

Vol.: XXIV Issue 01; December 2023

Postal Reg. No.: DL (ND)-11/6002/2022-23-24. WPP No.: U (C)-272/2022-24 for posting on
04th - 05th of same month at G.P.O. New Delhi-110001; RNI No.: DELENG/2003/10642; Date of Publication: 03/12/2023

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CARGOTALK is printed, published and edited by Sanjeet on behalf of DDP Publications Pvt. Ltd., printed at Modest Print Pack Pvt. Ltd., C-52, DDA Sheds, Okhla Industrial Area, Phase-I, New Delhi-110020 and published at 72, Todarmal Road, New Delhi-110 001; Tel.: +91 11 23234177, E-mail: cargotalk@ddppl.com, Website: www.cargotalk.in

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CARGO

Taking off in 2024: new blueprint for air cargo & logistics

This year has demonstrated resilience of air cargo and logistics sectors, bouncing back from disruptions. Collaborations within supply chain proved vital, leading to cost reduction, and efficiency. The New Year will lead to more cooperation among airlines and forwarders, forecast experts.



Ritika Arora Bhola

There will be an augmentation in sea and air business. Domestic cargo demand will continue to be robust with e-commerce movement even as capacity grows too. More global transshipments, perishable and temperature cargo are likely. Labour shortage in logistics sector, and automation will be the industry's focus areas. By leveraging cutting-edge technology, the sectors aim to streamline and automate various aspects of its logistics operations, enhancing efficiency and mitigating the impact of workforce limitations.

The industry's commitment to achieving net zero by 2050 underscores the importance of policy support and collaboration. To streamline services and provide solutions, professionals are focusing on developing first mile and last-mile services in collaboration with forwarders and shipping lines, by providing a seamless and efficient customer experience.

The industry's strategic focus in the New Year revolves around expansion and automation. Firms are investing in

Indian government, believed to facilitate EXIM trade, reduce trade barriers, and increase investments.

Stress is being laid upon improving the cold chain infra for perishable transport in India. It meets worldwide

To streamline services and provide solutions, professionals are focusing on developing first mile and last-mile services

technology and quality needs and may be considered trustworthy. However, when the scope of operations and efficiency are considered, there is significant space for improvement, feel experts.

One of the important challenges in India's cold chain infrastructure is the reliance on smaller vehicles for transportation as compared to other countries. These smaller vehicles are less efficient, particularly while ferrying larger



electric vehicles (EVs), cargo drones, setting up warehouses and micro-warehouses for clients of all sizes, and pursuing growth opportunities. With logistics and air cargo sectors gaining due recognition after the pandemic, emphasis is being laid on prioritizing air cargo in ongoing Free Trade Agreements (FTAs) by the

perishable products. This inefficiency increases transportation costs and can frequently lead to delays and losses in the supply chain. India's cold storage facilities are yet to become energy efficient. This is a serious concern, especially in a country where perishables and pharmaceuticals are in high demand.

IN TUNE WITH REGULATORY BODIES

The opening of a new office in Cochin marks a strategic move to strengthen the firm's presence in the Indian market. The success of this venture underscores importance of local presence for logistics firms in Indian market. One of our achievements in this year is the progress made towards launching India's first greenfield air freight station (AFS) at Kapashera, New Delhi. The delay in AFS operations due to non-posting of customs manpower by Central Board of Indirect Taxes and Customs emphasizes the need for relationships and effective communication with regulatory bodies. This year underscores importance of investing in technology and digital solutions.

The CCPL will continue its efforts to work with customs to expedite posting of customs officers at its AFS and develop plans for efficient operations once customs manpower is available. Upgrading of IT capabilities will help improve client interaction and stream-



Vipin Vohra
*Chairman
Continental Carriers*

CCPL will continue its efforts to work with customs to expedite posting of customs officers at its air freight station

lined cargo tracking and processing activities. Investing in a robust IT infra, including a

user-friendly customer portal, mobile apps, and data analytics tools to provide real-time information and insights to clients will be included in the growth plans of CCPL in the New Year.

FOCUS ON INTERLINE PARTNERSHIPS

For the air cargo industry, this year was full of challenges. Due to demand and supply mismatch, which resulted in devising various strategies to fill the available capacity, airlines must focus on interline partnerships, contracted cargo and global transshipments to maximize belly capacity. Despite the drop in special cargo, there was a good demand for perishables.

The New Year will lead to collaboration among airlines and forwarders and lead to augmentation in sea and air business. Domestic cargo demand will continue to be robust with e-commerce movement even as capacity is set to grow. Expect more international transshipments, perishable, and temperature cargo as this segment is set to grow.



Dipen Lalsodagar
*Deputy Director, Cargo Sales
Global Aviation Services*

2024 will lead to coordination among airlines and forwarders. Domestic demand will continue to be robust with e-commerce movement



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Mobile phones export is likely to grow as manufacturing pace is picking up. Airlines will focus on core sectors to increase their tonnage.

DIGITALISATION & SUSTAINABILITY

This year has been a challenging one for the logistics industry due to the slowdown



Huned Gandhi
*Managing Director, Air & Sea Logistics,
Indian Subcontinent, Dachser India*

of economies, especially in Europe and the USA. Capacity for air and sea carriers is not a challenge anymore and the reliability with ocean carriers has improved. The geopolitical situation is worsening with Is-

rael-Hamas conflict adding to the Russia-Ukraine crisis, and it has impacted global stability. The PMI in the major economies is contracting and this indicates that recovery will be slow and likely to stretch into H1 of 2024.

At Dachser, we are focusing on customer centricity and quality will continue to play a pivotal role. Key topics such as process automation, digitalisation and sustainability

The cargo capacity for air and sea carriers is not a challenge anymore and the reliability with ocean carriers has improved

will be our top focus areas in 2024. I am hopeful the situation will start to improve in early 2024 and global economies will be back on the recovery and growth trajectory in due course.

2023 BOUNCED BACK FROM DISRUPTIONS

As this year is coming to an end, global aviation industry



Ketan Kulkarni
*Chief Commercial Officer
Blue Dart*

faced complex challenges due to economic and geopolitical factors, including inflation, potential war impacts, supply chain disruptions, and regulatory burdens. Despite hurdles, the industry may return to profitability, albeit with regional disparities. The logistics sector amid macroeconomic challenges, managed tight labour markets, elevated inflation, and disrupted supply chains, while transitioning towards sustainability. The industry's commitment to achieving net zero by 2050 underscores the importance of policy support and collaboration. This year demonstrated the resilience of aviation and

logistics sectors, bouncing back from disruptions with strength. Collaborative partnerships within the supply chain proved vital, leading to improved coordination, cost reduction, and enhanced efficiency. Reflecting on this year, it is evident adaptability, sustainability, and collaboration are fundamental pillars for success in the industry.

We have focused on increasing capacity with the addition of two new aircraft, embraced automation and digitalisation to improve our

Logistics sector amid macroeconomic challenges, managed tight labour markets, & elevated inflation, while transitioning towards sustainability

infrastructure, and expand our market presence through retail expansion. These initiatives position us well for sustained growth, technology utilization and new opportunities, while adhering to ROI-based Capex plans. As part of DHL





Group's DHL e-commerce division, we align with 'Strategy 2025-Delivering Excellence in a Digital World' and pursue sustainability goals in areas of environment, social responsibility, and governance. The implementation of government initiatives such as PMGS and NLP will accelerate transportation and logistics infrastructure development.

DE-RISK RESILIENT SUPPLY CHAINS

The global logistics industry underwent significant transformation, shifting from a demand-driven model to one characterized by a surplus in supply in 2023. The logistics and supply chain sector encountered many challenges, including economic slow-downs, geopolitical issues, and supply chain disruptions. With these changes and disruptions, the drive to de-risk and build resilient supply chains is on everyone's agenda.

With companies wanting to de-risk their supply chains, India is an attractive alternative. In India, the expansion of the logistics industry has been supported by a robust econo-



Christopher Cahill
GEODIS Managing Director,
Middle East, and Indian Sub-Continent

2023 was marked by several mergers and acquisitions in supply chain industry, as more shipping firms moved into the logistics sector

my, government initiatives to enhance infrastructure, and a favourable business environ-

ment. Investments in infrastructure were particularly noteworthy, with an effort to upgrade airport facilities, cargo terminals, and transportation networks.

Emerging themes such as 'Make in India', 'Digital India', 'Start Up India', and 'Production Linked Incentive Schemes' have it attractive for MNCs to establish manufacturing plants in India, further driving economic growth. The government allocated a budget exceeding US\$26 billion to the PLI scheme, with a strong focus on the industrial and high-tech sectors.

Secondly, as the supply chains become more complex, companies want their logistics providers to be global and able to help them operate across many countries. Notably, the year was also marked by several mergers and acquisitions in the supply chain industry, as more shipping companies moved into the logistics sector.

To support our retail and e-commerce clients, our recent investments include a modern multi-user facility

located in Luhari, strategically positioned to capitalize on India's rapidly growing retail sector. This cutting-edge facility features advanced warehousing solutions, with a strong focus on sustainability, including a sprawling 20-acre Miyawaki Forest Plantation, solar power generation, and eco-friendly energy provision.

We have also set up our sixth control tower Bengaluru, specializing in supply chain management and advisory services. The Centre of Excellence ensures our customers enjoy 24x7, multilingual support for end-to-end visibility, performance monitoring, and supply chain process enhancement.

STRATEGIES FOR THE NEW YEAR

As we commemorate the completion of an impactful year since the inception of our freighter programme, we re-



Mark Sutch
Chief Commercial Officer
IndiGo CarGo

We reflect on a journey marked by resilience and adaptability among others and significant accomplishments in our cargo operations

flect on a journey marked by resilience, adaptability, and significant accomplishments in our cargo operations.

