

Top View™



'Forget logistics, you lose.' This famous wartime maxim goes apt with the current market scenario, especially for the Indian logistics sector. With contribution of about 13% to India's GDP, this sector has clearly started getting its much-deserved focus and attention.

With the economy bouncing back and now looking-up, the Indian Logistics industry is going through an interesting phase. Much-needed impetus has been pumped in by the recently announced budget 2010-11. Measures like implementation and rollout of Goods & Service Tax (GST), increased allocation for road transport by about 13%, no hike in freight charges and central excise and service tax exemption for specified equipment for warehousing will augment well for the growth of the sector. These measures will lead to rationalization and simplification of tax structure, both at the centre and state levels and result in improving efficiencies of supply chain and aid in bringing down costs.

One of the critical success factors for a Logistics service provider (LSP) is the efficiency with which the cost-control measures are implemented. In this CRUX™ issue, we discuss a case study on how Technology Solutions can help save paper. This measure, when implemented, can result in bringing down costs, thereby having a positive impact on LSP's business.

At Kale, it is our continuous endeavor to invest resources in understanding the markets we serve. Towards this, we carry out various research and studies. In our last CRUX™ issue, we had shared key highlights regarding a pioneering research undertaken by Kale - 'Technology Adoption Index for Logistics (TAIL™)'. This issue of CRUX™ provides further insights and information regarding this study.

We hope this issue makes an interesting read. Do send us your feedback and comments to crux@kaleconsultants.com

Best Regards,

Sumeet Nadkar
 Head-Logistics SBU

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Case Study: In Search of a Solution

'Cut-throat competition' is one business term which best describes the current scenario facing the Indian Freight Forwarding Industry. All global businesses seek answers to these seemingly simple questions like- How to increase bottom-line? How to maintain thin Margins? How to retain existing clients? How to win new customers? Or How to add value to the services? These queries are giving sleepless nights to some in the Indian Logistics Market- one of them being Mr. Sunil Dalal- Owner UVS Logistics, a freight forwarding and customs clearance company. Some of the major challenges popping in his mind 24x7 are- Heavy Competition, Demanding Customer, Lack of standardization in processes, too many systems for multiple operations, Heavy dependency on individuals, Unavailability of information in hand and many more which he may still listen after waking up next-day morning.

Interestingly the story of UVS Logistics is one to which both big and small companies can relate. That's because UVS is a perfect mid-size company in the market in terms of size, revenue, infrastructure, operations & offering. Mr. Sunil Dalal-the hero of our story owns and personally manages the Mumbai branch of UVS.

Let us see what approach Mr. Dalal took towards understanding the complaints of his fellow employees.

One Monday morning, Mr. Dalal had hardly come out of his Sunday mood when Ms. Mary Thomas-the Customer Relationship Manager rushed into his cabin.

"Sir" said Mary "you got to look at these stats for last 6 months. Some of our customers do less than half of their shipments with us! Reason: pricing. Customers feel we don't offer competitive rates. Some of them complain about several follow-ups they have to make with us to know their shipment status. Some of them have also raised issue of not being attended by the executives, thus signifying lack of personalized services which are prevailing in global markets".

Mr. Dalal: Mary, I appreciate your research, but if you can provide us with some statistics in terms of percentage or numbers to represent this data.

Mary: Would have loved to do that Sir, but currently we don't have anything which can provide such measurements.

Mr. Dalal: Ok Mary, I'll take it with the Operations team from here & try to know what is stopping us from being the best.

Case Analysis 1: The above conversation signifies that the CRM is aware of the customer dissatisfaction, but does not have consolidated information to justify their findings with numbers.

It also signifies that the reasons for the issues are not coming forth clearly due to lack of proactive communication & dependency on people for information. This has prompted the MD to interact with the Operations for information.

Mr. Dalal calls Mr. Shiv Narayan -the Operations Executive for a discussion. Obviously, he is concerned about the CRM comments. He briefs Shiv about Mary's findings.

Shiv has this habit of conveying his story in points, after organizing his own jumble of thoughts.

