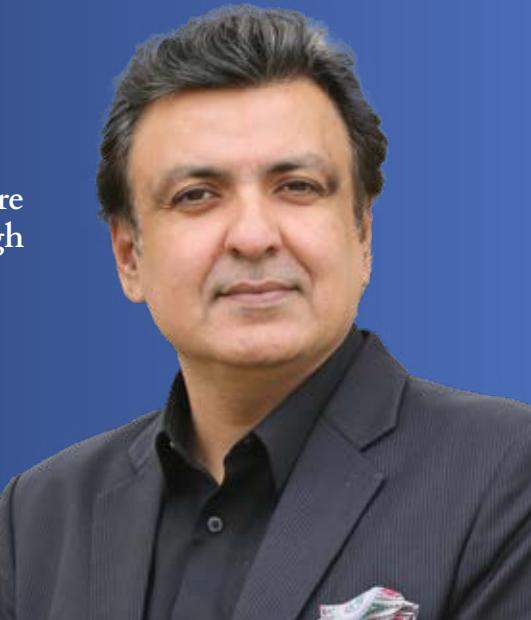
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Mastering the zero-failure world of sports logistics

Behind every sporting win is decisive logistics. This zero-failure environment demands intricate expertise, often learned through high-stakes, high-pressure assignments.

Planning and ambition build resilience; the drive to raise the bar matters.



VINET K CHADHA
Founder & Managing Director
Combined Logistics Solutions

Sports logistics differs from traditional freight forwarding in its absolute intolerance for delay. The stakes are evident: a single missed or delayed consignment, perhaps a critical piece of broadcast technology or specialist equipment, can threaten the smooth running of the entire event. Experienced practitioners will attest that credibility, both internal and external, is hard won. Success stems from the rigorous planning and skilled execution required to handle complex customs procedures, ultra-sensitive gear, and accelerated timelines. Refining these capabilities and integrating them with new skill sets lays the foundation for trusted performance.



Forging expertise when delay is not an option

The day-to-day reality of sports logistics involves managing multiple points of fragility simultaneously: delicate and high-value equipment, venue security regimes, specialist insurance, customs and carnets, compliance, temperature-controlled movements, and last-mile access, often across borders and parallel venues. Each of these layers carries its own risk profile, yet all must converge on a single, immovable deadline: the start of play or broadcast. **Combined Logistics**, recognised for end-to-end solutions, builds resilience by institutionalising detailed pre-planning, rehearsed contingencies, and on-ground coordination, turning every high-stakes project into repeatable know-how rather than an isolated success.

Operational certainty in a digital era

Digitalisation has transformed sports logistics from execution to orchestration. Stakeholders now expect real-time tracking, automated exception alerts, and intelligent route and capacity modelling, enabling teams to act before disruption affects the event schedule. For multi-modal specialists, the frontier is predictive resilience: using data, scenarios, and network

experience to navigate congestion, regulatory shifts, or geopolitical risk while keeping complex, multi-venue events on time and compliant, thereby protecting both delivery performance and the reputation of organisers and rightsholders. Uncertainty. The rising importance of predictive resilience marks sports logistics as a technology-driven discipline, where innovation secures both delivery and reputation.

Foundations of enduring success

Despite rising technological sophistication, two principles still underpin long-term success in this field: trust and passion. Trust grows when logistics partners repeatedly deliver under pressure, creating durable relationships with organisers, broadcasters, federations, and teams who know that their logistics provider will safeguard both assets and timelines. Passion matters because sports logistics demands a sustained appetite for tight clocks, complex problem-solving, and the understanding that moving a flight case or a container is, in effect, enabling athletes, officials, and production crews to perform on the day. In the end, it is this combination of dependable execution and unwavering commitment that distinguishes the logistics partners who truly belong in the zero-failure arena of sport.●

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Global leadership drives air cargo

TIACA's Air Cargo Forum 2025 in Abu Dhabi brought global leaders together to shape the sector's future. With strong leadership, regional expertise, and collaborative vision, TIACA reinforced its role as air cargo's unifying global voice.



The International Air Cargo Association (TIACA) concluded its flagship Air Cargo Forum 2025 in Abu Dhabi with resounding success, attracting leaders and innovators from across the global air cargo and logistics ecosystem. The event became a strategic platform for high-impact discussions, industry collaboration, and collective action aimed at addressing the sector's rapidly evolving needs. With a focus on shaping the future of global cargo, the forum reaffirmed TIACA's pivotal role in steering industry transformation.

Unified leadership accelerates industry progress

Visionary leadership at the helm
A strong TIACA presence was evident throughout the event, driven by the organisation's HQ team under the dynamic leadership of **Glyn Hughes**, Director General, TIACA. His steadfast vision continues to position TIACA as the global voice of air cargo. Under his

guidance, the association champions industry standards, sustainability frameworks, and seamless operational transformation, enabling stakeholders worldwide to navigate change with confidence.

Strength in global representation
TIACA's impact extends far beyond its headquarters thanks to an experienced network of regional representatives who anchor the association's outreach across key markets.

- **Eric Hartmann** – South America Region, contributing deep expertise and strong industry alliances across Latin America.

- **Mazen Al Homsi** – Middle East Region, driving engagement across one of the world's fastest-growing aviation and logistics hubs.

- **Mahendra Pokhriyal** – Indian Subcontinent, supporting initiatives across one of the most dynamic and rapidly expanding cargo markets.

- **Fowler Wang** – China, strengthening TIACA's strategic growth in one of the world's largest air cargo economies. Their collective experience amplifies

TIACA's mission of industry advocacy, operational excellence, and collaborative problem-solving on a global scale.

Advancing a unified mission

This diverse leadership network enhances TIACA's ability to support global industry advancement. Through coordinated outreach, policy advocacy, and focused engagement, the team works to elevate cargo operations, encourage innovation, and promote harmonised industry development across continents. Their on-ground insights ensure TIACA remains responsive to regional priorities while shaping global standards.

Charting the path ahead

The Air Cargo Forum showcased the strength of unified leadership and cross-industry partnership, setting the stage for sustained progress in 2026 and beyond. With a renewed commitment to collaboration and innovation, TIACA continues to steer the air cargo community toward a future defined by resilience, sustainability, and global connectivity. ●

BLR AIRPORT POWERS SMARTER CARGO

Insights from **Arun Chandra**, Vice President – Aviation Business, BIAL, highlight how BLR Airport is shaping India's next-generation cargo ecosystem through automation, AI, and integrated multimodal connectivity.

BLR Airport is rapidly modernising its cargo ecosystem by embedding automation, AI, and hyper-connected logistics to prepare for 2026 and the decade ahead. At the core of this transformation is the Airport Cargo Community System (ACS/CargobyBLR), a unified digital backbone that connects airlines, Customs, freight forwarders, ground handlers, and trucking partners for real-time data exchange, predictive planning, and smoother coordination. AI-driven forecasting, congestion management, and resource optimisation enable faster responses to shifting demand. The fully automated, paperless Airport Truck Management Facility (ATMF) handles over 1,600 vehicles daily, reducing truck turnaround time from nearly four hours to about one. IoT systems and automated scanners further enhance throughput, minimise errors, and reduce dwell time and operational costs.