With 2023 drawing to a close, our cargo operations have not just endured challenges; they have emerged stronger, reaffirming their indispensable role in our overarching strategy. Presently, we operate three dedicated Airbus 321 freighters and utilize cargo capacity on leased B777 aircraft, particularly on routes to Istanbul, contributing to our growing expertise in the international cargo domain.

In 2022, we launched our dedicated freighter programme that swiftly commenced both domestic and international operations. Some of the highlights include successful flights from Delhi to Mumbai and Kolkata to Yangon, ferrying 19,000 kg of cargo. Our collaboration with Turkish Airlines bolstered our capabilities with wide-body pax flights (B777) on DEL-IST and BOM-IST routes that substantially augmented our international cargo capacity.

Simultaneously, we have been proactive in enhancing airport cargo infrastructure,

implementing digital solutions for efficient cargo handling and pioneering collaborative partnership models, fostering a multilateral approach for cargo management.

Growth is not merely an aspiration, but a resolute commitment for us in the New Year. Strategic planning will be our guiding compass as we navigate uncharted territories in the dynamic cargo landscape. In 2024, we will witness the realization of meticulous growth strategies, finely tuned to meet the evolving demands of the cargo industry. Focus on innovation and technological advancements will keep us at the forefront of industry developments. Armed with insights from our past experiences, we embark into the New Year with a mindset geared towards continuous improvement, operational efficiency, and unwavering customer-centricity.

PRIORITIZING CUSTOMER FEEDBACK

Emphasizing the importance of collaboration and working with good partners with



Kirsten De Bruijn
Executive Vice President
WestJet Cargo

WestJet Cargo plans to explore and add new cities and routes to its network. This expansion will involve freighters and passenger belly cargo flights

complementary skill sets to enhance WestJet Cargo's capabilities. Embracing a mindset of not being afraid to fail, promoting a culture of learning quickly and being agile. This was evident in areas such as route planning, where adjustments were made promptly. We also prioritize customer feedback and actively listen to customer needs thereby adjusting to schedules to provide optimal solutions.

Demonstrating flexibility in operations, whether in adapting schedules or responding to changing market demands, to ensure efficient and responsive cargo services. Challenging internal processes, fostering an environment that encourages innovation and problem-solving, resulting in competitive resolutions to continuously challenge the status quo.

Expanding the fleet by adding the 737-800 BCF (Boeing Converted Freighter), a strategic move that broadened cargo services beyond passenger flights, incorporating



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dedicated cargo capacity and embracing digital solutions for enhanced efficiency and service delivery. Not limited to the collaboration with Wiremind, a digital partner, suggests a focus on leveraging technology to streamline cargo operations and offer innovative solutions.

Continuing to collaborate with strategic partners that complement WestJet Cargo's strengths. Notably, partnerships with 'Awesome Cargo' and 'Flex Port' are likely to contribute to expanding the company's global reach into Latin America and Asia.

Building on the introduction of Havana in 2023, WestJet Cargo plans to explore and add new destinations and routes to its network. This expansion will involve both freighters and passenger belly cargo flights for both the wide and narrow body, allowing for a comprehensive and versatile cargo network.

Employing a strategic planning approach to navigate market dynamics and challenges effectively. This includes adapting to changing industry landscapes and positioning WestJet Cargo as a key player in the global cargo sector.

Meanwhile, continuing to invest in our people and their career development, diversity, and inclusion. People are at the heart of the success of the cargo carrier.

EMERGING TECH INTEGRATION

Israel-Hamas and Russia-Ukraine conflicts have given rise to uncertainties and highlighted the need for adaptability and flexibility. Simultaneously, ecological, and environmental challenges spurred by climate change underscore the vulnerability of just in time management. The integration of emerging technologies has proved instrumental in addressing logistical challenges. These technologies enhance efficiency by reducing errors, improving inventory management, and optimizing warehouse logistics through automated data analysis. The logistics sector's pivotal challenge in the year gone by is sustainability, given its contribution to CO₂ emissions.

Also, India's climb in the World Bank's Logistics Performance Index, from 44th position to an impressive 38th in 2023, highlights the effectiveness of the National Logistics Policy (NLP). The NLP's approach, aiming to enhance



Mahesh Fogla
Executive Director
Patel Integrated Logistics

By leveraging cutting-edge technology, we aim to streamline and automate various aspects of our logistics operations

synergy across transport modes, reduce logistics costs, and bolster global competitiveness, is poised to redefine the logistics industry's landscape, akin to how UPI revo-



lutionized banking. Labour shortage in the logistics sector, and automation will be our focus areas.

By leveraging cutting-edge technology, we aim to streamline and automate various aspects of our logistics operations, enhancing efficiency and mitigating the impact of workforce limitations. Recognizing the evolving preferences of our customers, we anticipate the rapid growth in less-than-truckload category.



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This adjustment is in line with market needs, as customers are preferring faster and flexible transportation alternatives, preferring not to wait for full truckloads.

FTAs TO FACILITATE CROSS-BORDER TRADE

In this year, supply chains faced disruptions due to geopolitical tensions, inflation, and reduced demand. Despite these challenges, IMF stated India is projected to remain strong at 6.3 per cent in 2023 and 2024.

India emerged as one of the fastest-growing economies. Technology adoption played a key role in strengthening the logistics ecosystem. With focus on FTAs, India is well positioned to become an enabler of trade and one of the leading players in the international supply chain.

DP World is dedicated to exploring new markets both domestically and globally. Our free trade warehousing zones in Nhava Sheva and Chennai, located near ports, facilitate EXIM activities, offering foreign businesses seamless entry into India and an opportunity to diversify their supply chains. The upcoming green-field terminal in Kandla will have a cargo handling capacity of 2.19 million TEUs annually.

We offer our customers integrated logistics solutions with a single point of con-



Ashwani Nath
Chief Commercial Officer, Logistics
DP World Subcontinent

Our free trade warehousing zones in Nhava Sheva and Chennai facilitate EXIM activities, offering foreign firms entry into India

tact—DP World curates digitalization such as visibility to support end-to-end inventory tracking at SKU level. With our rail freight network, we are focused on increasing domestic rail freight services' share to minimize road transportation and drive sustainability. This will help customers unlock the competitive advantage offered by multimodal

networks, while reducing their carbon footprint.

2 FACILITIES OPEN IN PUNE, BHIWADI

The takeaways of this year include the fast adoption of technology, commitment to environmental sustainability



Snehil Singhai
Head, Business Development
KSH Logistics

through initiatives such as EVs and solar power, the establishment of Grade A warehouses, and the use of energy-efficient equipment. KSH Logistics saw growth, reaching 30 per cent over the year. The opening of a multiclient facility in Pune and Bhiwadi, the incorporation of electric vehicles into the product line, and expenditures in warehouse automation and modern technical tools were all part of the expansion ini-

tiatives. We intend to increase our growth rate by 30-50 per cent. To this end, we will grow our standalone warehouse and transportation operations as well as our multiclient warehouse facilities across India. To accommodate demand for automotive and industrial products, we intend to open MCF in Bengaluru and Delhi NCR. We are increasing our EV fleet to help our clients reach their

We will grow our warehouse and transportation operations as well as our multiclient warehouse facilities across the country

ESG commitments. The company is investing in warehouse automation and tech and providing consultative services.

DEVELOPING FIRST & LAST-MILE SERVICES

One learning is the rapid expansion and increased demand for bonded cargo storage and warehousing within the Inland Container Depot (ICD). This demand has increased the need for Grade A warehouses and alternative storage needs in the Pune market. Shipping lines have shown a paradigm shift in strategy, exhibiting a tailored approach



Malcom D'souza
Chief Commercial Officer
KSH Distriparks

Exploring new markets by optimizing transportation logistics is a critical component of our strategy

to customer onboarding in the areas of first-mile and last-mile transportation. The shift is consistent with a broader industry trend of increased the Non-Vessel Operating Common Carriers (NVOCC) volumes, especially from the Far East and the South Asian markets.

There has been an increase in inventory idling across major shipping lines in contrast with the trends recorded in 2021 and 2022. Despite these developments, the industry has faced hurdles due to an overall cost increase following COVID. This has pressurised the market to keep transportation and handling rates stable. A bright spot among the obstacles is the ICD's effective reconstruction, which has improved efficiency and capacity. This strategic decision has helped to secure new commercial prospects.

Exploring new markets by developing a hinterland base, placing to optimize transportation logistics and improve container turnaround, is a critical component of our strategy. The recent investment in 40 new trailers has strengthened our transportation capabilities, creating a solid platform for future growth. Recognizing the changing landscape, we are focusing on container and warehouse storage as a key focus, particularly in response to rising demand in the Pune region. To streamline our services and provide comprehensive solutions, we are focusing our efforts on developing first-mile and last-mile services in collaboration with shipping lines and forwarders, with the goal of providing a seamless and efficient customer experience. We are preparing to

meet demand for high-quality warehousing and transportation services as we anticipate the arrival of new Original Equipment Manufacturers (OEMs) in the Pune market in the coming year. This entails expanding our storage and transportation capacities to capitalize on emerging growth prospects. We are investigating alternative energy as part of our commitment to sustainability and environmental responsibility.

CONSISTENCY IN BRANDING

As retailers grappled with online competition, the logistics industry faced its own version of the challenge. The surge in e-commerce demands efficient, and diverse services, pushing logistics providers to adapt to be in the competition. In addition, as retailers are compelled to offer a seamless omnichannel experience, logistics firms are required to integrate physical and digital touch points. Consistency in branding, inventory management, and customer service across all channels is non-negotiable.

Consumers' craving for personalized experiences extends to the logistics sector, emphasizing the need for tailored services and data-driven solutions. This requires investments in advanced analytics, customer profiling, and



Shailesh Kumar
Founder
CABT Logistics

Consumers' craving for personalized experiences extends to the logistics industry, stressing the need for data-driven solutions

personalized offerings. Rapid delivery services' rise has pushed logistics to optimize supply chains and partnerships to meet customer expectations for same-day and next-day deliveries.