Shiv:

- Shipper provides all the information on phone & expects emails for every conversation.
- Shippers call continuously to know the status of shipment & documents
 - CRM & Sales frequently need information which causes interruptions
 - There is no central data repository where we can store & retrieve the information required
 - We need to re-enter the same data for creating various documents in 10 different systems
 - Airlines don't respond to our booking request until we follow up and enquire, this takes away lot of our time

After some thinking and few more enquiries, Mr. Dalal thought there is only one way to figure out the issues, by pulling up the sleeves & working on- the- floor.

Mr. Dalal's day at Work:

Apparently next day Mr. Dalal started of with the operations, without Shiv of course. First thing, he wasn't even aware of what shipments he was suppose to handle on that particular day. Thus, the dart hit bulls' eye, problem identified even before the operations had started, PLANNING & ASSIGNMENT was missing.

Even before he could realize what is to be done, CRM came running. "Sir, Customer was asking for the tailored invoice which Shiv had promised he will send today morning. What about it?"

Completely puzzled, Mr. Dalal's mind started racing- Which customer? What shipment? When was invoice created? Do we have a tailored invoice format? How much to bill? Against whose name? What is the credit period? By mail or fax? Do you have customer contact number? All these questions were fired at the CRM.

Mary's reply was "Shiv takes care of all these details, might be saved in some Excel, I guess!

Case Analysis 2: Obviously there seems to be no proper assignment of jobs to individuals. There is heavy dependency on single individual for information & activities. Moreover, no standard documentation where the customer data and shipment details can be stored & retrieved when required & to which all the groups can refer to.



The Battlefield:

Mr. Dalal calls up Shiv & discovers that files are maintained for individual shipment and are stacked in Shiv's desk. There are around 5 shipments due for today and of-course the new ones, which will be coming along from Sales.

To add to the misery, the Sales Executive Ms. Anne Fernandes will be late today. Generally Shiv takes care of her tasks like receiving shipment details from Shipper, documents maintenance, Quotation, Booking, etc.

Just as Mr. Dalal is ready to open the first pending file, the phone rings.

Caller: "Hello, this is Rakesh from Shipper A; I want to send my cargo to London urgently. I want you to arrange transportation for the same. Provide me the quote ASAP so that I can make my decision". He also specifies that he needs the road transportation. Rakesh further adds, "I want to know, what quote was provided to me the last time around?"

Mr. Dalal is totally unaware of the history of this client. He puts the customer on hold and scans through the stack of previously provided quotes and the e-mail communications. But in a hurry is not able to find the information.

Mr. Dalal: Mr. Rakesh, I am sorry but I will send you the latest quote soon & thanks for holding.

Mr. Dalal receives a mail from the customer which has shipment details. Then from a folder in his system, he opens the spread sheet which follows a format prepared for quotation. Calls up multiple airlines for rates. Calls a couple of transporter for the quote and gets the confirmed rates after several follow ups.

In the spread sheet he has to delete & align sections which are not applicable for this shipment. He then enters the rates manually. Reviews it & sends the attachment to Mr. Rakesh. All the while referring to the mail sent by Rakesh, quotes from Airlines & Transporters so that nothing is missed.

After sending the quote, he gets back to other pending duties, when he identifies that he has to follow up with the Shipper B for the Shipment documents. He calls up the CRM & tells them to follow up & revert immediately. Creates AWB's for some shipments by manually entering the shipment, Cargo, Shipper, consignee details.

By this time Mr. Dalal has completely lost track of Mr. Rakesh with whom he has to follow up for the reply on quote. By then Ms. Anne Fernandes is back on Sales seat, and comes running to Mr. Dalal.

Anne: "Sir, Sir, There's some Rakesh, from Shipper A; he is saying that he had asked for some booking and wants the status immediately. He said it was urgent, but he has received no response from us. He'll handover the business to someone else if this is how we keep delaying the responses to him."

Mr. Dalal only remembered sending the quote to Rakesh on mail, but got so engrossed in other activities forgot to check if there was any reply. Rakesh had asked for booking confirmation with the airlines & suggested his favored airlines as well.