Airport's position as a preferred hub for pharma, perishables, e-commerce, and high-value shipments, ensuring stable and efficient operations even during external disruptions.

Predictive logistics intelligence

BLR Airport is strengthening predictive logistics by harnessing the rich data flowing through its digital systems. ACS/CargobyBLR consolidates every operational touchpoint into intuitive analytics dashboards that enable smarter planning and instant, data-backed decisions. By analysing historic patterns and real-time movements, predictive models help anticipate cargo surges, allocate docks, and deploy manpower and equipment proactively. For partners, secure access to shipment histories, customs status, and live tracking delivers true end-to-end visibility—enhancing reliability, consistency, and trust across the cargo value chain.

Digital intelligence is redefining cargo at BLR Airport

Seamless stakeholder alignment

As global freight continues to face persistent volatility, BLR Airport has shifted from transactional coordination to deeply collaborative, digitally enabled partnerships. Through ACS/CargobyBLR, freight forwarders, airlines, customs, ground handlers, and trucking partners operate on a single digital source of truth that strengthens alignment across the ecosystem. Integrated dashboards, APIs, and real-time milestone visibility help stakeholders respond faster, maintain continuity, and safeguard time-critical cargo. This approach has reinforced BLR

Smart gateway vision 2026

BLR Airport's vision for 2026 is to evolve from a leading Indian cargo hub into a preferred global smart gateway connecting South India's manufacturing clusters to world markets. Key investments, including ACS/CargobyBLR, the automated ATMF, AISATS BLR Logistics Park, and India's largest Domestic Cargo



ARUN CHANDRA

Vice President - Aviation Business
BIAL

Terminal, are expanding capabilities for electronics, pharmaceuticals, perishables, and e-commerce. This future-ready foundation enhances India's competitiveness and supports the country's broader ambition to increase its share of global supply chains.

Stronger multimodal connectivity

To boost regional competitiveness and better serve exporters, BLR Airport is expanding road feeder networks and building stronger multimodal links to major production and consumption hubs. These initiatives align with India's Gati Shakti vision by cutting logistics costs, improving predictability, and enhancing first- and last-mile efficiency. Digitally, ACS/CargobyBLR enables integrated tracking through real-time updates. By pairing infrastructure upgrades with digital unification, BLR Airport is shaping one of India's most seamlessly connected and future-ready cargo gateways. ●



VIKSIT BHARAT NATIONAL MASTERPLAN

This Facilitation Corner, powered by India's premier tech-piloting agency Ease of Doing Business (EoDB), as dedicated support for freight and logistics stakeholders. It aims to accelerate India's journey toward reducing the national GDP expenditure on logistics by enabling strategic policy interventions, innovative pilot programs and technology-led transformation across the sector.

Technocrat POV

Viksit Bharat 2047 envisions an India where infrastructure, technology, and trade operate in complete synchrony, and the current developments across the logistics ecosystem clearly reflect this direction. The Connected Commercial Vehicle Protocol under NHEV strengthens the country's shift toward intelligent, electric freight systems, where every vehicle becomes a data node contributing to national efficiency and safety. Global investments like the IndoSpace-CPP expansion, the acceleration of India-EU FTA negotiations, and the operational momentum of the India-EFTA pact demonstrate how India is positioning itself as a reliable, high-capacity trade hub. With the nation rising to 6th in global cargo rankings and the PM Gati Shakti platform opening to private stakeholders, a new era of multimodal planning, predictive route optimisation, and seamless digital coordination is emerging. These combined advancements support the long-term blueprint of Viksit Bharat, where logistics becomes a strategic national capability, reducing costs, enabling faster market access, and powering India's economic leadership by 2047.

Abhijeet Sinha

National Program Director
Ease of Doing Business
Program Director- NHEV



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News and Trends

India's logistics sector is advancing rapidly with the launch of the Connected Commercial Vehicle (CCV) Protocol under the National Highway for Electric Vehicles (NHEV) programme. This framework integrates telematics, AI-driven analytics, and blockchain security, enabling real-time monitoring and optimisation of electric commercial fleets across national e-highway corridors. The protocol ensures safer, smarter, and more efficient freight operations, with predictive maintenance and seamless interoperability, positioning India as a leader in intelligent, sustainable logistics.



IndoSpace-CPP Investments

Canada Pension Plan Investment Board (CPP Investments) and IndoSpace acquired six industrial and logistics parks across Bengaluru, Chennai, Delhi, Mumbai, and Pune for Rs 30 billion. This deal strengthens IndoSpace's position as India's largest operator of industrial and logistics real estate, expanding its portfolio to over 22 million square feet and serving more than 120 companies.

India-EU FTA Talks

The Indian government accelerated negotiations on the India-EU Free Trade Agreement, with completion targeted for December 2025. The India-EFTA pact became operational in October, unlocking USD 100 billion in investment commitments. Customs reforms have streamlined compliance, reducing import clearance times from 270 hours to under 100 (NICDC), and strategic projects like Gati Shakti, Bharatmala, and Dedicated Freight Corridors. Crucially, the steady decline in the growth rate of logistics costs compared to GDP points to India's progress toward building a competitive global logistics hub.

India Rises to 6th in Global Cargo Rankings

India ranks 6th globally in cargo, with a 47% surge over the past decade. The government aims to handle 10 million metric tonnes by 2030 and 21 million by 2047, supported by expanding e-commerce, pharmaceuticals, and perishables exports.



PM Gati Shakti Opens to Private Sector

The PM Gati Shakti data platform is now accessible to the private sector, enabling real-time logistics planning, route optimisation, and efficient deployment of trucks. This transparency is expected to further reduce fuel costs and enhance supply chain resilience compared to GDP points to India's progress toward building a competitive global logistics hub.

From back-end support to business catalyst

Thanoji Rao, Business Development Officer, Shreeji Translogistics has spent 11 years driving sales support, securing new airline partnerships, and maintaining strong client rapport. His crucial coordination during COVID-19 ensured continuity of essential bonded trucking services.

Thanoji Rao's professional journey at Shreeji Translogistics began 11 years ago, initially aware only that Shreeji was a transport industry company. Without a specific, pre-existing interest in logistics, he joined with a mindset of problem-solving and a drive to learn, admitting that he continues to learn something new every day, adapting to company processes and technology improvements.