Like retailers assess physical stores, logistics firms must evaluate operational costs. Streamlining operations, adopting efficient technologies, and innovative cost management approaches are important for maintaining quality services.

Looking ahead, our focus in 2024 revolves around expansion and automation. We invest in EVs, set up warehouses, micro-warehouses for clients of all sizes, and aggressively pursue growth opportunities. Our strength lies in the ability to evolve and adapt to the changing landscape of logistics. One of the critical lessons we have learnt is the significance of growing with our team. Our transparent, bottom-to-top approach fosters a sense of ownership and responsibility among our team members, aligning their objectives with our company goals.

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LOCAL BUSINESSES EMPOWERED

1. Empathetic client e-engagement: this is the main lesson we learnt in this year. Understanding the distinct challenges encountered by our valued clients, mainly Indian e-commerce sellers and D2C brands, enabled us to provide innovative solutions, emphasising not just the delivery



Zaiba Sarang
Co-founder
iThink Logistics

Expanding our horizons is a focal point, as our services will transcend borders, catering to international e-commerce sellers

of services but also the overall well-being and growth of our clientele.

2. Agility and adaptability: the logistics landscape continues to evolve rapidly. This year highlighted the need for agility and adaptability, whether serving domestic or global clients. Our ability to swiftly pivot and tailor our services to suit the diverse needs of our clients was pivotal to our success.

3. Empowering local businesses: our commitment to empowering local businesses resonated throughout this year. We witnessed the resilience and untapped potential of local entrepreneurs and are



steadfast in our dedication to furthering their growth in the New Year.

1. Technological integration: In 2024, we will invest in technological integration. This strategic endeavour aims to optimize operations, enhance efficiency, and provide real-time insights to our clients, ensuring that they stay ahead of the curve.

2. Global expansion: expanding our horizons is a focal point, as our services will transcend borders, catering to international e-commerce sellers. This expansion aligns with the increasing demand for cross-border e-commerce solutions.

3. Sustainability initiatives: As part of our corporate identity, we prioritize environmental responsibility. The New Year will witness our dedication to sustainable logistics, encompass initiatives to minimize our carbon footprint and champion eco-friendly practices within the industry.

4. Client-centric approach: our services will remain intricately tailored to address the unique challenges our clients face, evolving in step with their ever-changing needs. Our strategic goals for 2024 are ambitious, fueled by technological advancements, sustainability, and a commitment to our clients. We aim to bring positivity and innova-

tion to the logistics sector, while empowering local businesses internationally.

FESTIVE SEASON TO DRIVE DEMAND

Despite the industry fluctuations, TCI's growth outlook remains consistent. As we move into the New Year, we anticipate the extended festive season and favourable monsoon will continue to drive demand for our services. The TCI-IIMB Supply Chain Sustainability Lab also continues to build a community of solvers, by combining research with industry expertise. At TCI, we have always taken pride in the ability, dedication, and cohesiveness of Team TCI. This year, however, has reinforced our trust as our sincerity, commitment, capacity to provide our customers innovative solutions such as control towers and bots, replicate practices across industries to move up another level. We will continue to invest more in training and upskilling of our workforce. As always, we will keep sharing our knowledge and new learnings with the industry through our Knowledge Initiative—KNIT. In line with the Vision India@2047, our investment strategy is also evolving. We have stepped up on strengthening our rail and coastal multimodal service offerings and building related network. In addition to our investments in warehouses and containers, we recently entered into an agreement with a Japanese



Vineet Agarwal
Managing Director
Transport Corporation of India

We will continue to invest in training and upskilling of our workforce and share our knowledge through our initiative—KNIT

shipyard for building two Cellular Container Vessels of around 7,300 MT dead weight tonnage (DWT) each for a price of ₹300 crore.

1. Expansion across global borders: recognising India's ability to play a larger role on global platform, TCI understands that many Indian manufacturers and exporters

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will have global aspirations. Given the size of our markets, many global players are eyeing opportunities in India and we are expanding our footprint to the West to facilitate seamless trade. This is in addition to our presence in countries such as Bangladesh, Nepal, and Sri Lanka. TCIL Middle East Logistics Services LLC is poised to provide end-to-end logistics solutions, with a focus on various sectors, including chemicals and petrochemicals, energy, healthcare, automotive, construction, agriculture products and beverages, engineering, electronics and electrical, pharmaceuticals, and retail-FMCG.

In 2024, we will continue to adhere to our CORE business fundamentals, moving ahead with a clear vision to build upon the successes of this year. We will continue to partner across key industry sectors such as consumer goods, infrastructure, automotive, and engineering to contribute to India's growth. Through our partnerships with Niti Aayog, DPIIT and Gati Shakti Vishwavidyalaya, we will strengthen logistics industry and drive standardization. We will commit resources to infrastructure projects such as MMLPs and the adoption of the ULIP.

DEMAND FOR SKILLED WORKFORCE

This year was a transformative one that underscored the need

for innovation, agility, and customer-centricity in the B2B logistics landscape. Flexibility became crucial in dealing with challenges from global events and supply chain issues. Integrating technology played a key role in boosting efficiency with real-time tracking back up by such as AI-driven route optimization and automated inventory management.

Prioritizing customer needs gained importance, stressing personalized experiences. Sustainability became a must, not just aligning with corporate responsibility but also proving cost-effective through eco-friendly practices. MOVIN plans to invest heavily in technology in the coming years, as our systems and processes are built to be agile and drive efficiency thereby enhancing the customer experience throughout the shipment journey.

This has helped the MOVIN to carve a niche for itself and be the best in class logistics brand in India backed by its four pillars of people, partners, technology and excellence. Presently the company has 14 hubs across major cities and by March next we plan to build more hubs. In the coming year, we aim to extend its presence into more tier II and III cities supporting logistics requirements of large enterprises, new age businesses as well as SMEs.



JB Singh
Director
MOVIN Express

We have recently launched our second phase of electric vehicles for the first and last-mile delivery purpose in earlier this year

Aligning our goals with the government's vision of net zero carbon emissions, we have recently launched our second phase of EVs for the first and last-mile delivery purpose in in Delhi earlier this year. We also plan to deploy these vehicles in Mumbai, Chennai, Hyderabad, Kolkata, Pune by this year-end. We

believe tech adoption is key to success and a tool to reach a wider audience.

TIER II, III CITIES KEY DRIVERS OF GROWTH

In 2023, our key learnings stem from online shopping carrying a good year. Notably, during the recent festive season, we witnessed a substantial 40-50 per cent surge compared to regular months. The hinterlands, particularly tier II and beyond, have emerged as key drivers of this growth. In categories such as fashion, apparel, general merchandise and wellness, the outsourced segment of 3PL has played



Ashish Sikka
Chief Strategy Officer
Ecom Express

The outsourced segment of 3PL has played a pivotal role, enabling D2C brands and online sellers to grow multifold in this year

a pivotal role, enabling D2C brands and online sellers to grow multifold in 2023. These D2C segments within these categories may grow at 30-40 per cent CAGR in next 24-36 months. The hinterlands, tier II and beyond, are contributing 60 per cent new online shoppers and we are seeing demand arising from towns and cities. To capture that, we operate 3,000 branch offices serving 27,000 pin codes in the country. 🚚





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47th ACAAI Convention glitters in Malaysia



The 47th Annual Convention of Air Cargo Agents Association of India (ACAAI) was organized between 23-26 November 2023. The three-day mega event was organized at the luxurious Westin Hotel at Kuala Lumpur in Malaysia. The theme of the Convention was 'Artificial Intelligence The Game Changer-Embracing The Intelligent Future'. After the inaugural session, the Convention souvenir was released. Later, Kartik Sharma, an AI expert and author, delivered the keynote address. More than 200 logistics and air cargo professionals from across the world attended the grand occasion.







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Reskilling, young talent for refining logistics efficiency

Industry professionals speak about the initiatives undertaken for upskilling and re-skilling and its importance in the most sought-after logistics and supply chain industry. Ground staff still lacks understanding of processes and the significance of accurate handling of perishable items, state industry experts.



Sara Haque

India boasts of a massive youth population, whose potential can be channeled for a range of sectors within the logistics industry.

The task remains to equip them with the skillset to boost efficiency and consequent rewards. The need of the hour is

to showcase the lucrative gains that the industry provides and encourage consistent engagement from them. Here, industry experts speak about the initiatives undertaken for upskilling and its importance in the logistics and supply chain industry, particularly for youth. They also highlighted vital areas where there is need for skill development:

- **Pharma supply chain/cold chain sector:** e-commerce, online grocery stores and e-pharmacies have pushed for streamlining the sector. Maintaining a resilient supply chain in these areas is important.

The workforce should be imparted training to understand the needs of these commodi-

ties and its logistics management. While technology interventions have made this possible, the ground staff still lack understanding of processes and the significance of accurate handling of perishable items. An urgent need for sensitizing the staff about the significance of efficient handling, storage, and transportation of these



temperature sensitive goods is necessary

- **Reverse logistics:** from soft skills and polite customer interactions to checking goods before accepting the return among others are vital points that need adequate training to continue driving growth of the sector

- **Warehouse management:** from effective warehouse layout, methodical storage, handling, inventory management, and value-added services offered across warehouses, it is important to have a workforce that is not only well trained but also knowledgeable about the nature of products stored and their life cycle

- **Green logistics:** the workforce should understand the importance of sustainable operations and adopt environmentally friendly processes and systems.



UPSKILLING VITAL IN LOGISTICS

The logistics sector provides employment to 22 million as reported by the Economic Survey. A large part of this workforce is semi-skilled or with minimal education. Industry players so far have not invested sufficiently in skill development initiatives and neither has the government's focus been adequate. Experts forecast that an efficient workforce could assist in a 10 per cent decrease in indirect costs and help consolidate a fragmented industry. The Economic Survey forecasts that the logistics industry is set to grow from US\$160 billion to US\$215 billion in the next two years. The sector is seeing increased government focus, reforms, and funding. The need for capacity addition has moved the industry's focus from the eight major metropolitan cities to make smaller ones into sunrise hubs for the sector.