Case Analysis 3: We might have got into specific operations here, but these small things convey vital messages. Mr. Dalal faced trouble due to unavailability of historic data. Retrieval of archived data from traditional files & spreadsheet docs is cumbersome. Generation & Customization of documents is difficult, which can effect personalized services to clients. Multiple follow ups consume & waste time & add to testing client's patience as well. If it happens with the new client, the poor service can result in Cognitive Dissonance which is hard to heal. Repeated communication with multiple parties over phone and email is not only time consuming, but can also result in data leakages (must have heard of Chinese whispers). Again, repeated data entry at different levels by different stakeholders adds to overheads.

Imagine if the sales had all the information in hand, no time would be wasted in internal & external communications & information searching. Operations will not have to enter the data multiple times in multiple systems & CRM will receive and trigger alerts & status updates to the customers on time, which will reduce the time wasted in follow ups. This will give more scope to each of these individuals to focus on enhancing their core functions & adding value to the operations.

Mr. Dalal surely had a tiring day. The pending shipments are still pending as the new issues were eating from his operations time.

Our wise hero did not waste another minute and went on to scan the web for some system that will do things right at the right time and be a One-Stop-Shop. Soon enough he came across a cargo community system that automates the processes and connects the trade partners & customers. The solution provider, Kale Consultants is a reliable and domain focused company..... reading the matter, he wastes no time in going for a 30 days free trail. In 5 days, sets up the necessary master information.

Mr. Dalal announces that all the teams will now discuss their problems exactly after 30 days.

The Mood at UVS and its Stakeholders is upbeat with the new system:

The Sales team now receives the shipment details from the Shipper over a portal. All they have to do is, route the same information to Airlines & Transporters for the quotation. Customer information is on-hand. One click and customer history pops-up. Details of previous transactions, special preferences of the customer is all available upfront. They now confidently respond to customer inquiry in no-time. Delays in quote responses is a

thing of past. For delays the necessary justification mail gets triggered to the customer to keep him updated.

The customer (shipper), in this case Rakesh is very happy to connect with the forwarder without even using the telephone. He is also receiving timely alerts & status updates of his shipment regularly. Also, shipper has a personalized online interface where he could carry out the Logistics related activities. It is like an Online-Office for him which he can access anytime from anywhere.



Operations Executive- Shiv just had to import data from necessary modules for creating various documents. Even the documents are received online quickly. CHA was able to create a document checklist for the customer. Standard document formats were available & adding & removing fields was no more cumbersome. The inter-branch communication, communication with the other stakeholders like Shipper, Transporter, Airlines, Customs, Custodian, etc was streamlined, as same data was routed using various messages. Airlines schedules & space booking were available upfront. An assignment of job was possible as jobs were created for shipments and accountability of the job was easy to monitor & track.

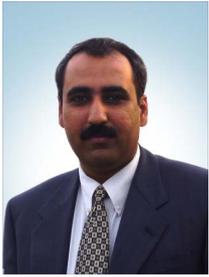
Even CRM's Mary can now track customer record, the defaulters and the exact number of customers in hand. Reports provide data like- business gained from specific customers, stats on customer behavior like preferred route, preferred airline, nature of business, negotiation history, etc. Now they were well equipped with stats and numbers to provide near accurate measurements to the Management for enhancing customer service & adding value to business.

In The END: Happy Ending!!

At the end of the month the discussion never happened. As the quarter end results showed substantial hike, not only in revenue due to new customer acquisitions & better positioning in market, but also higher profits from cost savings (communication, redundant paper work & letting go of costly obsolete isolated systems). UVS Logistics conducted a 'Customer Retention & Satisfaction Survey' for the first time.

End of the month everyone met only for the well-deserved party to celebrate UVS Teams achievement.

The New Touchstone in Logistics



Vineet Malhotra
Global Head-Marketing,
Kale Consultants Ltd.

Benchmarking is an exercise that helps determine who is the best, who sets the standards, what that standard is and where are we pitted against that standard. In a converging marketplace, it's ever more important to benchmark your business against these.

