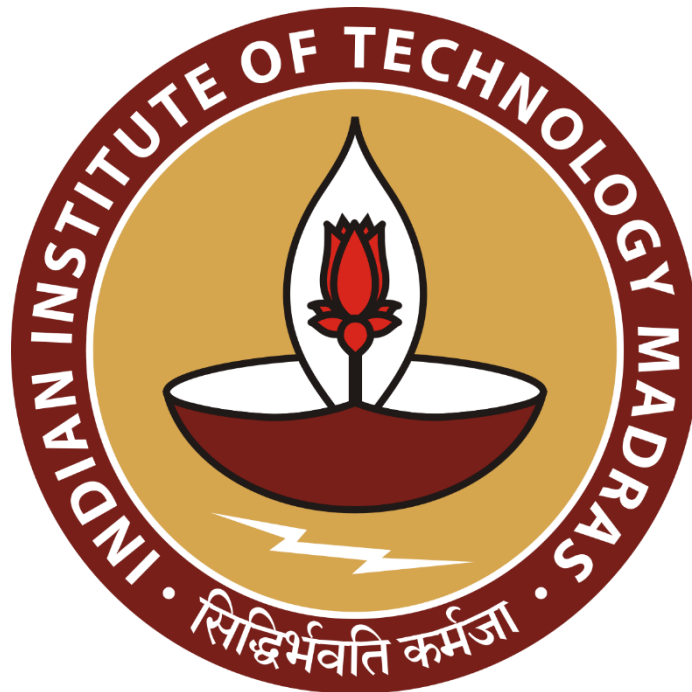


**Optimizing Revenue for a Freight Forwarding Company**  
**A Final report for the BDM capstone Project**

Submitted by

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## **1 Executive Summary**

The project focuses on a freight-forwarding multinational company (MNC) that operates across India. It is a service-based company serving the B2B segment and provides services in the Logistics and Freight Forwarding sector. Based on the Preliminary Analysis presented in the Mid-Term Report, the initial findings served as a base for further in-depth analysis in the Final-Term Report.

The in-depth analysis employed several techniques. Trend Analysis examined Revenue and Gross Profit by Shipment Type across both years to identify underperforming shipment types that contributed to the dip in the 3<sup>rd</sup> quarter of FY-23 and to understand the broader performance trends. Cross-Segment Analysis compared Revenue and Gross Profit across multiple segments to determine the best and worst performing cross-segments. KPI Analysis was used to find key performance indicators like Revenue/CW, Profit/CW, and Cost/CW for both years to evaluate the company's efficiency in terms of volume of shipments handled. Qualitative Analysis included basic secondary market research, learning about Marketing in the B2B segment, and utilizing digital platforms to boost sales.

After combining all the results from this analysis with the previous one, a proposed solution was drafted, which was aligned with the expected outcomes as mentioned in the Proposal Report. The proposed solution included interpretations from Quantitative Analysis results, a revised marketing framework, and actionable suggestions to enhance the company's website for improved market reach and sales performance.

## **2 Detailed Explanation of Analysis Process/Method**

The initial findings from the Mid-Term Report were taken into focus before starting with the Final Analysis for this report. Below is the link to the Final-Term folder:

BDM Capstone Project Final-Term Folder

### **2.1 Quantitative Analysis**

Quantitatively, the following in-depth analysis techniques were used to deeply investigate the hidden patterns and trends:

1. **Trend Analysis:** This is a type of analysis technique that is used to examine data over a continuous period of time to identify patterns, shifts, or changes. In the mid-term report, Revenue and Gross Profit were analysed across quarters

for both FY-23 and FY-24 to observe their respective trends. A significant dip was observed in Quarter-3 of FY-23 for both variables. Following this observation, the segment in which the dip occurred was identified by examining the overall trends in Revenue and Gross Profit across Shipment Types (AI, OI, AE and OE) and Quarters for both years. It was found that performing this analysis technique helped in identifying the root cause of the dip and in visualizing the general trends, which would assist in better planning for the future.

**2. Cross-Segment Analysis:** This is a type of analysis technique that is used to compare data from different segments or categories to understand and interpret their relationships. In the mid-term report, Revenue and Gross Profit were analyzed across segments like Office Branch, Overseas Country, Type of Customer, Commodity, and Type of Shipments. This basic segment analysis was conducted to observe which sub-segments within each segment performed better or worse in terms of Revenue and Gross Profit. After this, Cross-Segment analysis was performed to identify outliers and determine the best and worst-performing cross-segments. Since the dataset contained five segments, only the most relevant and insightful combinations were analyzed, rather than all possible comparisons. For this analysis, the following cross-sectional tables were created for both Revenue and Gross Profit across FY-23 and FY-24:

1. **Commodities vs Type of Shipment (AI, OI, AE and OE):** (Revenue and Gross Profit) This comparison was performed to understand how different shipment types performed across commodities. This aided in identifying the best and worst cross-segments and hidden outliers that could be optimized to increase revenue.
2. **Commodities vs Office Branch:** (Revenue and Gross Profit) This comparison was used to study the performance of each office branch across commodities, and to evaluate branch-wise performance in depth. This helped to identify each branch's best and worst revenue and profit generating commodities.
3. **Office Branch vs Type of Customer:** (Revenue and Gross Profit) This comparison was conducted to evaluate how each office branch performed across customer types, to measure revenue and profit

generation. This helped to identify each individual branch's customer acquisition effectiveness and whether it translated to higher revenue generation or not.