Most of these upcoming warehouse clusters are aligned along the developing freight and industrial corridors in India. As the supply chain industry continues to move towards maturity and sophistication, the nature of jobs will continue to transform. At Kuehne+Nagel, we provide a holistic view of people's development, as we



David Roussiere
Managing Director, Kuehne+Nagel India,
Sri Lanka and the Maldives

As supply chain continues to move towards maturity, the nature of jobs will continue to transform

believe that continuous assessment of competence, the provision of feedback loops, and the creation and completion of individual development plans are essential for high performance. We have an eco-system of trainers, facilitators, and experts who run formal and informal ses-

sions for learning. We have an online learning platform that is available on demand for our employees, instilling a self-learning culture. Globally, extensive service action training has been rolled out for all colleagues working in our customer care locations. Our employees also receive extensive training to improve their skills at the regional level.

SKILLSET CHANGING FAST IN WORKFORCE

Human resource development is often relegated in the run up to improve infrastructure and technological capabilities. A World Bank report stated the skill gap and digital fluency is low among the logistics industry workforce. The NLP envisages an upskilling and reskilling of workforce to adapt, innovate and excel. However, the success of this framework lies in its execution. It must enable them to think, learn and thrive in an ever-changing environment.

In the last 3-4 years, the skillset in the industry is rapidly changing to be more data and tech driven. Industry bodies and private players have a huge role to play in shaping up the skill gap. Today, we see several top logistics firms have come up with an in-house training programmes for their employees with the attributes



Rohit Jain
Head, HR
Kale Logistics Solutions

National Logistics Policy envisages an upskilling and reskilling of workforce to adapt, innovate and excel

of adapt, innovate, and excel. Opportunities are enormous for the youth as the industry is becoming more competitive. It contributes to 14 per cent of GDP and can generate 10 million jobs by 2027.

On the other hand, industry consortiums too are



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playing a pivotal role in fast-tracking this progress. We see educational institutes collaborating with the industry to ease the process and bridge the skill gap. We see specialized programmes on AI, Blockchain and IoT offered by Indian B-Schools with a management perspective that are pursued by young professionals and the outcome looks promising. In fact, logistics is taught as a specialized course in technical institutes as well.

FIRMS TO FOCUS ON IN-HOUSE TRAINING

The logistics industry is addressing the challenges of a changing landscape by implementing various initiatives to upskill its workforce. It recognizes the critical role of technology, data literacy, and specialized knowledge in streamlining supply chain operations and reducing the sector's carbon footprint.

These efforts encompass measures, including AI integration, supply chain management courses, leadership development programmes, and multicultural awareness training to equip employees with a diverse skillset tailored to their specific roles. Additionally, digital learning modules, knowledge series, and internal applications facilitate continu-



Rajendra Ghag
Chief HRO
Blue Dart

Recognizing and rewarding employees for their skills through certifications and recognition can motivate them

ous learning and development, ensuring logistics professionals remain prepared for the future.

To maximize the impact of these initiatives, logistics

firms must focus on customizing training programmes to address specific job needs. They should foster mentorship opportunities and collaborate with educational institutions to create specialized logistics and supply chain courses. Recognizing and rewarding employees for their specialized skills through certifications and recognition can also motivate them to regularly upskill.

The industry's commitment to upskilling its workforce will enhance operational efficiency and make the sector agile and competitive in the evolving global supply chain landscape. Digitalisation and unified portals play a central role in uniting the industry, with initiatives such as ULIP and ELOG, addressing sector-specific needs. Through these concerted efforts, the industry is poised to meet the challenges of the future, while fostering a skilled and competitive workforce.

ADVANCED TECH TO MEET CHANGING DEMANDS

The logistics industry relies heavily on its workforce. Recent technological advancements have enabled specialization and enhancement of skill sets among logistics professionals to meet the changing demands of their specific



Mahesh Fogla
Executive Director
Patel Integrated Logistics Ltd

Burdened by the task of extensive documentation, technology has helped overcome this redundancy by streamlining operations

roles. Burdened by the task of extensive documentation, technology has helped overcome this redundancy by streamlining operations. The implementation of track and

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trace modules ensures precise workforce location tracking, especially in a dynamic logistics environment.

The industry is investing in upskilling its workforce to comprehend and embrace new-age technologies, enabling them to excel in robot-friendly automated environment. This includes the usage of cutting-edge tools and techniques for boosting the overall efficiency of logistics operations. Specialized logistics sector training focuses on emerging technologies such as Artificial Intelligence, Machine Learning, and Blockchain. Diverse organizations provide programmes, as per the industry's evolving requirements. Government and private entities recognize the significance of well-trained logistics professionals in sectors such as air cargo, road transport, rail, and maritime logistics. These organizations play a vital role in equipping aspiring professionals with the knowledge and skills necessary to navigate the logistics landscape, incorporating the most recent technological advancements and industry standards.

The industry offers an array of career options and incentives to attract talent. Initiatives such as the PMGS and e-commerce revolutions in India are set to reshape the logistics and transportation landscape,

creating a wealth of opportunities. Major players in e-commerce, such as Amazon, Flipkart, Zepto, and Zomato, are known to offer packages to transportation specialists thereby making it an attractive field for young professionals. This industry provides diverse roles, from supply chain management to technology integration, and offers financial rewards and growth prospects, making it a compelling choice for the youth.

OPPORTUNITIES FOR WOMEN IN LOGISTICS

1. Trainings by industry associations: industry associations such as ACFI, FFFAI, ACAAI are organizing online/offline training programmes that are being delivered by industry stalwarts for upskilling industry personnel.

2. e-learning platforms: industry players are collaborating with e-learning providers and offering a wide range of courses. Thereby making learning accessible to a wider range of audience.

3. At MyLogistics Gurukul, we offer bite-size training programmes for upskilling the industry. These courses are developed by industry experts. The programmes are customized, as per the needs of the organization. Lots of case studies are added for better understanding.



Alpna Chaturvedi
CEO
MyLogistics Gurukul

There are many career opportunities for women in logistics as team leaders, managers, sales and marketing, and finance

4. AR/VR technology: augmented reality and virtual reality are being used for training purposes. These tech allow professionals to gain practical experiences in a safe virtual environment.

5. Soft and behavioural skills: programmes on problem solv-

ing, communication, leadership also add to the overall development and are important for professional growth.

As the industry is becoming more specialized, besides the conventional careers, jobs in areas of data analytics, warehousing, cold chains, pharmaceutical sectors, sales, finance, have increased. Besides core logistics jobs, there are also opportunities in trainings, L&D, SMEs, branding, and social media personnel in the creative side. It has become important to brand the industry as a preferred career option as there is a misconception that logistics is about blue collared jobs. We interact with MBA students, tech institutes, students of international business and talk about the myriad job opportunities there are for each of these students.

There are many opportunities and preferred career opportunities for women in logistics as team leaders, managers, sales and marketing, finance. Women carve a career for themselves in the industry. It might not be only about the attractive starting packages, but also showing a career path, growth, decision-making, travel opportunities that attract youngsters.

INCENTIVES FOR SPECIALIZED SKILLS

Many logistics companies, including Jeena & Company, have introduced specialized training programmes for their employees. These programmes cover aspects of logistics, including supply chain management, inventory control, and transportation management. These programmes can be designed in-house or outsourced to professional training organizations.

1. Technology integration: with the increasing use of technology in logistics, companies are heavily investing in training their employees on usage of logistics software, warehouse management systems, and transportation management systems, vital for efficient operations.

2. Certifications: offering employees' the opportunity to earn industry-recognized





certifications, such as certified supply chain professionals or those certified in production



Lucky Kulkarni
Country Group Head HR
Jeena & Company

Leverage e-learning platforms and gamification techniques make training more engaging and interactive

and inventory management, can help them gain specialized knowledge and skills.

3. On-the-job training: logistics companies provide on-the-job training. This practical experience is invaluable for skill development, especially in warehouse and transportation operations.

4. Cross-training: cross-training employees in multiple areas of logistics can make them more versatile and adaptable. For example, a warehouse worker could be imparted training to handle inventory management or transportation tasks, and vice versa.

5. Continuous learning: encouraging a culture of continuous learning is important to upskill manpower in any industry. The companies can support employees in attending workshops, seminars, and industry conferences to stay updated on the latest trends and technologies.

6. Mentorship programmes: pairing experienced employees with newcomers in mentorship programmes helps transfer knowledge and skills.

7. Customized training: it is important to have tailored training programmes to meet the specific needs of different job roles within the company. For instance, a warehouse manager would require a dif-

ferent skillset than a supply chain analyst, and hence, the training should be customized as per requirement.

8. Skill assessments: conduct regular skill assessments to identify areas where employees need further training. This helps in targeting training efforts effectively.

9. Collaboration with educational institutions: collaborating with the universities and vocational schools in order to develop industry-specific courses and curriculum that align with the needs of the logistics sector is crucial.

10. e-learning and gamification: leverage e-learning platforms and gamification techniques make training more engaging and interactive. This can be effective in teaching technical skills and software proficiency.

11. Incentives for acquiring specialized skillset: offering incentives such as promotions or salary raises to employees for acquiring specialized skills or certifications.

12. Feedback loops: we encourage feedback from the employees regarding their training needs and the effectiveness of training programmes and use this feedback to improve

offerings. This should be a recurring practice in the firms.

REGULAR TRAINING MUST FOR EMPLOYEES

The industry has recognized the need to upskill its workforce to keep up with the evolving technology in the field. Regular training programmes for the employees must focus on technical skills, soft skills, and industry-specific knowledge. Utilizing e-learning platforms and mobile apps for on-demand training modules and encouraging the employees to obtain industry-recognized certifications to validate their skills and knowledge.



