

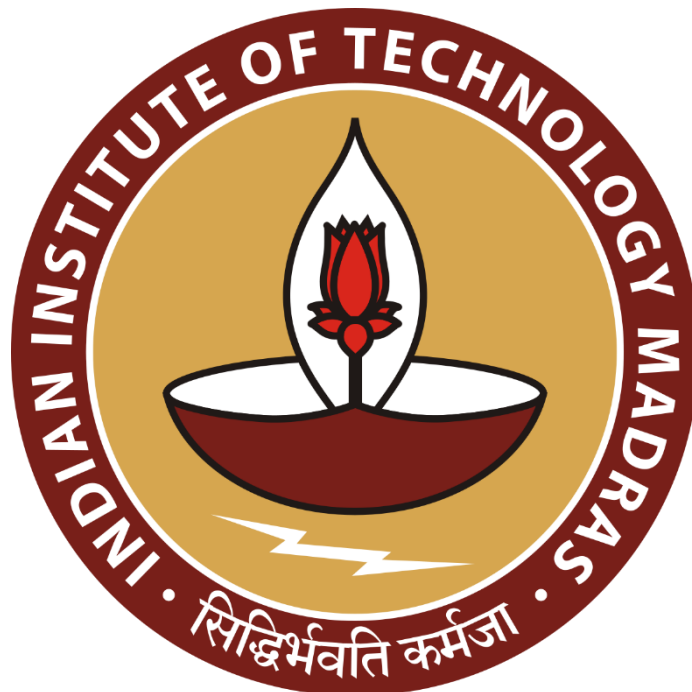
Optimizing Revenue for a Freight Forwarding Company

A Proposal report for the BDM capstone Project

Submitted by

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Declaration Statement

I am working on a Project titled “**Optimizing Revenue for a Freight Forwarding Company**”.

I extend my appreciation to **NNR Global Logistics Private Limited**, for providing the necessary resources that enabled me to conduct my project.

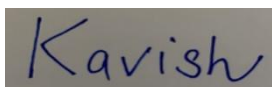
I hereby assert that the data presented and assessed in this project report is genuine and precise to the utmost extent of my knowledge and capabilities. The data has been gathered from primary sources and carefully analyzed to assure its reliability.

Additionally, I affirm that all procedures employed for the purpose of data collection and analysis have been duly explained in this report. The outcomes and inferences derived from the data are an accurate depiction of the findings acquired through thorough analytical procedures.

I am dedicated to adhering to the principles of academic honesty and integrity, and I am receptive to any additional examination or validation of the data contained in this project report.

I understand that the execution of this project is intended for individual completion and is not to be undertaken collectively. I thus affirm that I am not engaged in any form of collaboration with other individuals, and that all the work undertaken has been solely conducted by me. In the event that plagiarism is detected in the report at any stage of the project's completion, I am fully aware and prepared to accept disciplinary measures imposed by the relevant authority.

I understand that all recommendations made in this project report are within the context of the academic project taken up towards course fulfillment in the BS Degree Program offered by IIT Madras. The institution does not endorse any of the claims or comments.

A rectangular box containing a handwritten signature in blue ink that reads "Kavish".

Signature of Candidate: **(Digital Signature)**

Name: Kavish Pal Singh

Date: 12/06/2025

GLOSSARY

TERM	DEFINITION
FREIGHT FORWARDING	The service of arranging and managing movement of goods from one location to another by air, sea, road, or rail.
AIR AND OCEAN FREIGHT FORWARDING	Services that involve movement of goods from one location to another through air or ocean only. Air Freight Forwarding involves the use of aircrafts whereas, Ocean Freight Forwarding involves the use of cargo ships for transportation.
CUSTOMS CLEARANCE	The service of preparing and submitting documents, paying duties and taxes to ensure that goods are legally transported across borders.
LOGISTICS	Logistics as a service encompasses the entire supply chain, including planning, implementation, storage, warehousing, transportation and inventory management.
AIRLINE FREIGHT AGENCY	The service where a company acts as an agent for airlines to assist clients with transportation of goods via air freight.
WAREHOUSING SERVICES	The service of providing storage and management of goods in a facility until they are needed to be transported or delivered.
NOMINATED SHIPMENTS	It is an international shipping arrangement where the consignee (buyer/importer) selects and appoints the freight forwarding company to handle their shipments.
DIRECT SHIPMENTS	It refers to shipments that a freight forwarding company secures by directly marketing and pitching to local clients such as importers and exporters. Here Customer Relationship Management and Marketing play a key role in securing shipments.