This is applicable especially to logistics business; as the global market is heavily dependent on the network and reach of a Logistics Service Provider (LSP). The question is, whether there is a need to benchmark an LSP? Are there any IT parameters against which an LSP can benchmark itself? Vineet Malhotra, Global Head-Marketing, Kale Consultants shares key insights on one critical benchmarking parameter for the industry today- IT adoption, especially in the Indian context. He is an accomplished marketer with extensive experience in conducting benchmarking exercises across products, functions and industry verticals. He has been actively involved in strategic planning and driving marketing initiatives for Logistics Practice at Kale.

Q. The logistics industry in India is like a mixed bag, with service providers falling into various categories like- pure freight forwarders to 4PL or those with local/regional or global offices and still others with specialised services like express courier and C&FA and transporters. How can a service provider benchmark itself against the best and on what parameters?

Vineet: When you mention a mixed bag, you are quite right, the heterogeneous nature of the industry with both asset and non-asset based service providers and widely varying scale of operation makes the cross-comparisons difficult. There is a lack of reference standard for IT hardware equipment or software applications due to rapid evolution of technology and frequent change in the business models/scope of services by LSPs. The asset-based service providers comprise CFS, ICDs, warehousing agents, shipping lines, freighters, ports and terminals, whereas the non-asset based comprise freight forwarders, CHAs and 3PLs. Since the essential business drivers work differently for each of them, the benchmarks in the case of asset based LSP, relates to asset utilization and it makes sense for them to index themselves to the top performers in their line of business on this one benchmark.

On the other hand, when it comes down to it, considering the way business is evolving, the non-asset based LSPs are to some extent IT-enabled service providers. Here, using staff productivity measures (revenue per head) is a very robust metric for comparison across categories.

Q. While investing in IT is critical for a global business, it is perceived to be expensive. How can one measure the investment to benefit ratio? Is there a standard to benchmark the IT return on investment in the LSP market?

Vineet: There is a very strong linkage of IT adoption to business performance. There are tools available for LSPs to establish metrics for all of these to determine the positive impact of technology and justify the investment.

Use of technology reflects very clearly across business in areas like-increased staff productivity; reduced operational costs with clear reductions in communication costs, staff headcount, courier and postage charges; cost savings with elimination of billing errors & incidence of documentation errors (as measured by way of defects per million opportunities); a faster cash flow with reduced no. of days in outstanding sales, improved customer satisfaction reflected most directly in growing share of business from existing accounts.

Q. Is there a scale to measure the IT adoption amongst LSPs in India, specially where technology application for information and knowledge management are concerned?

Vineet: Kale has devised a single comprehensive index- the TAIL™ (Technology Adoption Index for Logistics) that attempts to combine the dimensions of IT adoption in terms of extent of IT penetration, sophistication of IT deployment and IT maturity. This helps LSPs arrive at a number which they can use to benchmark themselves against similar companies. The results from this benchmarking study, show that an increase of 10 pts. over the average TAIL™ value can yield dramatic benefits of near doubling of staff productivity!

Q. Is there a scale to measure the IT adoption amongst LSPs in India, specially where technology application for information and knowledge management are concerned?

Vineet: There is a lack of reference standard for hardware & software applications due to rapid evolution of technology. Since most of the firms are not public, there is a challenge in securing privileged information on business metrics. The TAIL™ index addresses this concern and allows LSPs to determine where they are placed with respect to comparable firms on IT adoption. The TAIL™ framework allows the LSP to de-construct each rating so as to drill down to specific measures that they need to take with respect to enhancing their technology adoption. We do understand that every LSP may not be ready for a full-scale implementation of a totally integrated IT system. Therefore it is critical to identify the key operational processes and automate these first using a modular approach.

To determine TAIL index for your organization, write to us at logistics@kaleconsultants.com or visit our website www.kaleconsultants.com



Technology Solutions Help Save on Paper in Logistics Business

Kale as an 'Emerging IT Solution Provider' to the Logistics Industry, in cooperation with its logistic consultant partner can now successfully help save the paper from logistics supply chain. Kale's broad portfolio of Logistics solutions covering the entire supply chain right from freight forwarders, CFS/ICDs, GHAs, Airport Terminal Operators, Carriers and Warehouses can now easily integrate with a proven document management system to take the paper out of the logistics business. Our system also enables logistics businesses to electronically share these documents through rapid EDI transfer.