- 3. KPI (Key Performance Indicators) Analysis:** This is a type of analysis technique that is used to calculate key performance indicators to evaluate a business's performance, identify trends, and make informed decisions based on the analysis. In the mid-term report, ratio analysis was conducted to assess the company's financial health, which indicated an overall improvement from FY-23 to FY-24. It was also concluded that the Direct Shipment stream outperformed the Nominated Shipment stream. To further investigate operational efficiency in terms of Revenue, Gross Profit, and Cost of Sales, the following KPIs were computed:

<b>Revenue per CW</b>	$\frac{\text{Total Revenue}}{\text{Total CW}}$	Indicates revenue earned per CW (shipment weight) reflecting pricing efficiency and revenue quality relative to shipment sizes. Higher values suggest strong sales performance or effective pricing.
<b>Profit per CW</b>	$\frac{\text{Total Profit}}{\text{Total CW}}$	Indicates profit earned per CW (shipment weight) reflecting profitability efficiency. Higher values demonstrate effective cost management in relation to revenue.
<b>Cost per CW</b>	$\frac{\text{Total Cost}}{\text{Total CW}}$	Indicates cost incurred per CW (shipment weight), reflecting operational and cost efficiency. Lower values suggest strong cost control and more efficient logistics processes.

Additionally, the **Revenue per CW** KPI was calculated across Office Branches to evaluate branch-wise revenue performance for FY-23 and FY-24.

- 4. SWOT (Strength, Weakness, Opportunity & Threat) Analysis:** This is a type of analysis technique that helps organizations, businesses, and individuals to identify internal strengths and weaknesses along with external opportunities and threats to make better decisions. All the findings and trends identified throughout the project were combined and presented in a SWOT Analysis table

in the final section of this report. This table provides a comprehensive overview of the company's overall strengths and weaknesses and highlights the external opportunities and threats.

## 2.2 Qualitative Analysis

Qualitatively, after investigating and collecting the facts regarding the company's internal operations, specifically the absence of an enterprise resource management system, and the underutilization of its website, the next step was to perform basic secondary market research to collect key facts about the trends and general market behavior of the Freight Forwarding and Logistics Industry. Furthermore, to support the need for a revised marketing plan, research on B2B marketing strategies and digital presence was conducted through books and online resources. The results and findings from this analysis have been reported in the following section.