Keku Bomi Gazder
Managing Director & Chief Executive
Officer, Aviapro Logistic Services

Firms must offer mentoring programmes and on-the-job training to help employees specialize in their chosen areas

Supporting the employees in pursuing relevant certifications by offering financial incentives or study leave. Creating specialized career tracks within the logistics industry, such as warehouse management, supply chain analytics, and international trade. Firms must offer mentoring programmes and on-the-job training to help the employees specialize in their chosen areas. Collaborating with

technology providers to offer training on logistics software and tools. Encouraging cross-training initiatives to expose the employees to aspects of the logistics chain.

Tailored training and development plans based on individual employee needs and partnering with universities and vocational schools to design curriculum that aligns with industry needs. Offering internships and work study programmes to the students to bridge the gap between education and practical experience. Implementing reward systems for employees who attain specialized skills or certifications.

It is essential for the employees and employers in the logistics industry to keep an eye on the latest advancements and technology trends. Continuous learning and training in these areas are a must to stay competitive in the changing logistics sector. Specialized training in new advancements and technology such as AI, ML and Blockchain, is critical for the logistics industry to adapt to the digital transformation that is reshaping the field.

AI in logistics training may cover topics such as predictive analytics, demand forecasting, route optimization, and warehouse automation. Insti-

tutions and platforms such as Coursera, edX, and Udacity offer online courses in AI and ML. Specialized training providers such as Coursera's 'AI For Everyone' or edX's 'AI in Supply Chain' offer AI-related logistics-specific courses.

Organizations the Council of Supply Chain Management Professionals and the Institute for Supply Management provide training and webinars on technology in logistics. ML training in logistics covers areas such as pattern recognition, predictive maintenance, and inventory optimization. Blockchain training in logistics focuses on a secure and transparent supply chain management. Platforms such as Coursera, edX, LinkedIn Learning, and Pluralsight provide courses and certifications related to logistics technology.

TRAINING EMPLOYEES IN AI-RELATED SKILLS

India has the largest millennial and Gen Z population globally in the 25-35 years age group. They form a resource that no other country has. We need to tap this strength and train them. Several educational institutes are including AI and related studies in their courses across industries. Companies are collaborating with top universities to offer classroom and online AI technology

courses. The Ministry of Electronics and Information Technology (MeitY) has launched several initiatives to upskill the emerging generation with AI



C.K. Govil
CMD
Activair Airfreight

The Ministry of Electronics and Information Technology has launched initiatives to upskill the emerging generation with AI-based skills

-based skills. Even employers understand the significance of training their workforce in AI, and many of these employers started their AI journey with targeted initiatives to upskill their workforce in AI. This is being driven by the employees who are demanding such training too.

TRAINING MUST FOR LOGISTICS NEEDS

With the Indian manufacturing sector climbing towards greater heights and India becoming a reckoning 'factory to the world'—there is an emerging need of well trained and educated personnel in the logistics sector. Over the past 10 years, we have seen more varities acknowledging the growing sector and introducing professional courses and



M. Afzal Malbarwala
Managing Director
Galaxy Freight

It would not be wise to generalise AI, ML, and Blockchain with the understanding of what needs to be achieved and what can be achieved

even management degrees in specialized logistics programmes. We have associations such as CII & Logistics Sector Council introducing training programmes, which cater to specific logistics needs of different industries.

Parallel to these is the adaptation of technology driven





processes, which are available online as certifications that complement this sector's overall educational needs. It would not be wise to generalise AI, ML, and Blockchain and their relevance in this industry. These innovative methodologies are set to specific parameters aligned with the understanding of what needs to be achieved and what can be achieved. Associations and special education institutes may be able to offer grassroots level education and know-how in these aspects. Logistics and SCM employment opportunities are no more the resting places of the uneducated. These are prime employment opportunities with the realization of how important these roles are for different industry verticals. With focused educational programmes being made available, the sector is the most sought-after employment platform for people who wish to build, sustain, and grow in their professional careers. Apart from a high degree of achievement scale being offered through senior roles in the industry, the logistics sector is also becoming a key growing paymaster.

JOB AVENUES IN LOGISTICS SECTOR

Skill shifts generally occur with the changing needs of the industry and sectors since ages past. But COVID caused in



Xavier Britto
Chairman
Kerry Indev Logistics

Skill building has become the most sought-after strategy to close the skills gap with 69% of firms building skills now than before COVID

terms of automation and digitalisation. The need for technological, social, and emotional skills are rising even as the demand for others, including physical and manual skills, are being replaced by technological advances. Automation will speed up the shift in required workforce skills that we have

seen over the past 15 years. These changes will require workers everywhere to deepen their existing skill sets or acquire new ones. Companies are rethinking on how work is organized within their organizations, changing the structural landscape itself.

The demand for technological, social, emotional, and cognitive skills will rise by 2030 with 85 million jobs likely to be displaced and another 97 million created by 2025. Of these, many will be technological roles, increasing the need for workforce to have advanced digital skills. Organizations were forced to adopt digital skills such as digitalisation to maintain a competitive edge, depending on adopting the right digital technology and nurturing employee competencies in application of the same. This demands a shift in mindset among individuals, teams, and organizations. Companies that have already invested in digital innovation recently are now in need for an alignment of their internal competencies to maximize returns on investments.

Recognizing that they must adapt to new market conditions and scheduling to ERP integration to ensure the smooth functioning of end-to-end operations. Employees are key stakehold-

ers that contribute to an organization's success. The sector, apart from being one of the most sought-after career options, offers a plethora of platforms that can benefit youth who venture ahead in the industry.

With rise in e-commerce platforms, the logistics industry offers a learning experience to shape cognitive and practical skills. Use of technology in daily operations opens vistas for career advancements.

SKILLS GAP ANALYSIS FOR WORKFORCE

In any industry, to excel and ensure greater output, it is necessary to upskill and re-skill the employees/manpower. Recently, the Department for Promotion of Industry and Internal Trade, Union Ministry of Commerce and Industry, and Gati Shakti Vishwavidyalaya collaborated to advance India's infrastructure



Mahima Agarwal
President
CJ DARCL Logistics Ltd.

The Gati Shakti Vishwavidyalaya will design, develop, and deliver courses and curriculum related to PM Gati Shakti Masterplan and NLP

and logistics sectors. GSV will design, develop, and deliver courses and curriculum related to Prime Minister Gati Shakti and National Logistics

Policy. GSV will offer skill development and capacity building of logistics professionals to enhance their skillset and know-how.

CJ Darcl implements an array of in-house training programmes to enhance the skills of its workforce. These programmes help in enhancing operational efficiency, delivery of quality services, adherence to HR policies, and effective claim risk management. The company extends its focus beyond technical training to the sessions such as self-development and motivation, stress management, and other relevant soft skills. Leadership development is another integral facet of the training initiatives. We engage in upskilling and re-skilling of employees. It conducts periodic mandatory training sessions and driver assessment tests. The results of these assessment reports are reviewed and compiled for each driver. These reports serve as a valuable insight to the organization for highlighting the areas of improvement that needs to be majorly worked on.

SAFETY TRAINING TO MITIGATE RISKS

1. Soft skills evolution: logistics industry highlights the requirement in the develop-

ment of soft skills like communication and problem-solving by providing solutions, and teamwork. These skills are vital, while associating within a team, clients, and suppliers.



Chandrakala Bobba
Director
Bobba Group

Logistics sector needs to attract talent by providing opportunities and benefits to make the careers appealing to young professionals

2. Tailored training: in-house training tailored to the specific needs of clients to be fulfilled by logistics team. These programmes focus on the skills required for a particular assignment assigned with flow chart of company's exclusive operations.

3. Safety training: safety is a concern in the logistics industry, serving as distribution hubs, cold chain movement, supply chain, cold storage, VAL, perishable, pharmaceuticals, heavy duty shipments, in areas such as transportation and warehousing at dry/cold. These programmes help the employees to mitigate potential risks: quick decision-making and acting swiftly during emergency.

4. Online platforms: online platforms offer courses and certifications websites such as Coursera, edX, and Udeemy provide a range of courses that individuals can opt for irrespective of the financial status they can access from anywhere in India.

5. Hosting logistics courses: The CII and FICCI frequently host events and training related to technology in logistics and supply chain management through workshops seminars. The Indian Institute of

Logistics (IIL) offers logistics and technology courses. Indian Institutes of Management (IIM) and other top business schools offer education programmes and certificate courses in emerging technologies and their application in logistics industry and supply chain management.

Logistics sector needs to attract and retain talent by providing opportunities and benefits to make the careers appealing to young professionals. Some examples are:

1. Employee recognition: identifying and rewarding employee achievements in work front, enhance job satisfaction and motivation.

2. Technology expertise: budding logistics professionals can work with cutting-edge technologies, together with AI, IoT, and Blockchain, which can be intellectually inspiring and professionally assuring.

3. Career development: logistics offers opportunities for growth in one's career. From entry-level positions to higher-positions and salary based on active participation in their roles and responsibilities and achievement.

LOGISTICS SOUGHT-AFTER BY YOUTH

Every industry bears witness to change with new technological advancements on the horizon. Organizations ensure that their workforce stays relevant to the changing times by investing in industry-led training programmes. This ensures the employees hone new skills, make the most of the application being adopted by the enterprise, and drive significant performance metrics that drive both the company's objectives and an employee's career growth.

To develop specialized skills, competency-based training programmes are curated to help the workforce focus on a particular job. This is achieved through a combination of online courses, simulation training, and hands-on experience. While the new-age technologies in question have played a huge role in simplifying



the complexities of logistics functions. To make their application ready to use, supply chain management holds specialized training sessions that impact regular operations. The stakeholders are provided with crucial learnings in processes right from planning and scheduling to ERP integration to ensure the smooth functioning



Lalit Das
CEO and Founder
3SC Solutions

With rise in e-commerce platforms, industry offers a learning experience that can shape cognitive and practical skills

of end-to-end operations. Employees are significant stakeholders that contribute to the success of an organization. The logistics industry, apart from being one of the most sought-after career options, offers a plethora of platforms that can benefit budding professionals who venture ahead in the industry.