For global logistics supply chains, which are driven by speed, accessing and managing information plays a critical role. Research points out that in any business, 98% of the documents are stored and archived for future reference even after their current utility ends. Storage of physical documents takes up a lot of valuable space. Also the stored documents are prone to damage, being misplaced or misfiled. Document retrieval is not only time consuming but also costly due to additional manpower requirement.

Information technology overcomes these hurdles in a cost-effective manner, saving valuable time and space.

The Role of Paper in the Present Logistics Supply Chains:

Presently the filing cabinets of Airlines, Cargo ground handling agents and forwarders are jam-packed with thousands of documents like Air waybills, House manifests, DGR Certificates & Check sheets etc. These documents need to be filed and archived for several years to comply with the retention requirements of various governmental authorities like Customs or Revenue. This takes up valuable office or warehouse space. In addition, these documents need to be photocopied several times and distributed to different parties. Industry initiatives like the IATA e-freight project have been trying to get the paper out, but it's still a long way to go. The key stakeholders of the logistic supply chain still suffer the delay and cost built-up due to manual processes that require filing, retrieval, photocopy and distribution of several documents to various parties.

Shielding Logistics Supply Chain from Paper Clutter

SHIELD Intelefile® is an intelligent and advanced scanning and retrieval system, designed specifically for the key members of the logistics supply chain - Airlines, Cargo Ground Handlers and Freight Forwarders. Let us understand how these supply chain entities work and how would SHIELD help rid the paper in their business.

Airlines and Cargo Ground Handlers

Handling Air Cargo, as said before, is still a very paper intensive process. A huge number of documents need to be photocopied and distributed (faxed, mailed), archived, retrieved, again photocopied & faxed or mailed to either airline customers, freight forwarders or governmental authorities like customs etc. This manual document handling and archiving process creates significant overhead costs to GHA's or Airlines performing cargo handling activities at their major hubs themselves.

They require a solution that can build complete electronic flight files to be shared with all authorized stakeholders, a simple to use system to manage the paper in its business, which works by keeping scanned document images centralized in an archived database that can be accessed via the Internet. Such a system should allow authorised users to rapidly find, via the Internet. Such a system should allow authorised users to rapidly find, view, print, email and share

documents on demand and so also link to existing airport terminal operations system at the airport.

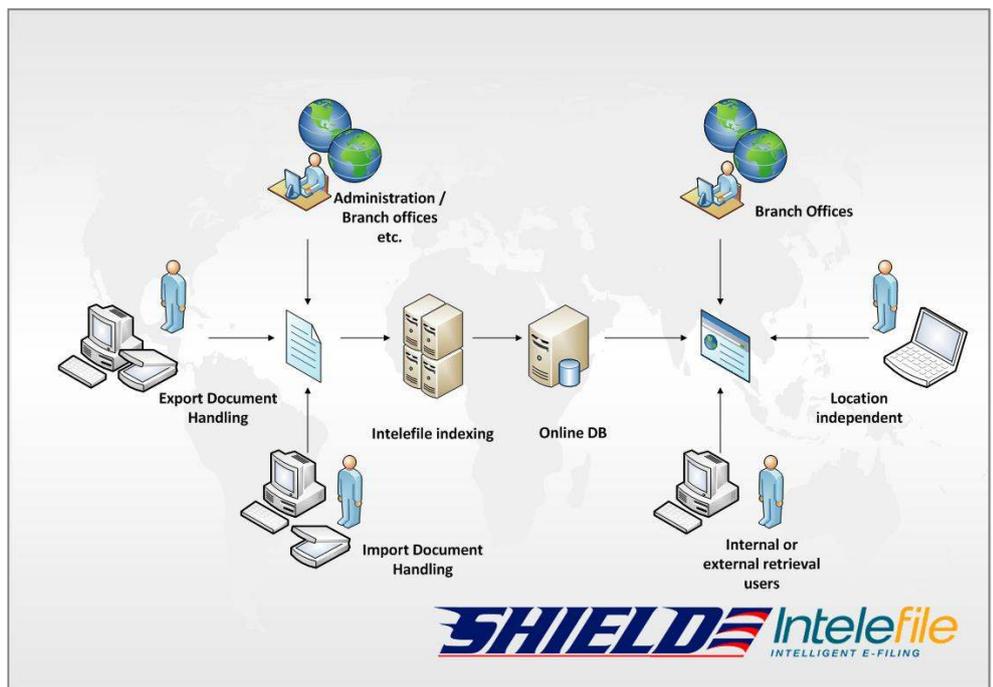
Freight Forwarding & Logistics Companies