## 3 Results and Findings

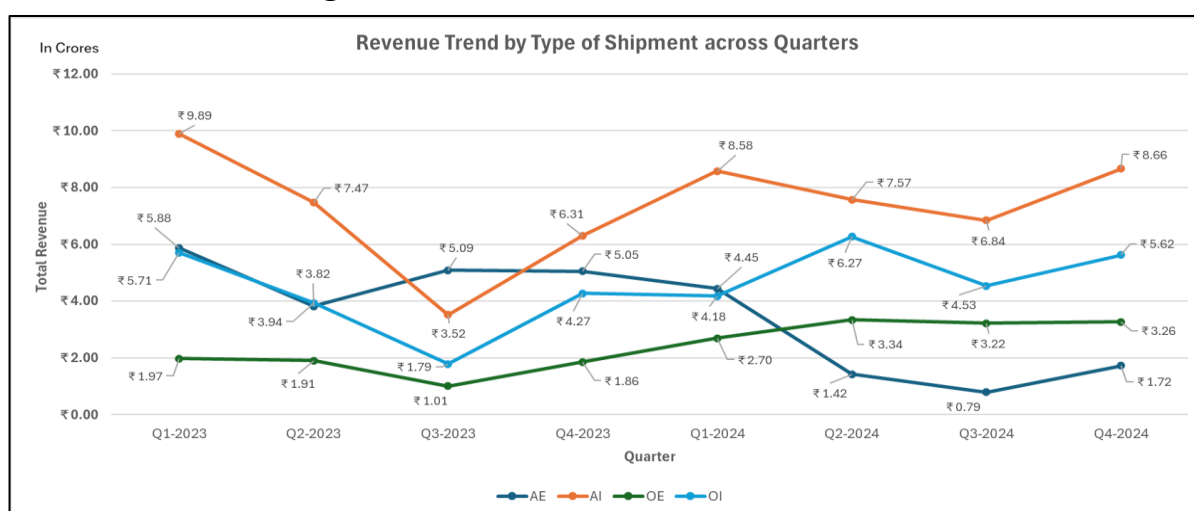


Chart 3.1

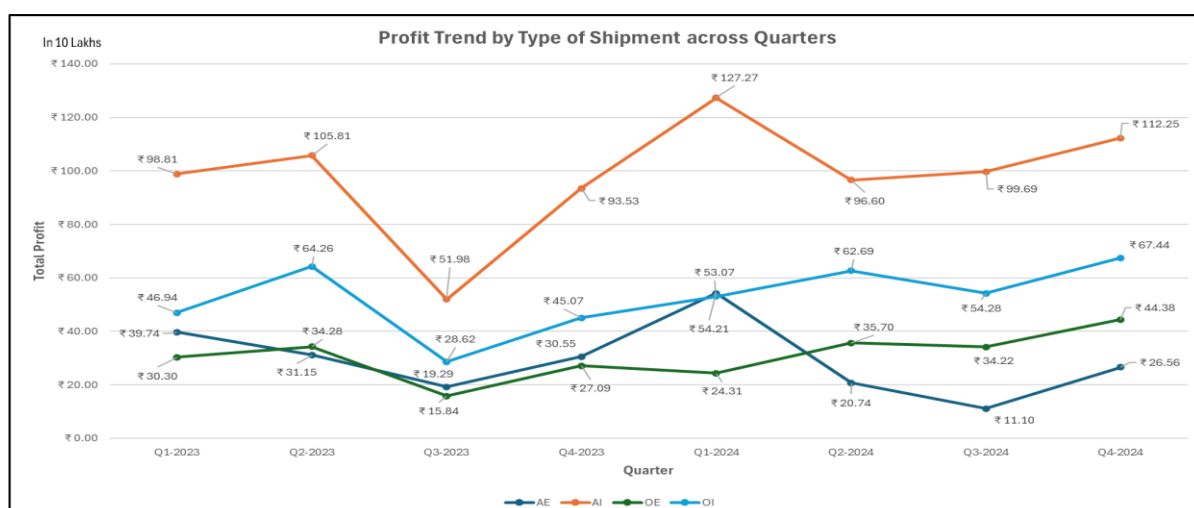


Chart 3.2

1. **Trend Analysis (Charts 3.1 & 3.2):** After performing trend analysis for revenue and gross profit across shipment types, the **AI** segment showed a sharp dip in revenue, approximately ~ **₹4 Crores** in the 3<sup>rd</sup> Quarter of 2023, followed by the **OI** and **OE** segments. Due to this, the company's revenue observed such a sharp decline as previously observed in the mid-term report. However, the **AE** segment actually jumped in revenue in the 3<sup>rd</sup> Quarter of 2023. Overall, the **AI**, **OI**, and **OE** segments increased in revenue by the 4<sup>th</sup> Quarter of 2024. These dips in revenue were also seen in terms of gross profit, where the **AI** segment showed the biggest dip of approximately ~ **₹50 Lakhs**, followed by **OI**, **AE**, and **OE** segments. Towards the end of the 4<sup>th</sup> Quarter of 2024, all 4 segments showed an upward trend, but overall, these segments showed a repetitive pattern of rise and fall, which strongly indicates the high variability in the freight forwarding industry.
2. **Cross-Segment Analysis (Tables 3.3 to 3.14):** The results of this analysis were in the form of Cross-Segment Tables, where all the cells were conditionally highlighted using Excel to highlight best-to-worst performing cross segments using the color green for best and the color red for worst.

Sum of Revenue FY-23'	Type of Shipment			
Commodities	AE	AI	OE	OI
Aerospace Parts	—	₹ 89,963.00	—	₹ 225,500.00
Automotive Parts	₹ 12,194,555.83	₹ 151,450,932.54	₹ 28,814,891.35	₹ 89,880,932.48
Chemicals	₹ 1,489,498.22	₹ 11,611,354.00	₹ 4,983,985.55	₹ 5,750,035.78
Diplomatic Cargo	—	—	—	₹ 43,521.00
Electronic Goods	₹ 949,164.00	₹ 41,814,662.39	—	₹ 25,543,549.52
Foods	₹ 1,469,253.57	₹ 2,608,394.00	₹ 2,216,176.96	₹ 2,288,756.19
Machinery Parts	—	₹ 13,393.00	₹ 664,594.00	₹ 2,613,508.00
Pharmaceuticals	₹ 3,852,204.00	₹ 7,557,697.00	₹ 444,602.00	₹ 241,219.90
Raw Materials	—	—	₹ 83,932.00	₹ 1,082,152.00
Robotic Parts	—	₹ 3,658,369.00	—	—
Semiconductors	₹ 7,085,209.32	₹ 3,031,687.58	₹ 1,021,590.00	—
Textiles	₹ 7,987,260.40	₹ 75,789.00	₹ 4,553,627.99	₹ 82,701.77
Unknown	₹ 163,312,936.79	₹ 50,047,802.36	₹ 24,650,357.07	₹ 29,266,382.93

Table 3.3

Sum of Revenue FY-24'	Type of Shipment			
Commodities	AE	AI	OE	OI
Aerospace Parts	₹ 110,654.00	₹ 6,006,265.00	—	₹ 1,766,578.05
Apparels	₹ 126,147.00	—	₹ 388,329.00	—
Automotive Parts	₹ 14,463,625.56	₹ 197,387,138.22	₹ 32,788,678.45	₹ 136,153,331.33
Chemicals	₹ 3,818,694.76	₹ 12,243,171.04	₹ 21,020,302.84	₹ 7,452,876.78
Electronic Goods	₹ 2,224,356.50	₹ 31,575,227.56	₹ 2,179,447.14	₹ 22,511,466.40
Foods	₹ 1,655,713.35	₹ 6,815,856.32	₹ 5,399,973.33	₹ 2,063,589.90
Machinery Parts	₹ 3,478,678.00	—	—	—
Pharmaceuticals	₹ 371,617.68	₹ 12,998,973.64	—	₹ 1,754,231.74
Semiconductors	₹ 3,533,636.02	₹ 2,729,448.00	₹ 8,247,056.20	—
Textiles	₹ 5,720,045.35	—	₹ 4,929,460.43	₹ 36,629.96
Unknown	₹ 48,312,989.34	₹ 46,852,955.94	₹ 50,241,170.19	₹ 34,290,576.17