Behind the closed deals

Thanoji's primary function is essential coordination and back-end execution, making him a crucial element of the sales team. While **Dileepa BM**, CEO, Shreeji Translogistics, leads the market efforts, Thanoji handles the vital support tasks. This includes maintaining good client relations by providing required services via calls and emails, as well as managing the crucial task of pricing and securing contracts for transshipment cargo, which involves the movement of freight between airport Thanoji's work requires a high degree of diligence and analysis. He possesses a good rapport with clients and contributes to new business by assessing market



potential and previous tonnage volumes to quote competitive rates. A standout part of his job is expanding the business by securing new airlines. He approaches them to highlight the benefits and cost-effectiveness of Shreeji's bonded trucking, ensuring that flights, particularly those landing in cities like Chennai, are always full by coordinating cargo movement from other Indian stations like Hyderabad or Bangalore.

True efficiency isn't loud; it's forged in persistence, powered by innovation, and unlocked by quiet determination

Rising to the pandemic challenge
The true test of Thanoji's indispensable nature came during the COVID-19 pandemic. When virtually all industries closed, Shreeji, working as a critical logistics provider, faced immense operational hurdles. As a responsible person given the free hand to make decisions in his manager's absence, Thanoji's role became central to the company's continuity.

He led the critical coordination efforts to keep the trucks rolling. This involved more than just managing movements; it meant addressing the human element. He had to talk to drivers,



THANOJI RAO
Business Development Officer
Shreeji Translogistics

many of whom were understandably reluctant to work, and secure their cooperation by providing additional benefits and incentives. Furthermore, with hotels closed, Thanoji coordinated staff efforts to ensure drivers received home-prepared meals at the airport. These "innovative ideas" and constant coordination ensured the company never said no to an airline. Thanoji's quiet determination during this period truly cemented his status as a hero who kept the essential trade flow moving.

A legacy of support

Thanoji's 11-year journey is a testament to how steady dedication and efficient coordination, even from the back end, can profoundly shape a company's success and growth trajectory. His contributions are the foundation upon which Shreeji's sales deals are successfully closed. ●

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Impact of WCO SAFE FoS 2025 on Indian industry

The new FoS 2025 reshapes Indian business, pushing eco-friendly practices, uplifting small firms, and enforcing ethics. Though tougher rules loom, they unlock faster growth, greener exports, and stronger trust, turning obstacles into opportunities for India's global rise.

FoS 2025 is a catalyst, not a constraint

DR JOSHUA EBENEZER

Recognised Thought Leader in SAFE FoS
WCO Global AEO Conference Speaker



The World Customs Organization (WCO) unleashed its groundbreaking 2025 edition of the SAFE Framework of Standards (FoS) on September 15, 2025, igniting a new era in global trade by bolstering security, sustainability, and inclusivity amid rising challenges like climate crises and supply chain vulnerabilities. These dynamic updates are set to revolutionise how Indian industries operate, blending hurdles with exhilarating opportunities for growth. From eco-friendly alignments to empowering small businesses and fortifying ethical backbones, the FoS 2025 propels India toward a more resilient and competitive spot on the world stage. Let's dive into the key provisions and their electrifying implications for Indian businesses.



• Collaboration with environmental authorities

FoS 2025 ramps up the synergy between customs operations and environmental norms, spotlighting the vital ties between trade, ecology, and security to foster sustainable practices worldwide. Sectors buzzing with chemicals, waste management, plastics, agro-goods, and energy-hungry products will juggle intensified customs and green regulations, ramping up paperwork and inspections that could spark short-term bottlenecks. Trailblazers in textiles, chemicals, metals, and heavy manufacturing, especially those with hefty carbon trails, stand to feel the heat as they recalibrate to these intertwined rules.

Visionary companies leaping into cleaner tech, renewables, and circular models will

zoom through clearances with perks like priority lanes, fuelling a greener edge. Jumping ahead could catapult Indian firms into elite green networks, think EU Green Deal or CBAM compliance, unlocking doors to lucrative exports and partnerships.

With India's bold strides in the green revolution via missions like National Green Hydrogen, expect the government to smooth the path with incentives, turning potential pitfalls into launchpads for eco-innovators ready to dominate.

• Inclusion of MSMEs in AEO programmes

The FoS 2025 boldly expands Authorised Economic Operator (AEO) eligibility to embrace micro, small, and medium enterprises (MSMEs), customising standards to their scale and injecting inclusivity into secure trade ecosystems. India, already a global pacesetter in this arena, has paved the way through the Central Board of Indirect Taxes and Customs (CBIC)'s innovative initiatives, such as the flagship Liberalised MSME AEO Package launched to turbocharge small businesses with simplified applications (the HELP Framework developed by DIC and NuCov's tech advancements), relaxed criteria like reduced turnover thresholds and minimal documentation, and expedited approvals

that slash processing times. This voluntary programme not only eases compliance for MSMEs but also unlocks perks like faster customs clearances, deferred duties, and fewer inspections, empowering them to compete on the international front. For instance, a small textile exporter in Tamil Nadu could leverage AEO status to bypass routine checks at ports, cutting logistics costs by up to 20 percent and speeding up deliveries to European buyers, while a tech startup in Bengaluru might gain credibility with global partners, expanding into new markets seamlessly. With over 5,800 active AEO holders in India as of 2025, including a surge in MSME participation, this provision promises a renewed thrust: expect CBIC to amplify certifications through awareness drives, digital portals integrated with ICEGATE, and tailored training, propelling Indian MSMEs, vital engines employing millions and driving 30% of exports onto the global spotlight, aligning perfectly with national visions like Make in India and Atmanirbhar Bharat for explosive growth.

• Code of conduct (ethics) for AEOs

In a bold move to elevate accountability, FoS 2025 mandates AEOs to embed a robust ethics and integrity framework, combating bribery, corruption, and lapses to build unshakeable trust in supply chains. This echoes the WCO's Revised Arusha Declaration, a cornerstone instrument from 2003 that champions good governance and integrity in customs through 10 pivotal elements, like leadership commitment, transparent regulations, automation to curb discretion, and stringent codes of conduct, aimed at eradicating corruption and fostering ethical cultures in administrations and operators alike.

Businesses will electrify their operations by institutionalising anti-bribery policies and compliance systems, setting a new gold standard for professionalism that resonates across borders. The push demands resources for employee training, ongoing audits, and monitoring tools,



posing a thrilling challenge for smaller outfits to level up their game.

This ethical badge will supercharge India's allure in premium global networks, drawing investments and collaborations from integrity-focused giants. In a world where ethics fuel longevity, this mandate transforms integrity into a powerhouse asset, proven to drive organisational resilience and market dominance. Many Indian enterprises, especially those linked to multinationals, already tick these boxes via existing mandates. Yet, the government must craft user-friendly frameworks for mass adoption, think streamlined digital verification and scalable templates, to spark widespread implementation without overwhelming the ecosystem.

• Addressing insider threats & internal conspirators

FoS 2025 rallies customs and AEOs for a united front against insider risks, rolling out proactive strategies like awareness campaigns and safeguards to shield supply chain sanctity. Industries will ignite a vigilance revolution with employee screening, whistleblower channels, training blitzes, and tech-driven oversight to root out vulnerabilities. Logistics hubs, ports, and trade players will amp up budgets for these protocols, injecting energy into more robust, albeit costlier, operations.