With rise in e-commerce platforms, the logistics industry offers a great learning experience that can shape excellent cognitive and practical skills. The incorporation of advanced technology in daily operations opens avenues for career advancement that offer good salaries and benefits.



GOVT INVESTING IN UPSKILLING

Many logistics companies offer in-house training programmes to their employees on a variety of topics, including technical skills, soft skills, and management skills. These programmes can be delivered in a variety of formats, including online, in-person, and blended learning.

Many companies have partnered with educational institutions to offer specialized programs and courses on logistics and supply chain management. These programmes can help the students develop the skills and knowledge they need to succeed in the logistics industry.

Governments of many countries are investing in upskilling the logistics workforce. For example, the Indian government has launched the National Skill Development Mission and Kaushal Vikas Yojna.

Recently, Warehousing Association of India (WAI) signed an agreement with 21CC Education for providing a platform of skill development in logistics, supply chain and warehousing industry through their interactive online learning management programme.

The first step is to conduct a skills gap analysis to iden-



Mohit Kapoor
Chair- Events Committee
Warehousing Association of India

The govt initiatives have created demand for skilled workers with specific skillsets to use the new-age technologies

tify the skills that the logistics workforce needs to develop to meet the demands of the industry. This can be done by surveying employers and employees, and by analyzing job postings and industry reports. Once the skills gap has been identified, tailored training

programmes can be developed to address the specific needs of the logistics workforce. These programmes should be designed to be practical and must be relevant to the specific roles and industries in which the employees work.

Since the logistics industry is constantly evolving, it is important to provide the employees with opportunities for continuous learning. This can be done through in-house training programmes, external training courses, conferences, and workshops.

The rapidly evolving and digitized logistics industry powered by policy initiatives such as Prime Minister Gati Shakti, Sagarmala, 'one district, one product', and manufacturing based SEZs have created demand for skilled workers with specific knowledge and skillsets to use new age technologies.

The companies are taking several measures to upskill their workforce and attract new talent, including offering in-house training programmes, partnering with educational institutions, and providing opportunities for on-the-job training. The NLP, launched by our visionary PM Narendra Modi has capacity building and human resource development in its core values. 🚀

Milestone moment: 1st Arabian Cargo Awards 2023

The air cargo and logistics industry leaders were recognized for their hard work and dedication at the first Arabian Cargo Awards 2023. It was a satisfying moment for the industry stalwarts. They met and interacted as to how to take the logistics and air cargo industry in Middle East to greater heights.





Shinde elected VC of CCTT to boost cross-border trade

Shankar Shinde, who is the Immediate Past Chairman, FFFAI, was elected as the Vice Chairman of International Coordination Council on Trans-Eurasian Transportation during the 32nd Plenary Meeting in Moscow. China, South Korea, Iran, and Southeast Asian countries also participated in the meet.

Shankar Shinde has been appointed as the Vice Chairman of the International Coordination Council on Trans-Eurasian Transportation (CCTT) during the 32nd Plenary Meeting, which was recently held in Moscow. Shinde was earlier the Chairman, Federation of Freight Forwarders Association of India (FFFAI).

The partnership is focused on improving cross-border trade facilitation through IN-STC route. Shinde, Immediate Past Chairman, FFFAI is also Secretary General of CIFA. Li Zhiming has also been

elected as new CCTT Vice-Chairman. This year the meeting was dedicated to the 30th anniversary of the Council. More than 250 delegates from departments, companies, and organizations from 20 countries of the Eurasian continent, heads and representatives of global organizations and associations participated in the event. Other new members who joined during the meeting belonged to nations such as China, South Korea, Iran, and Southeast Asian countries.

The CCTT was founded by the Ministry of Railway Communication of the Russian Fed-



eration (after the restructuring of 2003 – RZD OJSC; Deutsche Bahn (DB AG); Group of European Trans-Eurasian

Forwarders and Operators (GETO) and Korean International Freight Forwarders Association (KIFFA).



Untangling deepfake AI for logistics sector?

One could envision a chilling scenario in which deepfake audio, perfectly mimicking the voice of a top executive, instructing a drastic alteration in a critical delivery route or redirects a high-value cargo shipment to an unintended destination.

Back in 2019, an executive in a United Kingdom-based energy company received a phone call from his boss in Germany instructing him to wire €200,000 (US\$220,000) to a Hungarian supplier within the hour. The call had been a deepfake audio, insurance company Euler Hermes Group SA told the Wall Street Journal. The fake audio had imitated the boss's voice, tonality, punctuation, and even the German accent. Imagine this could be a potential threat to the logistics industry, which is heavily dependent on manual processes such as phone calls, emails, WhatsApp and SMSes.

Business identity compromises a particularly unsettling vulnerability. In the logistics industry, where immense contracts and pivotal logistical decisions frequently hinge on phone calls or video conferences, the threat of imper-



Rajni Patwardhan
Head, Marketing
Kale Logistics Solutions

alteration in a critical delivery route or even redirects a high-value cargo shipment to an unintended destination.

Such fraudulent manipulations could result in substantial monetary losses and

system logins to confirming delivery schedules.

The advent of deepfakes has created a vulnerability in organizations' security measures. They can bypass these security measures, granting unauthorised individuals access to sensitive logistical data or physical assets.

Deepfake phishing could potentially deceive unsuspecting employees into making unauthorised and catastrophic decisions. The best examples could involve releasing large monetary transactions, divulging sensitive cargo data, or revealing intricate delivery routes.

Famously called AI that deceives, deepfake technology takes its name from deep learning, a form of AI. In deepfake AI, deep learning algorithms that teach themselves how to solve problems with large data sets are used to swap faces in videos, images, and other digital content to make the fake appear real.

LEGITIMIZE AND LEVERAGE

The logistics industry constantly evolves, staying ahead of the curve is crucial for businesses to thrive in this competitive landscape. One of the most effective ways to achieve this is by providing comprehensive and efficient employee training. However, traditional training methods can be time-consuming, costly, and often lack the desired impact.

Deepfake AI can transform the logistics industry's learning and training landscape if used legitimately. It can create

customisable training scenarios by simulating real-world consequences to enhance engagement with interactivity and multilingual videos to address diverse audiences.

How can tech beat tech?

Cargo Community Systems (CCS) are designed to eliminate all possible manual and human intervention in cargo movement. These unified, holistic platforms establish user

In the logistics industry, where immense contracts and pivotal logistical decisions frequently hinge on phone calls or video conferences, the threat of impersonation becomes alarmingly tangible

authentication at multiple events, thereby eliminating the scope of telephone calls, WhatsApp messages, emails, and other modes of communication. All stakeholders exchange information on secured platforms.

IN CONCLUSION

There are always two sides to a coin, and as responsible professionals, it is up to us to choose the right side. If leveraged correctly, AI could be a boon to the logistics industry.



sonation becomes alarmingly tangible. One could envision a chilling scenario in which deepfake audio, perfectly mimicking the voice of a top executive, instructs a drastic

endanger the safety of the people involved. Many modern cargo facilities rely on biometric authentications, such as facial or voice recognition, for tasks ranging from

TIACA's dedicated push toward sustainable air cargo

As an integral part of its air cargo sustainability programme, providing the industry with a common vision, goal and action plan for its sustainable transformation. The survey will measure the state of air cargo sustainability worldwide. Its impact on the Middle East is equally significant, states TIACA.



CT Bureau

The TIACA announced that the 4th Annual Air Cargo Sustainability Survey has been launched. This year's survey will continue to monitor air cargo's progress towards a sustainable future. TIACA mentions in the survey that, "We are calling on the industry as a whole to respond to allow us to get a full understanding of the work we are doing." The results and recommendations of the survey are published annually in the Insights Report.

The first report was published in 2020 and serves as a benchmark to measure year-on-year progression of the air cargo industry's sustainability activities.

"We are proud to see the results of the industry's investment into sustainability. Through TIACA's Sustainability Programme, we can shine a spotlight on the work we as an industry are doing through the Insights Report, the Sustainability Awards and of course BlueSky. It is great to see the industry unite for such an important mission," said Steven Polmans, Chairman, TIACA.

The sustainability survey was launched in 2020 as part of TIACA's Sustainability program aimed at uniting the air cargo industry towards a common vision, goals and action plan, drive and accelerate sustainability progress. The programme is set to support our members and the air cargo fraternity in their necessary transformation to do good for the planet, the people, as well as the business. This initiative



Steven Polmans
Chairman
TIACA

We are proud to see the results of the large-scale investments of air cargo industry into sustainability

supports our 3+2 vision: people, planet, prosperity + innovation, and partnerships, he added.

"It is vital that we track and monitor collective industry efforts towards sustainability to not only to see the push towards sustainable future but also to tell the world about the way we are moving forward. The Insights Report allows us to do this and with the feedback we get from the industry through the survey, we can do just that. We are looking forward to sharing the results with



Glyn Hughes
Director General
TIACA

It is vital that we track efforts towards sustainability to see the push towards a sustainable future

you early next year," said Glyn Hughes, Director General, TIACA.

SOME OF SURVEY FINDINGS

Conducted for the third year from October 2022 to January 2023, the annual Air Cargo Industry Sustainability Survey reveals interesting trends affecting the sector and its approach to sustainability. Sustainability remains a broad concept, with many ways to define it for the 258 companies having that participated in the survey. However, the environment still dominates how industry defines it.

The path to decarbonization is becoming clearer with airports demonstrating a more consistent strategic approach developed over recent years. He added, "Transparency is important to building trust and longstanding business relationships. It is great to see majority of companies coming forward by tracking the progress of their sustainability objectives, and over a half of them sharing results with the world. I hope the TIACA's BlueSky programme will facilitate this effort for the air cargo businesses big and small."