Table 3.4

- a. **Tables 3.3 & 3.4:** Tables 3.3 & 3.4 indicate the revenue across Type of Shipments and Commodities, where the best performing cross segment for FY-23 was **Unknown-AE**, followed by **Automotive Parts-AI** and **OI**. In FY-24, the **Automotive Parts-AI** segment was the best-performing cross-segment in revenue, followed by **Automotive Parts-OI** and **Unknown-OE**. The worst performing cross segments were **Machinery Parts-AI**, **Chemicals-OI**, and **Textiles-AI** for FY-23, and **Textiles-OI**, **Aerospace Parts-AE**, and **Apparels-AE** for FY-24. Overall, there were more cells highlighted as shades of red and only 6-7 cells were highlighted as shades of green, which indicates that the company's revenue is very heavily dependent on a very few cross-segments. This means that if these top cross-segments underperform, then the company suffers a huge drop in revenue, as indicated in the previous analysis results. Some of the vital cross-segments that are worth mentioning were as follows:
- Textiles-OI:** This cross-segment has not performed well, as the revenue generated in FY-24 was less than that in FY-23.
  - Aerospace Parts-AI:** This cross-segment grew in terms of revenue in FY-24.
  - Aerospace Parts-OI:** This cross-segment also grew in terms of revenue in FY-24.

These insights show that even if the company's revenue increased in FY-24, the segment-wise revenue generation is poor in many categories and needs attention

Sum of Gross Profit FY-23'	Type of Shipment			
Commodities	AE	AI	OE	OI
Aerospace Parts	—	₹ 10,943.00	—	₹ 8,000.00
Automotive Parts	₹ 1,973,020.12	₹ 21,954,914.89	₹ 5,938,406.57	₹ 8,032,292.96
Chemicals	₹ 485,722.22	₹ 1,538,434.46	₹ 560,085.06	₹ 867,030.83
Diplomatic Cargo	—	—	—	₹ 8,035.00
Electronic Goods	₹ 192,328.47	₹ 4,211,575.31	—	₹ 5,906,154.18
Foods	₹ 264,155.48	₹ 409,540.95	₹ 351,707.42	₹ 285,392.71
Machinery Parts	—	₹ 1,833.79	₹ 133,930.00	₹ 146,288.97
Pharmaceuticals	₹ 604,897.06	₹ 1,268,915.79	₹ 68,086.00	₹ 95,326.26
Raw Materials	—	—	₹ 11,385.00	₹ 57,633.00
Robotic Parts	—	₹ 60,197.50	—	—
Semiconductors	₹ 1,278,916.32	₹ 366,454.33	₹ 171,292.00	—
Textiles	₹ 758,707.02	₹ 3,999.00	₹ 568,270.74	₹ 13,819.77
Unknown	₹ 6,514,511.47	₹ 5,185,941.71	₹ 2,947,246.05	₹ 3,068,681.87

Table 3.5



Sum of Gross Profit FY-24'	Type of Shipment			
Commodities	AE	AI	OE	OI
Aerospace Parts	₹ 49,728.00	₹ 1,140,051.19	—	₹ 164,051.05
Apparels	₹ 16,090.00	—	₹ 93,182.00	—
Automotive Parts	₹ 2,382,382.89	₹ 24,945,145.71	₹ 5,010,202.08	₹ 13,741,567.09
Chemicals	₹ 551,163.50	₹ 2,265,314.24	₹ 2,552,483.11	₹ 884,536.40
Electronic Goods	₹ 307,494.50	₹ 4,573,938.68	₹ 163,586.64	₹ 5,004,257.59
Foods	₹ 228,583.35	₹ 859,507.29	₹ 582,986.59	₹ 260,503.55
Machinery Parts	₹ 289,518.00	—	—	—
Pharmaceuticals	₹ 116,829.29	₹ 2,293,138.38	—	₹ 409,098.74
Semiconductors	₹ 117,114.02	₹ 216,105.00	₹ 1,516,582.74	—
Textiles	₹ 364,212.35	—	₹ 574,205.01	₹ 7,302.96
Unknown	₹ 6,838,399.25	₹ 7,287,348.56	₹ 3,368,160.71	₹ 3,276,576.37

Table 3.6

- b. **Tables 3.5 & 3.6:** Tables 3.5 & 3.6 indicate the gross profit across Type of Shipments and Commodities, where the best performing cross segment for FY-23 & 24 was **Automotive Parts-AI**, followed by **Automotive Parts-OI**, and **Unknown-OE**. The worst performing cross segments were, **Aerospace-OI**, **Diplomatic Cargo-OI** and **Raw Materials-OE** in FY-23 and **Textiles-OE** and **Apparels-AE** in FY-24. Similarly, as observed in the previous tables, the number of cells highlighted in shades of red was more than those highlighted in green for these tables, as well as the important cross-segments stated above for revenue, also behaved similarly for gross profit.