By slamming the door on tampering, smuggling, and fraud, India cements its rep as a rock-solid trade ally, boosting confidence and flows. AEO certifications could evolve with tougher internal audits, potentially stretching timelines, but customs might counter with supportive guidelines, workshops, and collaborations to empower industries in crafting ironclad defences.

Overall implications for Indian industry

• Short-term: Brace for a compliance surge, with investments in eco-reporting, security upgrades, and ethics overhauls testing agility and wallets.

• Medium-term: Revel in streamlined borders, trusted trader status, global green creds, and MSME breakthroughs, supercharging market access and trade volumes.

• Long-term: Watch Indian exports soar, weaving seamlessly into secure, sustainable value chains, with the nation's proactive AEO ecosystem, boasting thousands of certified entities, positioning it as a trailblazing force in tomorrow's trade landscape.

In essence, FoS 2025 isn't just an update; it's a catalyst! Indian industries that embrace it with gusto will not merely adapt but excel, turning global challenges into triumphs of innovation and leadership. ●

TIACA Air Cargo Forum 2025 takes flight in Abu Dhabi!



TIACA's global air cargo leadership, led by DG Glyn Hughes and regional experts, drives strategy after the historic 2025 Air Cargo Forum.

One platform, three strengths: Land, leasing, warehousing

PMG Land Aggregators is the leading company in warehousing, leasing, and land aggregation, reshaping India's logistics and industrial ecosystem with seamless land aggregation, leasing, and warehousing delivery, powered by strong leadership and decades of on-the-ground expertise.

Every transformation begins with a vision, and for PMG Land Aggregators LLP, that vision was to become industry experts in the verticals of leasing and land aggregation. With over 30 years of combined experience, the company has successfully leased more than 25 million sq. ft of industrial space while building a reputation in aggregation. Its business model revolves around a single goal: matching every property with the widest pool of qualified buyers. Achieving this, one property at a time, demands a blend of investment specialisations, formally trained transaction experts, advanced database management, cutting-edge market research, and a collaborative culture of information sharing. Supported by a wide network of associates and partners across regions, PMG caters to diverse real estate assets for every client need. At the helm, **Manoj Gaur**, Founder, PMG Group brings decades of expertise in land evaluation and foresight, instrumental in setting up warehouses for firms like Bluedart and Flipkart, ensuring seamless aggregation, timely closures, and trusted counsel to leading industry players in North India.

Digital due diligence: Faster, smarter, reliable

Technology has transformed PMG's due diligence process. What once took weeks, land records, 30-year histories, approvals, and compliance checks, can now be

completed in seconds. With a dedicated compliance team, PMG delivers due diligence within 30 days, giving clients clarity and confidence from the start.

Understanding India's complexity

Navigating India's approval maze demands foresight, as each state operates differently. PMG anticipates these variations, from Haryana's streamlined systems to Rajasthan's supportive administration, aligning land choices with local rules to ensure smooth compliance. Equally vital is site selection, where rising

PMG builds ecosystems, not just warehouses

demand in Tier-II cities like Guwahati, Lucknow, Varanasi, Patna, Gorakhpur and Ayodhya, & Tier-I Cities like Gurugram, Bangalore, Hyderabad & Chennai drives PMG to secure land along highways and corridors for truck access and scalability. Planning ahead, the company acquires extra acreage, anticipating future expansion needs.

The PMG difference

Trust is what sets PMG apart. The company is built on clear documentation, secure transactions, strong on-ground expertise, compliance-ready processes (which are inherent in land

management), and timely project closures. Its long-term client relationships, over 25 years with Blue Dart and Japanese logistics firms like IP Integrated Services, show this reliability. PMG has also delivered projects for DHL, Flipkart, Amazon, V-Trans and Ecom Express, strengthening its reputation as a trusted logistics partner. With its integrated system of land aggregation, compliance management, and warehouse construction, PMG offers investors a single, dependable partner. Despite digital advancements, PMG acknowledges a ground reality: there is no app for land aggregation. Success still depends on personal interaction, trust, and local intelligence.

The 2026 roadmap

PMG's future expansion is focused on Tier-II cities, and includes development in cold storage and dark stores. The company is targeting to develop and lease 3-4 million sq. ft. of total warehouse area in upcoming year. Expanding into Tier-II cities and delivering large-scale developments, PMG positions itself as a key industrial growth partner. More than a land aggregator, it is an ecosystem builder driven by visionary leadership, technology, and transparency. ●

MANOJ GAUR
Founder & Promoter



A quiet transformation reshaping nation's economy

India's logistics transformation, rooted in institutional reform, digital integration, and bold national planning, is quietly reshaping competitiveness, resilience, and India's position in future global supply chains.

Logistics is no longer a backstage operation; it has become a national strength

DR SURENDRA AHIRWAR
Executive Director Traffic Commercial
Ministry of Railways



Every major economic shift begins quietly, through institutional decisions, administrative recalibrations, and the realisation that what once operated in the background has become central to the nation's future. India's logistics sector, long viewed as a supporting actor, has now moved decisively to centre stage. Its rise reflects not just the scale of reforms but a deeper vision: logistics as a strategic driver of competitiveness, resilience, and global integration.

The Government of India's decision in 2017–18 to establish the Logistics Division did not trigger a public debate, yet it set in motion a chain of events that fundamentally reshaped how India plans and manages the movement of goods. What followed; PM GatiShakti, the National Logistics Policy (NLP), the LEADS index, digital platforms, and logistics cost assessments, together created one of the world's most comprehensive logistics transformations. What began as administrative reform has evolved into a national strategy positioning India as a future hub of global supply chains.

Formative phase: building the foundations of a logistics vision

The early phase focused on institution-building and conceptual clarity in a historically fragmented ecosystem

marked by siloed planning, uneven state performance, and limited multimodal integration.

The Logistics Division provided India with its first institutional home for logistics governance, an essential anchor for defining objectives such as reducing logistics costs, enabling multimodal operations, strengthening freight corridors, digital integration, and encouraging state participation.

The introduction of the Logistics Ease Across Different States (LEADS) index was a breakthrough. For the first time, state-level logistics performance was assessed transparently and competitively, encouraging states to design logistics policies, form logistics cells, develop multimodal hubs, and resolve long-standing bottlenecks. This triggered competitive federalism in logistics.

Another milestone was the systematic approach to logistics cost assessment. For years, India's logistics cost, estimated around 13–14 percent, was cited without strong empirical backing. The new assessment initiatives provided credible evidence of improvement, with costs moving toward a more competitive 7.9 percent. Through these efforts, India completed the most challenging step of any transformation: building clarity of purpose and the structural foundation for the next leap.