1 Executive Summary and Title

“Optimizing Revenue for a Freight Forwarding Company”

The project focuses on a freight forwarding multi-national company (MNC) that operates across India and has its corporate office in Gurugram, Haryana. It is a service-based company that operates in the B2B segment and provides services in the Logistics and Freight Forwarding sector.

The major business issue that the company currently faces is stagnant revenue caused by not leveraging potential new markets and key commodities, weak B2B marketing and digital presence and poor Digital Customer Relationship Management. External factors, such as low customer retention rates from the highly competitive and fluctuating logistics market, have limited the company's growth over the past 5 years.

To address these issues, I will analyze the company's sales and revenue data which would include the identification and effects of key performance indicators of sales performance, B2B marketing and Digital Customer Relationship Management practices and the company's digital presence. I will use tools such as Microsoft Excel and Power BI to analyze and visualize the company's data, present the findings and draft the proposed solution. These expected outcomes would help the company to increase revenue by gaining better and more accurate insights on sales performance, information about potential new markets and key commodities, effective B2B marketing and Digital Customer Relationship Management practices and strong digital presence.

2 Organization Background

The company that I am working with is NNR Global Logistics India Private Limited, which is a [freight forwarding](#) multi-national subsidiary of Nishi-Nippon Railroad Company Limited, which comes under the parent group, The Nishitetsu Group, established in 1908 in Fukuoka, Japan. The organization caters to many segments like Transportation, Real Estate, Distribution, Logistics and Leisure Industry surrounding the vision of “Grow in Harmony with you”. The organization's logistics division has a presence across 29 countries and ranks 36th in the world. In India, the company was established in 2006 in New Delhi, India, having its corporate office at Gurugram, Haryana. Over the years, it has expanded across six major Indian cities: Mumbai, Chennai, Hyderabad, Kolkata, Bangalore and Ahmedabad. The company operates under the leadership of its Managing Director, Mr. Manish Singh, and has a workforce of 90. It is a service-based company operating in the B2B segment and primarily

provides [Air and Ocean Freight Forwarding](#) (Import-Export), [Customs Clearance](#), [Logistics](#), [Airline Freight Agency](#) and [Warehousing Services](#) across India.

[NNR Global Logistics Website](#)

3 Problem Statement

3.1 To overcome stagnancy in revenue: For the last 5 years the company has not been able to increase its revenue due to failure to explore potential new markets and penetrate key commodity segments, poor Digital CRM (Customer Relationship Management), weak marketing and digital presence.

4 Background of the Problem

The company has been profitable since 2008 witnessing growth in revenue in the initial years up until 2020 when the company's revenue fell into stagnancy. The company has two major revenue streams: [Nominated Shipments](#) and [Direct Shipments](#). From 2008 to 2019, the majority of revenue intake was from Nominated Shipments primarily through the company's extensive global network. Gradually as the company expanded there was a shift towards the Direct Shipments and currently, revenue intake is equally distributed amongst both streams. However, Nominated Shipments are an external and independent revenue stream over which the company itself has no control, the company can only maintain a strong market presence, reputation, reliability and quality of service among its competitors to induce sales. Over time, the company has identified that most of its revenue in the Direct Shipments comes from importing and there is a need to step into the Indian Export market. But, for the decision-makers to make such important decisions there is a lack of proper analysis on the company's data.

After discussing with the managing director, the root causes of stagnancy in revenue faced by the company are as follows:

1. Not leveraging potential new markets and untapped key commodity segments further causing: [Internal Factor]
 - a. Lack of a diversified customer base
 - b. Limited focus on key commodities within the market
 - c. Overlooking the Indian Export Market
2. Low Customer Retention Rate due to the Logistics Sector being a Highly Competitive and Fluctuating Market [External Factor]
3. Poor Digital Customer Relationship Management (CRM) [Internal Factor]

4. Weak B2B Marketing Practices and Digital Presence leading to poor visibility in the Indian Market [Internal Factor]
5. Inadequate Sales Team [Internal Factor]

5 Problem Solving Approach

Problem Solving Methods

Amongst the root causes stated above, I will address the internal factors using effective problem-solving approaches. Firstly, I will study and understand key abbreviations and commonly used terminologies in the Freight Forwarding Industry through online sources, books, and discussions with the company's sales team. By doing this, I will better understand the workings of the business from top to bottom. After that, I will identify variables associated with the problem, which could include Sale, Cost of Sale, Profit, Consignee, Commodity, etc. At the same time, I will conduct basic secondary market research in the Logistics and Freight Forwarding Sector to better understand general market demands and trends. Next, I will perform descriptive analysis and determine the metadata. This approach will help me fetch early patterns and trends. At the same time, I will begin learning about the current B2B marketing practices and Customer Relationship Management that the company conducts and figure out the current situation. I will also use the 5-Whys framework to investigate about low customer retention rate in the company. After this, I will verify the problem of stagnant revenue that the company faces by performing a trend analysis to understand when and why revenue stagnation emerged. After this, I will analyze and determine the key performance indicators (KPIs) from the company's Sales Performance Data and perform a SWOT analysis on them to better interpret their impact on the company. All these methodologies will ultimately contribute to developing a proposed solution to the problem.