Freight forwarders also work in a heavily paper based environment and face the same problems in terms of archiving. They very often suffer from huge paper archives occupying valuable office/warehouse space. In addition, files are microfiched before being archived which adds another cost factor to the entire archiving process. Retrieval of documents is also a very time consuming process and re-filing is a major source for mistakes due to wrong filing, which can cause huge fines in case documents cannot be provided on time. Thus, they end up making huge amount of photocopies throughout the year.

Another requirement is to share shipping documents online with other parties of the logistic process. Freight agents, Shippers, Customs Broker etc. not only need to see electronic copies of freight documentation but also email, print or fax the documents. They need a system that can scan all documents like customers commercial invoices, export licenses, packing lists, loading lists etc. and build up their electronic shipment file. Such a system should also be linked to the Freight Management Systems in use.

The Intelligent Document Management:

SHIELD Intelefile® is the next generation of



compliant document management solution which eradicates microfiling and photocopying of inbound documentation, cuts out manual data inputting, reduces filing and saves valuable office space. By enabling instant electronic access to all original documentation, SHIELD creates value right across the business chain. It is a hosted document management solution, capable of building a complete electronic flight file for cargo ground handler and airlines that can be shared with all relevant and authorized parties involved. Freight Forwarders can build up their electronic shipment files by simply scanning all documents like customers commercial invoices, export licenses etc.

This system makes the images available on-line and links the data to Kale's Freight Management System (FMS™, Mercury®, and CSP®) effectively. Electronic files, like word documents, excel spreadsheets, picture images and others can also be added to a shipment file by simply dragging & dropping the file into the shield application.

Besides being the most powerful and easy to use electronic archiving system in the market today, SHIELD can bring forwarding agents, airlines and cargo ground handling agents a big step closer to a more paperless environment and help, for example, IATA's e-Freight initiative to become a reality.

Significant Business Benefits

- SHIELD Intefile® dramatically reduces the costs associated with paper management, storage and distribution by bringing all documents online in one central database, accessible by all branch offices. Case studies performed with European Ground Handling companies showed that using SHIELD will reduce the yearly amount of photocopies needed by approximately 75%, the time needed for file retrieval from approx. 15 to 30 mins to around 2 minutes and the overall archiving costs by approximately 65%. No need to microfiche documents or to occupy valuable office/warehouse space anymore.
- Fast, secure and location independent 24*7 document sharing in a distributed environment

ensures enhanced communication, quick decision making and query resolution. Documents can conveniently be emailed and/or printed directly from SHIELD, thus reducing the amount of fax copies and costs.

- Eliminates misfiled paperwork and prevents fines and other legal action by ensuring regulatory compliance. Using SHIELD also reduces the total costs of freight administration as the documents can be shared online with supply chain partners like freight forwarders, partner agents, and shippers who in turn can easily capture these in their existing freight management system.
- Other electronic files, like word documents, excel spreadsheets, pdfs or picture images etc. can also be added to a shipment file by simply dragging & dropping them into the shield application, allowing easy administration of existing files
- SHIELD also offers a business process for Suppliers Invoice management & approval as well as a FWB module, which turns MAWB data into the electronic Cargo-IMP Message (FWB).

Kale's Solution Profile

Kale's expertise of working with the entire logistics supply chain—from shippers, to carriers and airports—provides a deep understanding of the requirements of the sector. Our logistics solutions are deployed at locations across the Middle East, Africa and Asia Pacific including four of the busiest international airports. Kale also has the distinction of working alongside IATA for its key initiatives such as e-Freight and Cargo 2000.