Big bang phase: The era of bold initiatives

The second phase marked a decisive shift from planning to execution. The launch of the PM GatiShakti National Master Plan in 2021 was the defining moment, bringing 45 ministries and all states onto a single geospatial digital platform with over a thousand data layers. Infrastructure planning, once fragmented, became integrated and multimodal. Roads, rail, ports, airports, industrial corridors, and last-mile connectivity could now be designed with complete visibility.

The National Logistics Policy (NLP) of 2022 complemented this architecture by setting the strategic vision for efficient, reliable, technology-enabled logistics. It emphasised multimodality, skill development, standardisation, digitalisation, and institutional coordination.

Digital innovation emerged as a powerful catalyst. The Unified Logistics Interface Platform (ULIP) created a digital backbone connecting multiple ministries, enabling seamless data flow, transparency, and paperless operations. The NLP–Marine initiative (Sagar Setu) modernised port logistics through real-time tracking, integrated documentation, and improved turnaround times. With ports moving toward greater predictability and user-centricity, the maritime ecosystem

experienced a major digital shift. The institutionalisation of logistics cost assessments and the launch of LEAPS (Logistics Excellence, Advancement and Performance Shield) added a recognition-driven dimension. By rewarding efficiency and innovation, LEAPS signalled that logistics had matured into a high-performance, professionalised sector. Together, these reforms created a coordinated and transformative Big Bang, propelling India toward a more competitive position in global supply chains.

Future courses and emerging trends

As India approaches a new economic era, logistics must evolve from a cost-efficiency model to one built on resilience. Global supply chains face constant disruptions, from pandemics and geopolitical realignments to technology shifts and climate risks. For India, aspiring to become a global manufacturing hub and trusted supply chain partner, resilience is now essential. The future will require developing a deeper science of supply chain resilience, integrating geoconomics, global trade patterns, risk

modelling, and sectoral vulnerability. This may evolve into a discipline akin to supply chain resilience management at national and sectoral levels.

Sustainability will become equally central. Freight decarbonisation, green logistics corridors, electrification, and alternative fuels will take priority. GatiShakti's geospatial framework will guide green corridor planning and energy-efficient infrastructure development.

Digitalisation will deepen through AI, blockchain, predictive analytics, digital twins, and IoT-enabled visibility. ULIP's expansion, along with logistics data frameworks, will strengthen transparency and predictability across supply chains.

India's external connectivity will rise through new multimodal corridors linking South Asia, Southeast Asia, the Middle East, and Europe, embedding India more firmly into global trade networks.

The path forward will demand infrastructure maturity, institutional refinement, policy agility, and technological readiness. The foundation has been built; the leap has been taken; the next mission is embedding resilience and global competitiveness into the DNA of India's logistics ecosystem.

A nation on the move, ready for the future

India's logistics transformation is one of the most defining yet understated economic stories of our time. From the quiet establishment of the Logistics Division to the sweeping reforms of PM GatiShakti, NLP, ULIP, Sagar Setu, LEADS, LEAPS, and logistics cost assessments, the country has moved from a fragmented logistics landscape to one of the world's most ambitious integrated logistics ecosystems.

The true inspiration lies not just in progress made but in its trajectory.

As global disruptions become more unpredictable, India is building a logistics system designed for resilience, adaptability, and global relevance.

Logistics is no longer a backstage operation; it has become a national strength and a strategic lever of India's rise.

The silent revolution is no longer silent; it is shaping India's economic future.

And as the nation marches toward its goal of becoming a developed, globally integrated economy by 2047, logistics will continue to power that journey: steady, strategic, and unstoppable. ●

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hinterland via road feeder services

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Export of commodity groups in October 2025

S.NO	Commodities	Values in Million USD			% Change		
		OCT'24	APR'24-OCT'24	OCT'25	APR'25-OCT'25	OCT'25	APR'25-OCT'25
1	Tea	82.90	526.14	78.61	605.90	-5.17	15.16
2	Coffee	115.02	1047.49	127.56	1176.31	10.91	12.30
3	Rice	1050.76	6171.95	877.24	6511.74	-16.51	5.51
4	Other cereals	20.70	122.18	23.75	153.37	14.71	25.52
5	Tobacco	203.52	1189.64	163.26	1157.22	-19.78	-2.73
6	Spices	381.37	2472.39	321.07	2467.97	-15.81	-0.18
7	Cashew	27.12	165.56	61.51	212.45	126.85	28.32
8	Oil Meals	106.93	805.59	63.83	649.22	-40.31	-19.41
9	Oil seeds	123.54	751.54	79.71	711.93	-35.48	-5.27
10	Fruits & Vegetables	329.20	2030.81	289.47	2156.77	-12.07	6.20
11	Cereal preparations & miscellaneous processed items	279.17	1823.99	248.41	1895.40	-11.02	3.91
12	Marine Products	809.44	4195.26	899.12	4874.06	11.08	16.18
13	Meat, dairy & poultry products	446.59	2685.88	584.45	3329.61	30.87	23.97
14	Iron Ore	147.86	1237.14	125.27	839.50	-15.28	-32.14
15	Mica, Coal & Other Ores, Minerals including processed minerals	442.33	2767.24	411.55	3097.35	-6.96	11.93
16	Leather & leather products	372.65	2609.85	314.29	2596.61	-15.66	-0.51
17	Ceramic products & glassware	357.49	2338.99	313.00	2378.64	-12.44	1.70
18	Gems & Jewellery	3248.12	17192.24	2289.91	16491.01	-29.50	-4.08
19	Drugs & Pharmaceuticals	2624.14	17072.96	2488.90	17871.16	-5.15	4.68
20	Organic & Inorganic Chemicals	2711.10	16837.24	2141.26	16372.40	-21.02	-2.76
21	Engineering Goods	11253.08	67596.09	9372.67	68729.60	-16.71	1.68
22	Electronic Goods	3429.84	19070.05	4083.28	26283.29	19.05	37.82
23	Cotton Yarn/Fabs./made-ups, Handloom Products etc.	1045.67	6995.20	906.48	6702.85	-13.31	-4.18
24	Man-made Yarn/Fabs./made-ups etc.	438.01	2843.65	386.53	2787.39	-11.75	-1.98
25	RMG of all Textiles	1227.58	8733.72	1069.42	8832.56	-12.88	1.13
26	Jute Mfg. including Floor Covering	32.82	212.65	23.87	213.70	-27.28	0.49
27	Carpet	146.79	892.54	123.59	857.42	-15.80	-3.93
28	Handicrafts excl. handmade carpet	170.67	1050.29	156.52	1008.03	-8.29	-4.02
29	Petroleum Products	4413.36	41061.45	3949.49	34357.91	-10.51	-16.33
30	Plastic & Linoleum	807.17	5229.77	632.92	4993.51	-21.59	-4.52
	Sub-Total	36844.91	237729.49	32606.96	240314.89	-11.50	1.09
	GRAND TOTAL	38983.08	252660.98	34375.16	254253.90	-11.82	0.63