Sum of Revenue-FY-23'	Office Branch								
Commodity	AMD	BLR	BOM	CCU	DEL	HYD	LDH	MAA	PNQ
Aerospace Parts	—	₹ 315,463.00	—	—	—	—	—	—	—
Automotive Parts	₹ 2,233,667.93	₹ 4,095,010.50	₹ 31,744,727.91	—	₹ 210,005,472.68	₹ 1,045,763.00	₹ 113,628.90	₹ 42,055,564.40	₹ 3,557,627.00
Chemicals	₹ 15,311.00	₹ 4,782,712.00	₹ 10,812,977.55	—	—	—	—	₹ 8,502,464.00	—
Diplomatic Cargo	—	₹ 43,521.00	—	—	—	—	—	—	—
Electronic Goods	—	₹ 35,279,374.00	₹ 3,199,441.52	—	₹ 25,535,034.39	—	₹ 235,195.00	₹ 4,595,845.00	—
Foods	₹ 76,759.50	₹ 546,158.00	₹ 3,467,448.52	₹ 313,767.00	₹ 2,204,743.09	—	—	—	₹ 1,978,704.61
Machinery Parts	₹ 185,555.00	₹ 3,092,547.00	—	—	₹ 13,393.00	—	—	—	—
Pharmaceuticals	—	₹ 2,477,074.00	₹ 1,905,226.90	—	₹ 585,759.00	₹ 3,410,806.00	—	₹ 3,313,345.00	₹ 676,949.00
Raw Materials	—	₹ 1,166,084.00	—	—	—	—	—	—	—
Robotic Parts	—	—	—	—	₹ 3,658,369.00	—	—	—	—
Semiconductors	₹ 433,100.58	₹ 2,920,153.00	₹ 7,785,233.32	—	—	—	—	—	—
Textiles	₹ 56,115.77	₹ 4,700.00	₹ 11,733,857.55	—	—	—	₹ 515,264.84	₹ 491,819.00	—
Unknown	₹ 10,680,200.42	₹ 18,826,617.50	₹ 37,006,949.70	₹ 33,038,998.00	₹ 180,718,081.16	₹ 3,259,199.60	₹ 1,153,713.00	₹ 6,199,280.72	₹ 10,323,268.91

Table 3.7

Sum of Revenue-FY-24'	Office Branch								
Commodities	AMD	BLR	BOM	CCU	DEL	HYD	LDH	MAA	PNQ
Aerospace Parts	—	₹ 1,052,387.00	₹ 6,720,456.05	—	—	₹ 149,782.00	—	—	—
Apparels	—	—	—	₹ 514,476.00	—	—	—	—	—
Automotive Parts	₹ 92,838.63	₹ 20,548,629.00	₹ 33,114,753.61	—	₹ 311,624,817.16	₹ 91,154.00	₹ 143,901.00	₹ 25,639,599.00	₹ 13,516,912.40
Chemicals	—	₹ 3,798,478.00	₹ 33,719,070.64	₹ 223,905.00	₹ 89,307.00	₹ 459,815.84	—	₹ 7,693,979.00	—
Electronic Goods	₹ 47,931.22	₹ 42,847,583.50	₹ 1,632,277.54	₹ 477,879.00	₹ 8,628,833.33	₹ 994,929.01	—	₹ 5,535,757.00	—
Foods	—	₹ 505,584.00	₹ 6,701,279.30	—	₹ 5,335,573.00	₹ 793,264.00	—	—	₹ 2,709,132.60
Machinery Parts	—	₹ 3,817,494.00	—	—	—	—	—	—	—
Pharmaceuticals	—	₹ 95,251.00	₹ 11,171,736.49	—	—	₹ 1,237,128.32	—	₹ 1,787,017.00	₹ 1,004,848.25
Semiconductors	—	₹ 2,729,448.00	₹ 11,836,645.94	—	—	—	—	—	—
Textiles	—	—	₹ 9,768,689.74	—	—	—	₹ 729,546.00	₹ 187,900.00	—
Unknown	₹ 8,258,379.25	₹ 14,445,948.00	₹ 42,327,667.00	₹ 34,869,568.00	₹ 65,234,497.20	₹ 18,844,021.81	₹ 8,980,447.60	₹ 11,822,478.00	₹ 12,772,125.59

Table 3.8

- c. **Tables 3.7 & 3.8:** Tables 3.7 & 3.8 indicate the revenue across Office Branches and Commodities, the best performing cross-segment for FY-23 and 24 was **Automotive Parts-DEL**, followed by **Unknown-DEL**. The worst performing segment for FY-23 was **Textiles-BLR**, and for FY-24 it was **Electronic Goods-AMD**. Overall, across both years, the **AMD, HYD, and BLR** branches had the greatest number of red-highlighted cells, indicating very low revenue generation.

Sum of Gross Profit-FY-23'	Office Branch								
Commodity	AMD	BLR	BOM	CCU	DEL	HYD	LDH	MAA	PNQ
Aerospace Parts	—	₹ 18,943.00	—	—	—	—	—	—	—
Automotive Parts	₹ 180,277.39	₹ 1,540,719.50	₹ 5,879,241.50	—	₹ 24,739,845.40	₹ 153,056.00	₹ 9,910.90	₹ 5,404,415.84	₹ 398,850.89
Chemicals	₹ 2,928.00	₹ 557,434.00	₹ 1,433,779.57	—	—	—	—	₹ 1,471,340.00	—
Diplomatic Cargo	—	₹ 8,035.00	—	—	—	—	—	—	—
Electronic Goods	—	₹ 6,632,150.37	₹ 900,560.89	—	₹ 1,607,944.70	—	₹ 17,242.00	₹ 1,240,812.00	—
Foods	₹ 1,398.70	₹ 41,540.00	₹ 669,544.84	₹ 27,197.00	₹ 356,200.95	—	—	—	₹ 216,915.07
Machinery Parts	₹ 9,996.97	₹ 270,222.00	—	—	₹ 1,833.79	—	—	—	—
Pharmaceuticals	—	₹ 332,681.00	₹ 344,094.33	—	₹ 94,926.63	₹ 503,580.43	—	₹ 718,863.00	₹ 92,281.72
Raw Materials	—	₹ 69,018.00	—	—	—	—	—	—	—
Robotic Parts	—	—	—	—	₹ 60,197.50	—	—	—	—
Semiconductors	₹ 181,095.33	₹ 349,260.00	₹ 1,286,307.32	—	—	—	—	—	—
Textiles	₹ 8,376.77	₹ 1,400.00	₹ 1,238,208.92	—	—	—	₹ 85,603.84	₹ 15,702.00	—
Unknown	₹ 1,142,085.44	₹ 2,347,827.95	₹ 4,928,631.81	₹ 2,846,205.00	₹ 6,866,605.65	₹ 242,144.60	₹ 99,492.20	₹ 789,191.75	₹ 1,289,837.42