Offerings	Airports	CFS & ICD	Freight Forwarders	Warehousing & Distribution
Data Analytics & Consulting	Process consulting IT consulting Infrastructure consulting	Process consulting IT consultancy	Process consulting IT consultancy	Process consultancy IT consulting Infrastructure consulting
Managed Process Services	Revenue audit service Customer service Accounting	Documentation Freight payment	Documentation Customer service Freight payment audit	Freight payment audit Track and Trace Documentation
Technology & Hosting Services	IT infrastructure management Application maintenance and support Business intelligence	IT projects (e.g. RFID) IT infrastructure management Business intelligence	IT infrastructure management Business intelligence IT projects (e.g. Web enablement)	System integration Testing and validation ERP implementation
Products & Platform Solutions	GALAXY™-CUSTODIAN: Custodian management system GALAXY™-GHA: Cargo ground handling system	CAPELLA™ - CFS management system	FMS™ - Freight management system	WISE - Warehouse management system

Happenings @ Kale

Kale Consultants awarded "Innovation in Technology in the Travel Industry"

Kale Consultants was awarded "Innovation in Technology in the Travel Industry" at the 'Class of Travel & Tourism Awards' held during Travel & Tourism Summit 2010.

'Class of Travel & Tourism Award' winners were selected on the basis of the nominations received from companies & audited by KPMG along with a research of 20,000 travel industry players across 4 cities i.e. Mumbai, Delhi, Bangalore and Chennai.

LOT Polish Airlines selects Kale's passenger revenue accounting solution REVERA®

LOT Polish Airlines has selected Kale's passenger revenue accounting solution REVERA®. The solution will be deployed as a hosted model, giving the airline better control on costs and access to best practice data center capabilities.

Kale introduces DoC Payables Audit Service

Kale has introduced its Direct Operating Costs (DoC) Payables Audit service as a part of its Airlines Financial Management Solutions portfolio. DoC forms around 50-60% of an airline's overall cost structure, hence it is crucial for airlines to audit and exercise control on these payables. Kale's pioneering service helps airlines recover upto 2% of their Direct Operating Costs

Kale forays into Consulting & Data Analytics

Kale has announced its foray into consulting and data analytics aimed at the global airline industry. Today, more than ever before, airlines are overloaded with unlimited information. With many disparate systems feeding different operations, the amount of data available is enormous. Utilizing this data in the right perspective requires an expert view, which cannot be substituted by internal staff working in silos focusing on departmental KPIs. Access to domain experts who can analyze the right data to derive accurate business intelligence can dramatically impact an airline's business objectives.



Meet our Experts



Amar More

Head - Logistics Practice,
Kale Consultants Ltd.

Amar is the first proud Indian recipient of CILT Young Achiever Award-2009, and is the only individual globally to receive this honor on account of his exemplary contribution in delivering Technology solutions to the logistics industry.

Amar's expertise lies in the Logistics and Airline domain. He is an accomplished professional with 15 years of experience in setting up new initiatives, practices, processes, business analysis and enterprise wide application development. He has a wide industry exposure which has equipped him with an excellent understanding of the business needs of logistics value chain entities across the globe, spanning Asia-Pacific, Africa, Europe and North America.

Amar in his current role as Head-Logistics Practice at Kale has successfully created inroads into new areas of the Logistics business such as the Freight Forwarding Industry, Container Freight Stations and Airports. He has been driving strategies behind key business areas of Kale in Logistics industry. He also proactively tracks the industry changes closely to assist the internal team at Kale in delivering up-to-date industry solutions.



Sripad Bharati

Sr. Manager - Logistics Products Division
Kale Consultants Ltd.

Sripad in his present role at Kale is responsible for planning, development and implementation of Logistics solutions in 3PL space. In his 10 years of industry experience, Sripad has worked in a multitude of verticals including Securities, Airlines, Insurance, and Logistics.

Two years back when Kale made its foray in logistics industry, Sripad lead the setting of logistics product foundation by creating a comprehensive architecture and framework. This framework today helps the internal team to develop solutions with great efficiency and consistency.