Source: Ministry of Commerce & Industry



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Import of commodity groups in October 2025

S.NO	Commodities	Values in Million USD			% Change	
		OCT'25	APR'24-OCT'25	OCT'25	APR'25-OCT'25	OCT'25
1	Cotton Raw & Waste	127.70	605.09	234.02	910.73	83.25
2	Vegetable Oil	1537.00	10343.45	1588.87	11580.64	3.38
3	Pulses	599.09	2786.30	500.74	1532.61	-16.42
4	Fruits & vegetables	328.57	1733.26	363.33	2044.95	10.58
5	Pulp and Waste paper	233.65	1240.54	183.79	1206.94	-21.34
6	Textile yarn Fabric, made-up articles	229.23	1426.36	226.55	1543.67	-1.17
7	Fertilisers, Crude & manufactured	1321.56	5601.33	2469.33	10185.09	86.85
8	Sulphur & Unroasted Iron Pyrites	37.93	142.94	72.95	379.57	92.34
9	Metaliferous ores & other minerals	1044.33	6224.67	1257.36	7764.26	20.40
10	Coal, Coke & Briquettes, etc.	2354.15	19763.07	2254.96	16346.97	-4.21
11	Petroleum, Crude & products	18884.16	111934.97	14794.80	106910.50	-21.65
12	Wood & Wood products	657.43	4040.90	641.54	3990.33	-2.42
13	Leather & leather products	64.09	627.71	77.67	553.53	21.19
14	Organic & Inorganic Chemicals	2341.34	17142.64	2338.65	16917.97	-0.11
15	Dyeing/tanning/colouring materials	369.96	2585.51	385.61	2429.50	4.23
16	Artificial resins, plastic materials, etc.	2037.45	13719.90	1965.07	13763.92	-3.55
17	Chemical material & products	1062.90	6856.37	1070.97	10939.28	0.76
18	Newsprint	38.26	281.13	31.26	196.48	-18.28
19	Pearls, precious & Semi-precious stones	1392.28	11117.93	1039.27	10706.89	-25.35
20	Iron & Steel	2159.75	13453.45	1742.41	12876.50	-19.32
21	Non-ferrous metals	2286.31	15142.01	2603.37	16796.92	13.87
22	Machine tools	473.16	3207.53	554.33	3840.01	17.16
23	Machinery, electrical & non-electrical	4623.73	30677.13	5188.77	34784.18	12.22
24	Transport equipment	2747.73	19655.54	2904.19	18420.23	5.69
25	Project goods	34.63	629.08	50.40	706.95	45.53
26	Professional instrument, Optical goods, etc.	740.01	4808.27	784.67	5382.49	6.04
27	Electronic goods	8349.70	56434.09	9573.31	65728.64	14.65
28	Medicinal & Pharmaceutical products	781.25	5117.42	824.67	5473.38	5.56
29	Gold	4920.92	33959.38	14724.39	41238.85	199.22
30	Silver	432.57	2495.64	2719.59	5938.76	528.71
	Sub-Total	62210.82	403753.60	73166.85	431090.75	17.61
	GRAND TOTAL	65210.75	424063.69	76061.56	451078.10	16.64
						6.37

Source: Ministry of Commerce & Industry



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Moving to an intelligence-first aviation era

Intelligent transportation is slowly becoming a reality, be it roadways, shipping or aviation. AI-based tools have started paving the way for new developments in the case of aviation, as the global aviation market is growing at near 5 percent CAGR.

“Indian AI takes aviation from reactive to predictive

RAJESH MENON

Industry Expert



India's aviation sector is entering an intelligence-first era, where artificial intelligence is becoming the backbone of operational efficiency, safety, and growth. AI-driven predictive maintenance is enabling airlines to anticipate component failures well before they occur, reducing aircraft downtime and cutting maintenance costs. MRO digitisation, through digital twins, automated inspection systems, blockchain-based part traceability, and data-driven workflow optimisation, is transforming traditional maintenance into a faster, more transparent, and highly reliable process. At the same time, aerial intelligence powered by AI, sensors, and advanced analytics is supporting everything from flight path optimisation and fuel efficiency improvement to runway safety monitoring and aircraft health assessment. Together, these advancements are positioning India to build a globally competitive aviation ecosystem driven by data, automation, and intelligence at every stage of the value chain. We are highlighting a few of the major enterprises diving deep into this sector in this edition.

Findability Sciences: Predictive intelligence for aviation

Findability Sciences is transforming aviation with enterprise-grade AI that delivers predictive maintenance, demand forecasting, and process copilots

designed to reduce manual effort while strengthening reliability and turnaround planning. Its ability to fuse structured and unstructured data, sensor logs, maintenance notes, and operational records enables the platform to anticipate failures and optimise maintenance windows before disruptions occur. Airlines and aerospace operators leverage these models to cut costs and improve dispatch reliability, while conversational copilots ease document-heavy workflows across engineering and operations. With discriminative forecasting and generative copilots unified under a governed architecture, Findability Sciences helps aviation teams shift from reactive fixes to proactive asset intelligence at scale.

Ramco Systems: The digital core of modern MRO

Ramco Systems has solidified its position in aviation MRO and engineering with a full-stack suite covering line, component, engine, hangar, and heavy maintenance, alongside fleet technical management and flight operations. Its newest generation of tools embeds AI and ML into paperless, mobile-first workflows, enabling corrective-action suggestions, intelligent parts recommendations, and auto-codification for airlines, MROs, heli-operators, defence agencies, and UAS fleets. Digital task cards, conversational assistants, biometric sign-offs, and geo-fencing strengthen compliance and

accelerate AOG and turnaround cycles. By unifying engineering, supply chain, and maintenance execution on one platform, Ramco reduces TAT, plugs revenue leakages, and enhances overall fleet availability.

Asteria Aerospace: Aerial intelligence for the new era

Asteria Aerospace, a full-stack drone technology company, delivers end-to-end aerial intelligence through rugged UAV hardware and cloud software capable of converting imagery into operational decisions. Its systems support autonomous surveying, inspection, and monitoring across defence, security, oil and gas, mining, construction, and agriculture, combining onboard autonomy with analytics that integrate seamlessly with enterprise workflows. With in-house design, manufacturing, and a DSIR-recognised R&D lab, Asteria ensures reliability and mission-readiness in challenging environments. As UAS and crewed aircraft ecosystems begin to converge, Asteria's stack ensures safe adoption, scalable deployment, and measurable ROI from aerial data.

Blackstraw AI: Modernising aviation data pipelines

Blackstraw AI strengthens aviation data ecosystems with its custom AI engineering, building sophisticated computer vision and NLP pipelines to



extract insights from inspections, logs, manuals, and operational records.