Table 3.9

Sum of Gross Profit-FY-24'	Office Branch								
Commodity	AMD	BLR	BOM	CCU	DEL	HYD	LDH	MAA	PNQ
Aerospace Parts	—	₹ 81,409.00	₹ 1,222,693.24	—	—	₹ 54,572.00	—	—	—
Apparels	—	—	—	₹ 109,272.00	—	—	—	—	—
Automotive Parts	₹ 19,249.40	₹ 4,367,818.00	₹ 5,673,400.25	—	₹ 31,365,396.27	₹ 11,264.00	₹ 11,202.00	₹ 4,886,668.14	₹ 1,613,368.24
Chemicals	—	₹ 472,817.85	₹ 4,331,162.16	₹ 23,891.00	₹ 6,980.00	₹ 243,505.24	—	₹ 1,280,556.00	—
Electronic Goods	₹ 6,311.84	₹ 6,603,253.84	₹ 618,247.54	₹ 98,358.00	₹ 1,295,909.03	₹ 226,750.16	—	₹ 1,337,711.00	—
Foods	—	₹ 140,141.00	₹ 829,830.72	—	₹ 718,101.77	₹ 15,794.00	—	—	₹ 298,439.29
Machinery Parts	—	₹ 297,660.00	—	—	—	—	—	—	—
Pharmaceuticals	—	₹ 13,620.00	₹ 1,888,088.39	—	—	₹ 397,133.77	—	₹ 510,211.00	₹ 48,410.25
Semiconductors	—	₹ 216,105.00	₹ 1,647,088.48	—	—	—	—	—	—
Textiles	—	—	₹ 905,532.32	—	—	—	₹ 33,557.00	₹ 6,631.00	—
Unknown	₹ 915,802.94	₹ 1,953,744.00	₹ 2,789,677.08	₹ 2,933,825.66	₹ 8,883,334.40	₹ 3,516,303.46	₹ 761,143.23	₹ 1,158,039.81	₹ 1,000,680.23

Table 3.10

- d. **Tables 3.9 & 3.10:** Tables 3.9 & 3.10 indicate the gross profit across Office Branches and Commodities, the best performing cross-segment for FY-23 and 24 was **Automotive Parts-DEL**, followed by **Unknown-DEL**. The worst performing segment for FY-23 was **Foods-AMD (₹1398)**, and for FY-24 it was, **Electronic Goods-AMD (₹6311)**. Overall, across both years, the **AMD, HYD, and BLR** branches had the greatest number of red-highlighted cells, indicating very low profit generation.

Sum of Revenue-FY-23'	Type of Customer	
Office Branch	Existing	New
AMD	₹ 11,780,287.35	₹ 1,900,422.85
BLR	₹ 61,623,386.00	₹ 11,926,028.00
BOM	₹ 88,352,287.61	₹ 19,303,575.36
CCU	₹ 19,632,314.00	₹ 13,720,451.00
DEL	₹ 286,643,083.38	₹ 136,077,768.94
HYD	₹ 5,423,725.00	₹ 2,292,043.60
LDH	—	₹ 2,017,801.74
MAA	₹ 61,013,753.12	₹ 4,144,565.00
PNQ	₹ 7,406,726.76	₹ 9,129,822.76

Table 3.11

Sum of Revenue-FY-24'	Type of Customer	
Office Branch	Existing	New
AMD	₹ 8,214,618.48	₹ 184,530.62
BLR	₹ 74,287,031.00	₹ 15,553,771.50
BOM	₹ 120,847,138.14	₹ 36,145,438.17
CCU	₹ 22,290,487.00	₹ 13,795,341.00
DEL	₹ 335,062,226.25	₹ 55,850,801.44
HYD	₹ 14,134,416.66	₹ 8,435,678.32
LDH	₹ 3,043,670.60	₹ 6,810,224.00
MAA	₹ 42,564,453.00	₹ 10,102,277.00
PNQ	₹ 21,267,844.34	₹ 8,735,174.50

Table 3.12

- e. **Tables 3.11 & 3.12:** Tables 3.11 & 3.12 indicate the revenue across Office Branches and Types of Customers, where the best performing cross-segment for both years was **DEL-Existing**. The worst-performing cross-segment was **AMD-New**. This indicates that the **AMD** branch is not able to sustain revenue from both existing and new customers. Branches like **HYD, LDH,** and **MAA** have shown an increase in revenue by small margins, showing signs of growth, especially from new customers. The company should take strong decisions, branch-wise, to either keep pushing the sales and marketing team to acquire more new customers or find strategies to retain the old, valuable ones. Overall, across both years, the revenue generation was higher from old customers as compared to new ones.