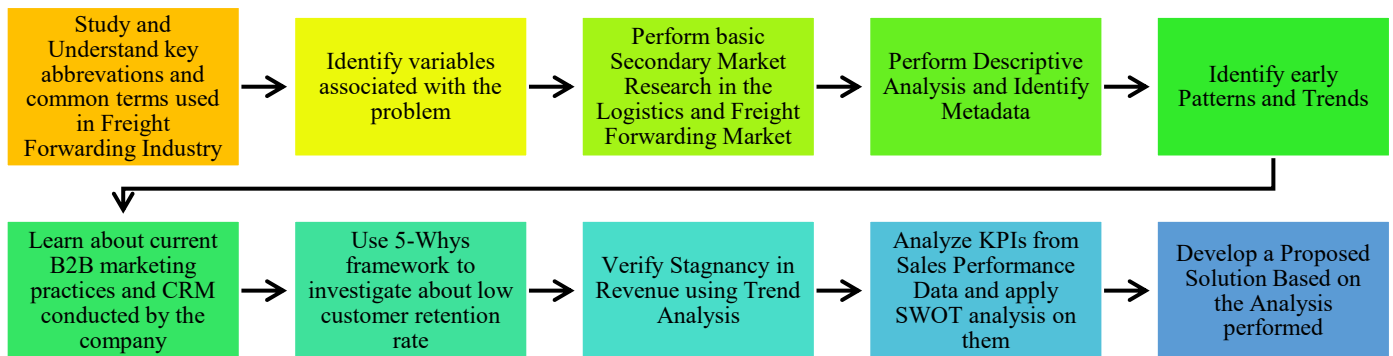
Data Collection

I will collect data from two different sources. First, I will gather sales and revenue data from all company branches for the past three years. This approach will help me perform better analysis, as more data enables accurate outcomes. The second data source will be the Internet, where I will gather data about the Indian logistics and freight forwarding market to compare it against the company's performance and orientation.

Data Analysis Tools

The analysis and visualization of the data throughout the project will be conducted on Microsoft Excel and Power BI. These tools will allow me to efficiently process, clean, analyze, visualize and present the data to find actionable insights and ultimately contribute to the proposed solution to the problem.