Its accelerators unify siloed data into model-ready layers and apply deep learning for anomaly detection, asset scoring, and automation of high-volume back-office processes. With MLOps tailored for regulated environments, the company ensures continuous model refinement with complete traceability and governance. This translates into fewer manual bottlenecks and faster, data-driven interventions across maintenance planning, safety reporting, and supply chain orchestration.

Tata Elxsi: Designing the future of intelligent aviation

Tata Elxsi applies design-led engineering to aviation by embedding AI across avionics software, HMI, certification-ready toolchains, and ground support systems. Its integrated workflows in perception, simulation, and validation accelerate the development of intelligent cockpit features, predictive health monitoring, and advanced passenger and crew experiences.

With strong expertise in model-based design, verification, validation, and compliance-orientated software engineering, Tata Elxsi enables aerospace OEMs and operators to industrialise AI safely, shortening the path from prototype to certification, while ensuring human-in-the-loop oversight for mission-critical functions.

Building a real-time intelligent aviation network

Together, these companies are laying the foundation for a real-time intelligence network where fleets self-report, systems self-check, and decisions propagate instantly from ramp to route to repair. As India scales its civil, defence, and unmanned aviation sectors, this AI-first foundation can determine who converts complexity into availability, compliance into confidence, and operational data into dependable on-time performance.

AI is redefining India's aviation playbook

India's expanding MRO Backbone: Strengthening self-reliance

In the last edition we covered the emerging landscape of MRO business in India, and this is spearheaded by some key players in the industry today.

AIESL: The national MRO powerhouse

Air India Engineering Services (AIESL) remains one of the most extensive MRO networks in the country, with major facilities across Delhi, Mumbai, Chennai, Nagpur, and Thiruvananthapuram. Its footprint spans airframe maintenance, component repairs, and specialised services that support both narrow-body and wide-body fleets.

Air Works India: Legacy Expertise in MRO

Air Works India, one of the oldest independent MRO providers in the country, operates a major facility in Hosur, Tamil Nadu. With long-standing experience across business aviation, commercial fleets, and defence segments, Air Works remains a critical anchor in India's MRO landscape.

GMR AeroTechnic: A growing hub in Hyderabad

GMR AeroTechnic, the MRO arm of the GMR Group, has built a strong presence in Hyderabad.

Its capabilities span airframe maintenance, modifications, component repair, and engineering services, serving both domestic and international carriers.

Indamer Aviation: Scaling capacity from Nagpur

Indamer Aviation (Indamer Technics) operates a significant MRO facility in Nagpur, offering maintenance solutions for general aviation, business jets, and commercial fleets. Its role continues to expand as it partners with global OEMs and service providers.

HAL: The strategic backbone of Aerospace and MRO

Hindustan Aeronautics (HAL), India's government-owned aerospace major, supports both aircraft manufacturing and MRO services.

Apart from its defence capabilities, HAL's facility in Nashik provides overhaul and maintenance solutions for select civilian aircraft as well.

Taneja Aerospace & Aviation (TAAL): Focused MRO at Hosur

TAAL continues to operate within the MRO domain with a dedicated hangar at Hosur Aerodrome, supporting general aviation, training aircraft, and specialised aviation requirements through its maintenance services.

It is important that MRO firms and AI firms understand the potential of Indian skies and take this emerging opportunity. ●

Crafting tomorrow's supply chain minds

At UPES Dehradun, the Global Supply Chain & Mobility Cluster is nurturing future-ready professionals through immersive learning, global collaborations, and research-driven insights in logistics, mobility, and supply chain transformation.

Tucked away in the tranquil foothills of Dehradun, the University of Petroleum and Energy Studies (UPES) stands tall as a centre of academic distinction. With NAAC 'A' Accreditation and QS 5-Star Ratings in Teaching, Employability, and Academic Development, UPES is more than just a university, it's a crucible of innovation, energy, and transformation. These values are deeply embedded in its curriculum, culture, and community.

Where business theory meets logistics reality, innovation begins to flourish

Business meets reality

The School of Business (SoB) at UPES is reimagining management education by bridging the gap between theoretical frameworks and industry realities. Offering forward-looking programmes in supply chain, finance, analytics, marketing, energy, and sustainability, SoB is anchored in experiential learning. Strategic alliances with industry giants like KPMG and IBM enable students to engage in live projects, earn professional certifications, and gain practical exposure. The faculty, with a collective experience exceeding 250 years,



brings a wealth of knowledge and insight to the classroom.

A hub of innovation

At the core of SoB's dynamic ecosystem lies the Global Supply Chain & Mobility Cluster, a vibrant platform dedicated to advancing knowledge in logistics, transportation, and supply chain strategy. The cluster's focus spans a wide spectrum: from digitising supply chains and optimising warehouse operations to leveraging IoT for real-time tracking and enhancing e-commerce logistics. Through hands-on consulting projects and collaborative research, students are empowered to tackle real-world challenges with creativity and precision. The cluster also encourages interdisciplinary thinking, blending technology, sustainability, and business acumen to solve complex supply chain problems.

Visionary leadership

Guiding this initiative is **Dr Pradeep Chauhan**, a seasoned expert in logistics and operations. As the head of the cluster, Dr Chauhan brings a rare blend of academic depth and industry acumen. His leadership has catalysed partnerships across borders, enabling student exchanges, joint research, and industry-



DR PRADEEP CHAUHAN

Associate Professor & Cluster Head, Global Supply Chain & Mobility Cluster School of Business, UPES

driven projects. "Our aim is to co-create with industry, combining academic intelligence with real-world impact," he affirms. Under his stewardship, the Cluster has become a launchpad for aspiring supply chain professionals.

Real-world engagement

Between January and March 2026, the Cluster is opening its doors to industry partners, inviting logistics companies, corporates, and supply chain enterprises to collaborate on live student projects. These engagements will explore themes such as, Multimodal Transportation, Retail Management, Port and Terminal Management, Aviation Logistics, procurement efficiency, logistics digitization, and sustainable supply chain practices. Each project is closely mentored by experienced faculty, ensuring that the outcomes are not just academic exercises but deliver tangible business value. These collaborations also serve as a bridge for students to transition confidently into the professional world, equipped with insights that matter. ●