Bobba Logistics launches 'Pay as You Store' 3PL service

Unlike traditional storage arrangements that necessitate fixed commitments, Pay-as-You-Store offers a more agile approach, enabling businesses to pay only for the storage space they use. This not only minimizes costs during slower periods, but also ensures that sufficient storage is available during peak times.

A shipment of roses needs to be stored for just two days, before it is shipped out. A few crates of corn need to be stored for a week. A shelf of frozen fish to be sent to a home for a couple of weeks. We have received so many such enquiries in the recent past. It is not possible to accommodate such ad hoc requests in a traditional warehousing arrangement, but

ing for storage for one day, two days, a week, or a month. Bobba Logistics' 'Pay As You Store' solution will help any business with their storage needs irrespective of the time frame they are looking to store the goods for.

We have dry and cold storage rentable areas specifically dedicated to on-demand warehousing within our state of the

cally scale their storage needs based on the flow of demand. Unlike traditional storage arrangements that necessitate fixed commitments, pay-as-you-store offers a more agile approach, enabling businesses to pay only for the storage space they use. This not only minimizes costs during slower periods, but also ensures that sufficient storage is available during peak times.

What makes the Bobba Logistics 3PL service option 'Pay As You Store' stand out from the rest?

1. Optimal proximity: it is as close to the airport and city limits as it gets. This helps in quick air freight imports and exports, irrespective of tonnages.

2. Extra storage for excess shipments: it happens. This is the ideal option for those few extra days when there is an overflow in production and no place to store the surplus.

3. Quicker turnaround: we pride ourselves on our quick turnaround 3PL service. It is no different with 'Pay As You Store'. In the long run, this is a



Chandrakala Bobba
Director
Bobba Group

irrespective of the space needed or the duration it is needed for—addressing demand supply situation, as per the market conditions.

5. Risk mitigation: the flexibility of having variable inventory levels with this model allows clients to scale up when business is on a high and reduce the risk of overcommitting to warehouse space during a lull.



we at Bobba Logistics do not like the words no, impossible, cannot or will not. Every client is as important to us. And their every need, our priority. So, we made space, space to accommodate all these extras, however long or short a duration.

That is how our 'Pay As You Store' concept of 3PL warehousing came to be. This game-changing concept offers customers unparalleled flexibility and cost-effectiveness in managing their businesses storage needs. It does not matter if a business is look-

art facility, with complete provision to manage end-to-end supply chain needs. It can be used as a distribution centre (located closer to a market) and allows for both fast pick-up and faster delivery. This model allows businesses to dynami-



ACCB shines bright in festivity

The Air Cargo Club of Bombay (ACCB) hosted a glittering get-together on Diwali for the ACCB members and their families. The sparkling evening saw the guests interacting with each other and grooving to the foot-tapping music and relishing delectable delicacies. Later, entertainment programmes were organized.





New tool unveiled to boost innovation in logistics

The Logi-Sys Arena promises to elevate not just logistics but the entire business landscape. These initiatives are designed to empower the professionals to forge solutions that will positively impact the international supply chain, says **Amit Maheshwari, Founder and CEO, Softlink Global**.



CT Bureau

Rajiv Jalota, Chairman, Mumbai Port, launched the highly anticipated Logi-Sys Arena, coined as The Crucible of Innovation. This pioneering initiative by Softlink Global marks a turning point in the logistics industry, emphasizing collaboration, innovation, and elevation.

The Logi-Sys Arena, envisioned by Amit Maheshwari, Founder and CEO, Softlink Global, emerges not just as a physical space but as a beacon of transformative ideas and innovations. Maheshwari's vision of a collaborative, incubative, and elevative platform takes physical form in this state of the art facility.

While dedicating the innovation center here in Mumbai, Jalota, said, "This visionary step of the Logi Sys Arena promises to elevate not just logistics but the entire business landscape." Dignitaries from many leading associations, veterans from diverse



Amit Maheshwari
Founder and CEO
Softlink Global

The new tool is not a physical space but a beacon of transformative ideas and innovations

logistics sectors and new generation logisticians witnessed the launch, expressing opti-



mism about the positive impact the Logi-Sys Arena will have on the country's logistics and trade ecosystem.

"The center will serve as a crucible for innovation, providing specialized training sessions, webinars, brainstorming forums, workshops, and mentorship programmes. These initiatives are designed to empower professionals to

forge solutions that will positively impact the global supply chain," remarked Maheshwari.

Dushyant Mulani, Chairman, Federation of Freight Forwarders' Associations in India (FFFAI), lauded the Logi-Sys Arena as a "melting pot for thought leaders across logistics, customs compliance, and supply chain management".



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- Singapore
- Port Klang
- Haiphong

China

- Shanghai
- Ningbo
- Qingdao

Project Division

- RORO Vessel
- MAFI Trailers
- Special Equipment (Open Top | Flat Rack | Flat Bed | Flexi Bags)

CIS

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- IslamQala / Mazar e Sharif
- Azerbaijan - Baku
- Armenia - Yerevan
- Belarus Minsk
- Kazakhstan - Almaty
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Linking power of data for boosting efficiency

Merits of digital transformation are manifold. This evolution has ushered in a new era where consumers demand swifter delivery times, real-time tracking, and increased transparency throughout the supply chain. It is a testament to India's commitment to lead the charge in supply chain transformation.

The Indian logistics industry is experiencing a digital transformation that has the potential to reshape supply chain management. With ongoing challenges to the industry's adaptability and resilience, a push towards heightened efficiency and reduced costs has become urgent. As the backbone of the nation's economic landscape, the logistics sector is poised for growth, contributing 14.4 per cent to India's

Tech offers substantial cost-saving advantages, encompassing enhanced fuel efficiency through route optimization

GDP and employing 20 million people. This article explores the potential evolution of digitalization in the Indian logistics ecosystem outlook and its impact on the industry's future.

This year heralded the arrival of NLP, a model of India's relentless resolve to optimize operational facets and embrace the wave of technology-driven solutions. This blueprint is poised to strengthen the country's economic terrain, catalyzing amplified connectivity, and facilitating frictionless trade in domestic and global markets. It is a testament to India's commitment to not only adapt to the evolving outlook but also lead the charge in supply chain transformation.



Once considered a fleeting trend, digitalisation has become the cornerstone of the logistics sector. The industry is grappling with several complexities, ranging from the nation's vast and diverse geography to complex regulatory demands and varying infrastructure standards. These challenges underscore the need for a digital revolution. Leveraging robust technologies such as automation, integration with Internet of Things (IoT), and harnessing the power of data analytics, logistics companies stand to elevate their operational capabilities.

The merits of this transformation are manifold. Automation is central to eliminating manual errors, guaranteeing seamless operations in a geography where customer needs have shifted, driven by the surge of e-commerce platforms and online shopping. This evolution has ushered in a new era where consumers demand swifter delivery times, real-time tracking, and increased transparency throughout the supply chain.

Digital solutions play a vital role in helping logistics firms navigate India's complex regulatory environment. They simplify compliance processes, making it easier for these companies to understand and follow legal needs. This reduces the risk of errors and fines and ensures smoother ops.

Digitalisation offers substantial cost-saving advantages, encompassing enhanced fuel efficiency through route optimization and leveraging automation to adapt and optimize human resources continually. This results in an efficient allocation of resources, bolstering profitability. Data-driven decision-making, boosted by AI and data analytics, empowers logistics companies to make well-informed choices, including route optimization, demand forecasting, and inventory management. These decisions lead to cost reductions and elevate service quality. As governments worldwide implement rules and regulations to limit emissions, firms recognize the importance of reducing carbon footprint. Supply chain

digitization is instrumental in curbing carbon footprints, ensuring adherence to regulations, and satisfying customer sustainability demands. These digital tools cut down on paper-based processes and enhance supplier collaboration, translating into reduced waste and diminished emissions.

COVID has exposed supply chain vulnerabilities, stressing the need to adapt to customer demands. In India, 10-15 per cent firms have adopted digitalization faster than others. The market is moving towards tech utilization. The digital transformation in 2023 marks an advancement in tackling the challenges of this dynamic market. It is not a passing trend, but a master plan paving the way for the industry's future. It set course for sustained success in a world where innovation is the compass guiding the way forward.



Harshit Shrivastava
CEO & Co-founder
Intugine

(The views expressed are solely of the author. The publication may or may not subscribe to the same)

Despite falling volumes, cargo demand on rise

Global cargo demand, measured in cargo tonne-kilometers (CTKs*), increased by 1.9% as compared to September 2022 levels (+6% for international operations), according to IATA cargo analysis released recently. The Middle East carriers showed 2.5% year on year increase in cargo volumes.



CT Bureau

IATA released data for September 2023 global air cargo markets, showing continuing demand recovery. "Air cargo eked out modest growth (1.9%) in September despite falling trade volumes and high jet fuel prices. That clearly shows the strength of air cargo's value proposition. With the key export order and manufacturing PMIs hovering near positive territory, we can be cautiously optimistic for a strong year-end peak season," said Willie Walsh, Director General, IATA.

Middle Eastern carriers had the strongest performance in September 2023, with a 2.5 per cent year on year increase in cargo volumes. This was an improvement from the previous month's performance (+1.3%). Carriers in the region benefited from growth in the Middle East-Asia (+7.0%) and Middle East-Europe markets (+3.3%). Capacity increased



Willie Walsh
Director General
IATA

16.1 per cent compared to September 2022.

Capacity, measured in available cargo tonne-kilometers (ACTKs), was up 12.1 per cent compared to September 2022 (+0% for international operations). Growth was largely related to international belly capacity, which rose 31.5 per

cent year on year as airlines scaled up operations to meet peak-northern summer travel season demand.