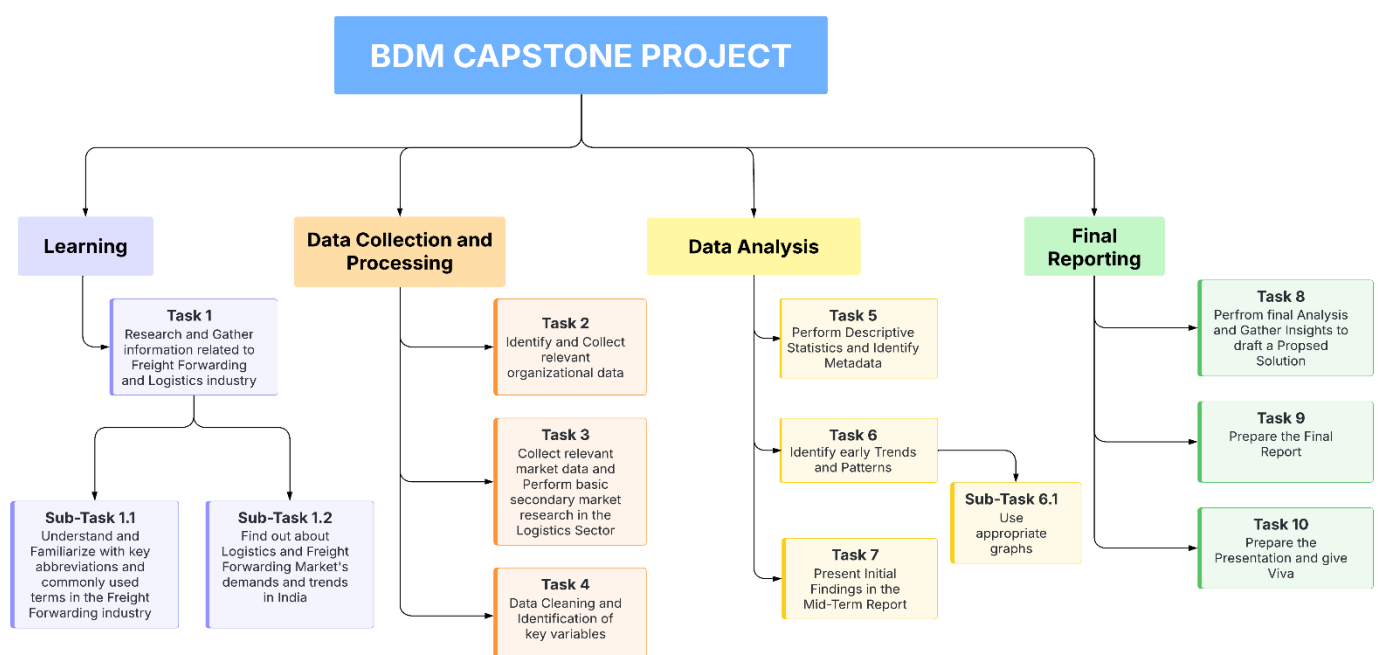
Problem Solving Approach Flowchart



6 Expected Timeline

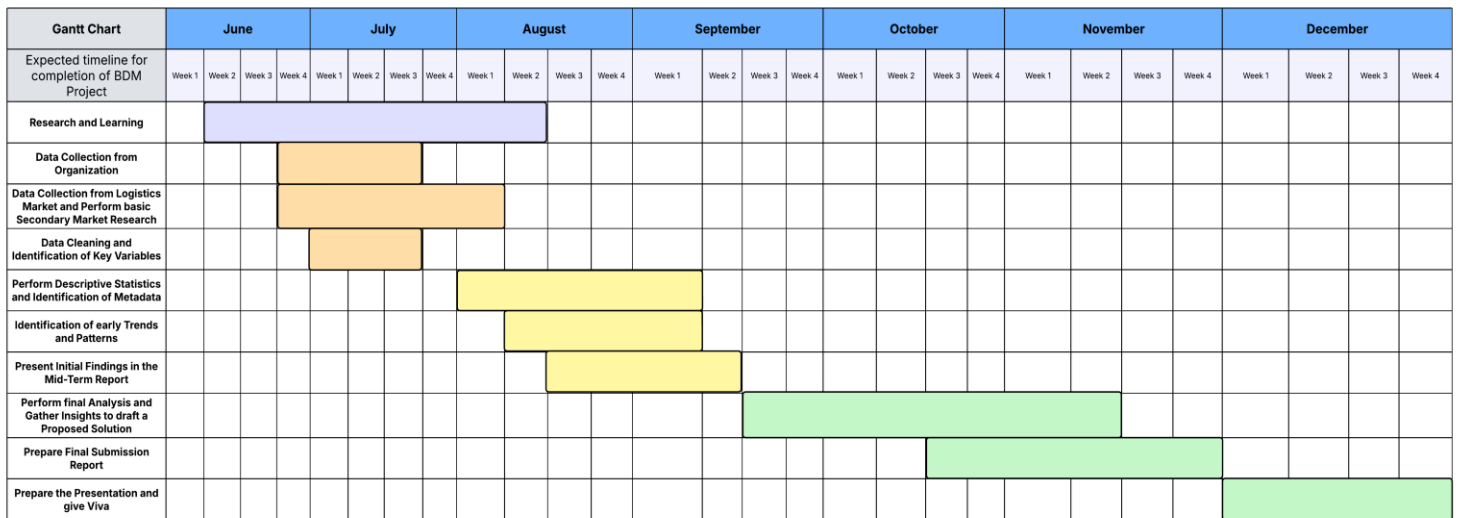
The work breakdown structure comprises of 4 major divisions, Learning, Data Collection and Processing, Data Analysis and Final Reporting. The expected project timeline begins from June 2025 till December 2025.

6.1 Work Breakdown Structure



6.2 Gantt chart

BDM Project 2025 Expected Timeline



7 Expected Outcomes

The expected outcomes from the project will help the company overcome its problem of stagnant revenue by providing deeper insights from the analysis. This would enable the management to make strong business decisions backed by the project's findings. The expected outcomes are as follows:

- 7.1 Provide better insights into the company's sales performance to encourage strong business decisions.
- 7.2 Identify potential new markets and untapped key commodity segments that the company should target to improve revenue.
- 7.3 Develop a revised and effective marketing and digital customer relationship management plan to increase the company's visibility in the market and improve revenue.
- 7.4 Offer better insights and strategies for enhancing the company's digital presence.