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Upcoming EVENTS

DOMESTIC EVENTS

CARGO & LOGISTICS

3 rd Warehouse & Cold Chain Summit - Driving India's Logistics Transformation for Viksit Bharat 3 December, 2025 Ficci, New Delhi	India Supply Chain Summit 2025 12 December, 2025 The Grand, New Delhi	India Cold Chain Show 2026 30-31 January, 2026 Pune	Transport & Infrastructure India Exhibition & Summit 15-17 April, 2026 Bharat Mandapam, New Delhi
11 th Edition Future of Supply Chain, Logistics & Warehousing Summit & Awards 2025 3 December, 2025 Le Meridien, Gurgaon	15 th Edition Gujarat Junction 2025 19 December, 2025 Gandhidham	Logimat India 2026 5-7 February, 2026 Bombay Exhibiton Centre, Mumbai	Intralogistics & Warehousing Expo 2026 14-16 May, 2026 Mumbai
8 th NextGen Procureconnect Confex & Awards 2025 5 December, 2025 Courtyard by Marriott Bengaluru Hebbal	NextGen Logistics & SCM Summit 22 January, 2026 Hyatt Centric Hebbal, Bengaluru	Air cargo India 2026 25-27 February, 2026 Mumbai	InnoMetro 2026 21-22 May 2026 Pragati Maidan, New Delhi
India International Cargo Show 2025 10-12 December, 2025 Mumbai	The 7 th Edition Rail Analysis India Summit 2026 30 January, 2026 New Delhi	6 th Edition Aerodef India Manufacturing 8-10 April, 2026 Yashobhoomi, IICC, Dwarka	11 th Edition of LOGMAT May 28-30, 2026 Chennai Trade Centre

INDUSTRY EVENTS

7 th Edition India International EV Show 2025 (Automotive) 5-7 December, 2025 Pune	Urban Transportation Conclave 2025 (Automotive) 9 December, 2025 Ficci, New Delhi	Food Tek Pack 2025 (Food) 11-12 December, 2025 Greater Noida Expo Centre	PharmaTech Expo 2025 (Pharma) 19-21 December, 2025 Bengaluru
Autostyle World Expo 2025 (Automotive) 5-7 December, 2025 Bharat Mandapam, New Delhi	ETAuto EV Conclave & Awards 2025 (Food) 11-12 December, 2025 Hyatt Regency, New Delhi	India F&B Summit & Awards 2026 (Food) 20 March, 2026 Dwarka, New Delhi	Indian Pharma Congress (Pharma) 19-21 December, 2025 Bengaluru
9 th Edition Auto SCM Summit (Automotive) 8 December, 2025 Chennai	ETAuto Retail Forum 2026 (Automotive) 21 January, 2026 Hyatt Regency, New Delhi		

INTERNATIONAL EVENTS

CARGO & LOGISTICS

Breakbulk Middle East 2026 4-5 February, 2026 Dubai, UAE	Final Mile Forum 2026 18-20 February, 2026 Austin, Texas	World Cargo Symposium (WCS) 10-12 March, 2026 Lima, Peru	14 th Lognet Global Annual Conference 5-8 May, 2026 Panama City, Panama
Manifest 2026 9-11 February, 2026 Las Vegas	25 th WCA First Annual Conference 6-8 March, 2026 Singapore	TransRussia 2026 17-19 March, 2026 Crocus Expo, Pavilion 3, Russia	1WN Global Conference 2026 14-17 May, 2026 Colombo, Sri Lanka

INDUSTRY EVENTS

Pharma Supply Chain & Logistics Innovation Programme (Pharma) 4-5 March, 2026 San Francisco, California	Pharma West Africa 2026 (Pharma) 14-16 April, 2026 Nigeria	Pharmaceutical Manufacturing & Packaging Congress 2026 (Pharma) 20-21 April, 2026 Amsterdam, Netherlands
Pharma Supply Chain & Security World 2026 (Pharma) 18-19 March, 2026 London, UK	LogiPharma (Pharma) 14-16 April, 2025 Austria Center Vienna	Fruit Logistica 2026 (Food) 4-6 February, 2026 Berlin

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Industry MOVEMENTS

TUSHAR JANI



Tushar Jani has been appointed as the Co-Vice Chair of **The International Air Cargo Association (TIACA)**. The announcement was made during the Air Cargo Forum 2025 in Abu Dhabi. This appointment marks a significant global recognition of Indian logistics leadership. With over 50 years of visionary experience, Tushar Jani has been instrumental in transforming India's logistics and aviation sectors through innovation and policy advocacy. His contributions include establishing India's first private air cargo carrier. He will join Emir Pineda as Co-Vice Chair, supporting the new Chair, Roos Bakker, and looks forward to driving sustainability and growth in global air cargo.

SOURAV MISHRA

Sourav Mishra has been appointed Co-Founder and Director at **Logicarts**, one of India's rapidly expanding freight and distribution enterprises. He commenced this new full-time role in November 2025. Sourav, a seasoned expert with over 15 years of industry experience, is tasked with steering the strategic roadmap, strengthening the nationwide PTL (Partial-Truckload) network, and scaling capacity. Known for his sharp command over PTL solutions and ability to drive business growth, his appointment is expected to cement Logicart's presence in India's transforming logistics landscape.



RISHI SHARMA



Rishi Sharma has been appointed as the Chief Growth Officer (CGO) of **TrucksUp**, a technology-led platform streamlining India's road logistics, effective October 16, 2025. He will oversee the company's growth strategy, focusing on business development, marketing, and partnerships to expand market presence. Bringing over 16 years of extensive experience in the logistics and telecom sectors, including key leadership roles at BlackBuck and Bharti Airtel, Rishi Sharma possesses deep expertise in building scalable revenue engines. Based in Gurugram, his role is crucial in ensuring the seamless integration of technology and business functions, accelerating the digital transformation of India's trucking sector, and delivering measurable customer value.

SANJAY MALHOTRA

Sanjay Malhotra has been appointed as the General Manager – Cargo Sales at **Air Shagoon** in November 2025 to strengthen sales and enhance payload utilisation. Malhotra brings extensive experience from a long career in the logistics and cargo sectors. He was previously appointed at Lufthansa German Airlines – Cargo Division in Delhi, where he worked for 25 years, holding key roles like Manager Sales Steering for Northern India. Following his tenure at Lufthansa, he moved to the freight forwarding industry in May 2013, joining Penta Freight as General Manager – Northern India, managing operations and business development until his superannuation in July 2025, before taking up his current position with Air Shagoon.



KAIZAD DASTUR



Kaizad Dastur has been appointed Group Chief Financial Officer at **StarAgri**, a prominent integrated agri-tech and post-harvest solutions company. A qualified Chartered Accountant and B.Com graduate, he joins the senior leadership team to drive profitable growth both in India and internationally. Kaizad is tasked with overseeing the integrated finance function, modernising accounting systems, and elevating governance maturity as StarAgri prepares for its eventual public-market listing. He brings over 13 years of experience from esteemed firms, including Mazars, EY, and Kalyaniwalla & Mistry LLP. Prior to StarAgri, he was Vice President – Finance and CFO at Artisan Spirits.

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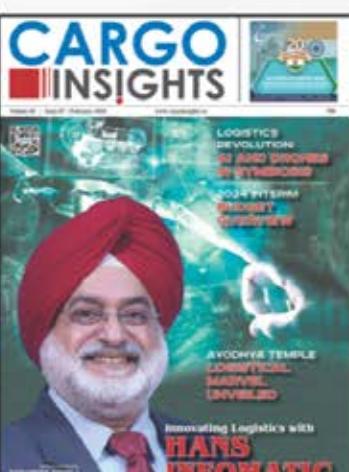


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