Several factors in the operating environment include:

- In September, both the manufacturing output Purchasing Managers Index (PMI 49.7) and new export orders PMI (47.7) saw a slight im-

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provement. They remained, however, below the critical 50-point threshold, indicating a continuing, but slightly slower, annual decline in global manufacturing production and exports

- Global cross-border trade contracted for the fifth month in a row in August, decreasing 3.8 per cent YOY. This reflects the cooling global macroeconomic environment

- In September, the average price of jet fuel was US\$131.0 per barrel, marking a 43.1 per cent increase from the May 2023 price. Recouping some of this added cost from surcharges in September contributed to the first increase in air cargo yields since November 2022

North American carriers had the weakest performance in September, with a 2.2 per cent fall in cargo volumes. This was a decline in performance as against to August (-1.4%). Although contractions in the North America-Asia trade lane narrowed (from -4.3% in August to -1.8% in September) and the North America-Europe market stabilized its decline at (-2.5%) for the second month in a row. Carriers in the region did not benefit significantly. Capacity increased moderately by 0.2 per cent compared to September 2022.

European carriers saw the volumes fall by 1.5 per cent in September compared to the same month in 2022. This was a weaker performance than in August (-0.6%). Carriers suffered from further contractions in the within Europe market (-5.7% in September vs -5.2% in August). Gains made from the expansion in the ME-Europe trade lane (+3.3% in September vs +0.5% in August) offset some declines from within Europe. Capacity rose by 4.7 per cent in September 2023 compared to 2022. 📈



GHAC opens courier terminal for import cargo

It is expected to handle as much as 150 MT per month of import couriers. Currently, GHAC handles 120 MT per month of export couriers. With the addition of the new terminal, it is expected to handle 150 MT per month of import couriers, says **Pradeep Panicker, CEO, GHAC**.



CT Bureau

The GMR Hyderabad Air Cargo (GHAC) announced the launch of an import courier terminal to facilitate faster processing and import clearance of courier import cargo. Spread across 300 square meters, the 24x7 import handling facility is located on GHAC terminal premises. The facility is equipped with world-class security screening and new cargo handling systems. It has dedicated officials and custom officers to ensure a seamless process, custom clearance, and quicker turnaround of courier import shipments.

Pradeep Panicker, CEO, GHIAL said, "We drive our business with an unwavering commitment to growth and excellence. This new facility is a testament to our belief in



providing world-class logistic solutions to our customers. It will not only accelerate and improve our services but will

also drive our cargo business forward with a competitive edge and enhance air cargo services globally."

GHAC handles over 120 MT per month of export couriers. With the addition of the new facility, it is expected to handle a larger volume of cargo, reaching 150 MT per month of import couriers.

This will help the shipment of commodities such as documents, readymade garments, samples, household goods, and engineering goods that can be imported in large volumes across the region.

Key features of international express cargo terminal include enhanced capabilities to provide and handle large-scale international courier shipments, dedicated truck docks, storage, and advanced security screening, Customs Express Cargo Clearance System (ECCS), excellent air connectivity to over eight global hubs and 64 destinations, 24x7 customs clearance, and expert service and handling. 🇮🇳





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Freight Systems opens warehouse in Gurugram

With 20,000 pallet locations and storage area of 550,000 sq. ft., the center is in proximity to NH-48, IMT Manesar, MET Jhajjar, ICD Garhi Harsaru, ICD Patli, Western Peripheral Highway, and Rewari Link Road. The warehouse will serve industries such as automotive, FMCG, electronics, and hi-tech products.

Freight Systems announced the grand opening of new edge certified Green Intelligent warehouse and fulfilment center in Gurugram. The fulfilment centre adopts the latest technologies in warehouse design and optimized workflows for efficient and fulfilment of on-time-

in-full fulfilment of orders. With 20,000 pallet locations and storage area of 550,000 square feet, the center is in proximity to NH-48, IMT Manesar, MET Jhajjar, ICD Garhi Harsaru, ICD Patli, Western Peripheral Highway, and Rewari Link Road.

The Oracle-Based Warehouse Management system fully integrated with our purchase order management system—FRESCON provides real-time visibility to all stakeholders across global supply chains. “This warehouse will serve an array of industries, including automotive, FMCG, white

goods, apparel, retail, pre-packed foods, electronics & hi-tech products, home appliances, and healthcare. Our latest facility is a testament to our commitment to meeting customer needs and a symbol of our unwavering commitment to a sustainable future.

“Our industry did not embrace the digital world at all, we felt it was quite expensive. But as a company we have always been in the digital world because one of our sister organizations is a software company that produces an operating system for logistics industry and has 400 of our competitors as the company’s customers. Since we have been digital world—it gives us a competitive edge over our rivals. We are putting solar panels on the roof of our green warehouse and, rainwater harvesting facility. We are doing everything possible to save the environment.”



David Phillips
Chairman
Freight Systems (India)

“The warehouse is designed to have optimum workflows. It has a solar power system, facility for rainwater harvesting, recycled pilots, and battery-operated material handling equipment. We will have charging facilities for electric vehicles soon. By investing in higher grade of steel, the objective is to save energy as well. It is a multi-user facility and serves every industry vertical, including automotive, retail fast moving consumer goods, home appliances and e-commerce among others. We have a provision for temperature control products where we can accommodate pharmaceuticals, among others.”



Manu Raj Bhalla
Director and Global Head, Contract Logistics & Supply Chain
Freight Systems (India)





Çelebi, Oman Air tie-up for handling services at MOPA

Oman Air becomes the first foreign airline to land at airport in North Goa. This collaboration is set to redefine industry standards by combining Çelebi's expertise in handling services with Oman Air's commitment to deliver exceptional services, says **Tauseef Khan, CEO, Çelebi Ground Handling-India.**



Çelebi has announced its collaboration with Oman Air at Manohar International Airport in Goa. This partnership marks a significant milestone as Oman Air becomes the first foreign airline to land at the rapidly growing new airport in North Goa. Oman Air will be operating four flights per week from MOPA airport to Muscat. On Sunday, 29 November 2023, Çelebi India successfully executed seamless ground handling services for Oman Air, marking the beginning of a promising alliance.

This collaboration is set to redefine industry standards by combining Çelebi's extensive expertise in ground handling with Oman Air's commitment to deliver exceptional service. Tauseef Khan, CEO, Çelebi Ground Handling-India, said, "It is exciting to announce that we have extended our support



to the historic inaugural flight of Oman Air at MOPA in India. This marks a milestone as Oman Air is the first foreign airline to land at this airport. As a trusted ground handling services provider, Çelebi is fully equipped to meet the specific requirements of international carriers and provide

handling services for our partner airlines across India. This partnership is a testament to our unwavering commitment to delivering top-tier services and contributing to the growth of India's aviation industry."

Çelebi India has established modern infrastructure

to support the increasing number of airline operations in MOPA. Çelebi has a dedicated team equipped to provide professional assistance to passengers. The company is well-equipped to support the gradual growth of passenger traffic and will continue to enhance its infrastructure to meet future demands.



Çelebi India is expanding its presence in the country with new ground handling services launched at Chennai airport, apart from the those being provided at Mumbai, Delhi, Bengaluru, Goa, Hyderabad, Cochin, Ahmedabad, and Kannur airports. Çelebi India is dedicated to helping the aviation sector achieve carbon neutrality and is introducing eco-friendly services. These services include cent per cent electric, air-conditioned (AC) tarmac coaches, electric baggage and cargo towing tugs, taxi-bots, and bridge-mounted equipment services.

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Movements

UPS INDIA

Ufku Akaltan has been appointed as the President for UPS business in the UK, Ireland, Nordics, and India. He will lead operations and strategies and deploy UPS' global smart logistics network to strengthen the UK to India trade lane. Akaltan began his career at UPS as an intern and worked his way up within Europe region, a release stated.



UPS INDIA

Grégory Goba-Blé has joined as the MD for UPS in India. In his new role, he leads UPS Small Package, UPS SCS, UPS India Healthcare, and will continue as a board member of MOVIN—a partnership between UPS and InterGlobe. He is responsible for driving UPS's inclusive growth across India and report to Ufku Akaltan, President for UPS UK, Ireland, Nordics, and India.



ASHWIN SHETH GROUP INDIA

Deepak Naidu has joined ASG as Chief Project Officer as part of its business growth and expansionary plan. He is a seasoned Project Management expert. At ASG, he will be handling strategic of business through projects, programmers, and portfolios of existing and upcoming projects. He was also associated with Hiranandani Groups, Mantri Developers.



ASHWIN SHETH GROUP INDIA

S. Agarwal joined ASG as Chief Design Officer. He has 25 years of expertise in architectural design, interior architecture, and landscape design for residential and commercial projects. After working with firms such as Prestige Estates, Sunteck Realty, and Oberoi Realty, he joined ASG to design vertical of both residential and commercial projects.



CHALLENGE GROUP LIÈGE AIRPORT

David Canavan has joined as the COO in Challenge Group. He will be responsible for leading, planning, directing, coordinating, and overseeing all Group Operations, bringing his experience to drive operational operations and contribute to the company's overall expansion plan and fleet growth. Canavan comes to Challenge Group with an experience of 30 years' in strategic planning.



WEFREIGHT INDIA

Devashish Dutt has been appointed as the MD of the Indian operations of WeFreight. A veteran in the logistics and supply chain management arena, he brings a wealth of experience and expertise to the team. He joined WeFreight in September 2022, and his leadership and understanding of the freight industry are likely to drive the company to new heights.



CATHAY INDIA

Talha Shaikh has joined Cathay as the Regional Head of Trade for India and Sri Lanka. In his new role, he will be responsible for identifying new business opportunities and optimizing revenue across Cathay's channel partners in India and Sri Lanka. Shaikh has as many as 16 years of experience in sales, marketing in the aviation industry.



CATHAY SOUTH ASIA

Vinod Viswanathan has joined Cathay as the Regional Head of Corporate for South Asia, Middle East & Africa. He will drive Cathay's growth. Previously, Viswanathan held senior roles such as Head of Sales and Marketing-India and South Asia at Air Mauritius, in addition to roles with Flight Centre Travel Group, British Airways, Oman Air, and Travelport.





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