His expertise lies in managing the complete client requirement cycle from Pre-sales to Delivery, setting up new initiatives and conducting business analysis. He closely tracks the technology changes in logistics industry and represents Kale at various industry events and exhibitions.

Prior to joining Kale, Sripad has also worked with GENPACT (formerly known as GE Capital International Services) and Mercator.



Manoj Kumar Mannotty

Group Manager-Logistics Practice
Kale Consultants Ltd.

Manoj brings with him an extensive knowledge of the Logistics vertical with his core competency revolving around freight forwarding business.

He has worked in varied capacities with Multinational and Indian freight forwarding companies. He has thorough knowledge of Ocean and Air freight forwarding, NVOCC operation, Shipping Agents, Container Freight Stations and Warehousing

In his present role at Kale he is responsible for managing Kale's solution portfolio for the Freight Forwarding industry including Kale's flagship forwarding solution - FMS™. Manoj interacts very closely with Kale's existing customers and also keeps his ears to the ground for any changes in industry requirements. He leads the definition and execution of FMS™ product roadmap. As a Practice leader, he is also responsible for defining and executing strategies for the Freight Forwarding Solutions business at Kale.

If you have any queries for our experts, mail us at expert@kaleconsultants.com and we will get back to you.

Events @ Kale

Past Events

Stay Ahead™ - A Kale Thought Leadership Summit | The Future of Revenue Accounting

March 10-12, 2010

Kuala Lumpur, Malaysia

The Stay Ahead™ summit has been a pioneering initiative to bring together the global revenue accounting community. Initiated in November 2008, the summits have turned out to be a unique get-together of industry decision makers geared towards facilitating a thought provoking discussion on the future of Revenue Accounting (RA).

The Stay Ahead™ summit at Kuala Lumpur provided in-depth insights around critical components of SIS which would help Airlines be ready before SIS gets mandated. The sessions spanning over two days had experts' from the industry and Kale, share their knowledge on managing large volumes of data with actionable analytics, and discuss emerging areas in the RA eco-system.

The summit saw top RA professionals discuss and debate on critical case studies to arrive at real life solutions to their day-to-day problems. An engaging discussion on the next steps in Passenger Sales Audit highlighted the importance placed by the airline community on getting the maximum from the audit process.

Aerodrome India 2010

April 8-10, 2010

Bombay Exhibition Centre, Mumbai, India



Aerodrome India 2010 was the fourth edition of India's pioneering & premier International Exhibition & Business Forum on Airport Infrastructure & operations. This fourth edition followed the earlier three most successful editions in this niche sector, which is witnessing enormous growth owing to the proactive policies initiated by Ministry of Civil Aviation, Government of India.

This exhibition offered a unique opportunity of creating an interactive platform for the airport / aviation industry, thus facilitating conversion of this huge potential into commerce. During this exhibition, Kale showcased its cutting-edge cargo solutions which facilitate complete automation of cargo terminal operations.



Industry Delegates at Stay Ahead™ - Kuala Lumpur, Malaysia

Gateway Knowledge Forum - Efficiency in Inland Logistics : New Pathway

April 09, 2010

Hotel Taj Mahal, New Delhi



Gateway Knowledge Forum was a unique platform where key business, political and academic leaders, who bring diverse perspectives but a shared commitment to improve trade and business, were invited to debate and deliberate on the most pressing issues of our time.

Efficiency in Inland Logistics: New Pathway was the first event in a series of such knowledge forums. Striving to bring about the much needed changes in the sector, this one-day conference, organised by Maritime Gateway, focused on issues related to freight transportation, cargo evacuation, emergence of logistics hubs importance of 3PL, contract logistics, business innovation and technology adaption. This forum voiced industries' concerns and arrived at feasible suggestions and recommendations.

Kale participated in this conference as 'Session Sponsor' of the Technology Track. Kale also showcased its newest cutting-edge logistics solutions at the Kale booth. Mr. Amar More, Head-Logistics Practice, Kale Consultants was one of the key speakers and shared views on the topic 'EDI: Where are we?'



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