Sum of Gross Profit-FY-24'	Type of Customer	
Office Branch	Existing	New
AMD	₹ 917,907.14	₹ 23,457.04
BLR	₹ 12,245,273.19	₹ 1,901,295.50
BOM	₹ 15,630,603.27	₹ 4,275,116.91
CCU	₹ 2,150,977.76	₹ 1,014,368.90
DEL	₹ 34,777,832.44	₹ 7,491,889.03
HYD	₹ 3,395,645.82	₹ 1,069,676.81
LDH	₹ 209,471.30	₹ 596,430.93
MAA	₹ 7,792,980.95	₹ 1,386,836.00
PNQ	₹ 2,237,494.66	₹ 723,403.35

Table 3.13

Sum of Gross Profit-FY-23'	Type of Customer	
Office Branch	Existing	New
AMD	₹ 1,205,112.63	₹ 321,045.97
BLR	₹ 10,015,099.13	₹ 2,154,131.69
BOM	₹ 14,099,942.86	₹ 2,580,426.32
CCU	₹ 1,524,316.00	₹ 1,349,086.00
DEL	₹ 25,807,730.14	₹ 7,919,824.48
HYD	₹ 777,652.43	₹ 121,128.60
LDH	—	₹ 212,248.94
MAA	₹ 8,560,909.59	₹ 1,079,415.00
PNQ	₹ 983,531.55	₹ 1,014,353.55

Table 3.14

- f. **Tables 3.13 & 3.14:** Tables 3.13 & 3.14 indicate the gross profit across Office Branches and Types of Customers, where the best performing cross-segment for both years was **DEL-Existing**. The worst-performing cross-segment was **AMD-New** in FY-24 and **HYD-New** in FY-23. Branches like **HYD, LDH,** and **MAA** have shown an increase in gross profit by small margins, showing signs of growth, especially from new customers. However, the **AMD** branch suffered in terms of gross profit too, where it only made **₹23,457** from new customers. A trend of more gross profit generation from existing customers was observed, similar to revenue as seen before.

2023	2024	2023	2024	2023	2024
Revenue/CW (₹/Kg)	Revenue/CW (₹/Kg)	Profit/CW (₹/Kg)	Profit/CW (₹/Kg)	Cost/CW (₹/Kg)	Cost/CW (₹/Kg)
442.9913415	583.6162278	47.573379	71.61620263	397.2761864	514.5320058

Table 3.15

Table 3.16

	2023	2024
Office Branches	Revenue/CW (₹/Kg)	Revenue/CW (₹/Kg)
AMD	920.64	1199.93
BLR	730.59	460.37
BOM	524.48	632.35
CCU	8547.61	5202.69
DEL	341.91	504.77
HYD	448.61	705.43
LDH	578.91	41065.59
MAA	977.32	895.22
PNQ	602.14	692.58

3. **KPI Analysis (Tables 3.15 & 3.16):** Table 3.15 indicates the Revenue/CW, Profit/CW and, Cost/CW across both years. The **Revenue/CW** KPI increased in FY-24 (~**32% increase**), which indicates that either the company handled less volume of shipments or handled more valuable shipments, leading to higher revenue generation. This same phenomenon was observed for **Profit/CW** as well (~**51% increase**). This represents overall good sales performance. The **Cost/CW** metric also increased (~**29%**), which indicates that the company's cost incurred per chargeable weight increased. This metric is heavily dependent on external factors like the volatility in the Freight Forwarding Industry. The company can try to find ways to optimize its costing by investing more in its infrastructure to keep up with global trends. **Table 3.16** indicates the **Revenue/CW** branch-wise split for both years. The **LDH** branch increased its Revenue/CW by nearly **6900 %**, which clearly indicates that there must be errors in the data for this branch. The **BLR, CCU, and MAA** branches' Revenue/CW dropped, which indicates poor sales performance. The rest of the branches' Revenue/CW increased by small margins which is a good sign of effective sales performance.
4. **Qualitative Analysis:** After collecting the facts regarding the company's current practices for marketing, CRM (Customer Relationship Management), and online presence, it was clear that the company is not experienced in these domains. The findings from performing basic secondary market research were as follows:

- i. “India's exports are expected to reach \$900 billion by 2030, making control over logistics critical for competitiveness and supply chain resilience.” [[Global Logistics: Indian Freight Forwarding in 2025](#)]
- ii. “The Indian e-commerce market is valued at ~US\$ 145B in FY25 and expected to grow at a CAGR of 18% to ~US\$ 345B by FY30, driving logistics demand. The government aims to raise manufacturing contribution to GDP from 16-17% to ~25% by FY25.” [[Glottis Logistics Industry Report](#)]
- iii. “India’s freight forwarding sector...is undergoing digital transformation using AI, blockchain, and IoT for real-time tracking, predictive analytics, and automated documentation” [[IMARC Group India Freight Forwarding Market](#)]
- iv. “Asia Pacific is expected to grow fastest due to industrialization, expanding e-commerce, cross-border trade, strategic infrastructure, and logistics tech adoption in countries like China, India, and Southeast Asia.” [[Spherical Insights Top Freight Forwarding Markets 2025](#)]
- v. “Digital freight marketplaces have simplified how shippers and carriers connect, enabling real-time rate comparison and streamlined booking.” [[CargoNet Freight Forwarding Trends 2025](#)]

These facts and market trends indicate that the Indian Freight Forwarding Market is experiencing steady growth (**Growth at CAGR 18% ~ by FY-30**). The Indian Government’s initiatives and policies ([PM Gati Shakti](#), [National Logistics Policy etc.](#)) are further promoting the development of this industry for both entrepreneurs and freight forwarding companies. Additionally, an ongoing digital transformation within the sector is expected to generate significant benefits for customers and service providers alike.

To learn more about Marketing in the Services Industry, the following book was referenced as suggested by the BDM Project Instructors as well:

**“Services Marketing: People, Technology, Strategy, 9<sup>th</sup> Edition”**, by ~ Jochen Wirtz and Christopher Lovelock

This book gave valuable insights into value creation in the service economy by addressing service products and consumer behaviour. At the end of each chapter, the summaries were very helpful to get an overview of the topics and techniques discussed. Some of the topics and techniques related to B2B marketing and CRM were as follows:

1. **Business Services and Outsourcing (Chapter-1):** Freight forwarding companies act as intermediaries that provide specialized logistics services, which allow various firms to outsource their shipping, customs, and carrier management. Outsourcing and offshoring are vital strategies firms use to improve cost efficiency and focus on core business activities.
2. **Market Segmentation and Targeting (Chapter-3):** Segmentation in freight forwarding focuses on industries, shipment sizes, and geographic trade lanes. The marketing strategies should focus on tapping into underserved markets/segments that require specialized services.
3. **Positioning and Branding (Chapter-3,4 and 5):** Freight Forwarding companies should position themselves based on service reliability, global reach, transit times, and expertise. Building a strong brand is essential for companies to survive in such a competitive industry.
4. **Managing Customer Interface and Relationships (Chapter-11,13 and 14):** Long-term client relationships are important. Freight forwarding companies should maintain deep communication channels, provide on-time updates, and resolve issues proactively to build a strong relationship. CRM systems allow companies to facilitate tiering customers, create loyalty bonds, and effectively manage complaints and feedback.

5. **Frontline Employees and Service Delivery (Chapter-14 and 15):** Frontline employees are crucial as they represent the company, drive loyalty, and cross-sell. For Freight Forwarding companies, their sales and marketing team is the frontline employee so their training and empowerment is really crucial to enhance service delivery.

Apart from this, the purpose and need of having a Digital Presence are mentioned as follows:

1. A company's digital presence is critically important in today's world because it significantly impacts visibility, brand image, and competitive advantage. These days, customers primarily engage with businesses online, which makes the digital channels the primary touchpoints for customer interaction. Whether a company's business model is B2B or B2C, having an active digital presence is essential to maintain an edge among competitors.
2. Having a digital presence allows companies to handle their customers via multiple channels like websites, social media, email, and surveys. Such a platform can help foster long-term customer relationships through personalized communications, transparency, and responsiveness, which are critical for freight forwarding practices.
3. Digital Transformation in logistics comprises of various technologies like IoT, AI Automation, Real-Time Data Analytics, and cloud platforms, which enhance the supply chain's efficiency and visibility. This allows higher-level management to take strong data-driven business decisions to optimize their operations.

After collecting all these facts, trends and techniques about Marketing and Digital Presence the next step was to interpret the results obtained and draft a proposed solution plan.

#### 4 Interpretation of Results and Recommendation

SWOT Table	
Internal	<b>Strengths</b> <ul style="list-style-type: none"> <li>The overall Revenue and Gross Profit of the company increased from FY-23 to FY-24.</li> <li>CW (chargeable weight) of shipments handled by the company rose in FY-24.</li> <li>The best performing type of shipments were AI and OI segments in terms of Revenue and Gross Profit for both years. This indicates that the company has a strong business network in the Imports Domain.</li> <li>The top performing office branches were DEL, BOM and BLR in terms of Revenue and Gross Profit for both years.</li> <li><b>Automotive Parts</b> was the most profitable and revenue generating commodity handled in both years. AI and OI shipments dominated in this segment.</li> <li>The Revenue Growth Rate is 7.4%.</li> <li>The Profit Margin has increased from 10.7% to 12.2%.</li> <li>The Revenue/CW and Profit/CW KPIs both increased in FY-24 indicating revenue quality and effective profitability.</li> <li>The older customers contributed more Revenue and Gross Profit both years as compared to newer ones.</li> </ul>
	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>The worst performing type of shipment was <b>AE</b> for both years. This indicates that the company has not been able to breakthrough into the Indian Export Market.</li> <li>The worst performing office branches were <b>AMD, HYD</b> and <b>LDH</b> in terms of both Revenue and Gross Profit for both years.</li> <li><b>Apparels</b> and <b>Raw Materials</b> were the worst revenue and profit generating commodities in both years. This indicates that the company should re-focus and not target such low value commodities.</li> <li>The company does not have a dedicated <b>ERP</b> (Enterprise Resource Planning) system.</li> <li>The lack of an ERP system also leads to poor Customer Relationship Management (<b>CRM</b>).</li> <li>The company does not utilize digital platforms for marketing resulting in poor visibility.</li> <li>Lack of an ERP system has also led to <b>Data Inaccuracy</b> and <b>Errors</b>, many of which were encountered during analysis. Specifically, many of the records did not have labels for commodity due which they had to categorised as Unknown. This category was the 2nd best performing in terms of revenue and profit.</li> </ul>
External	<b>Opportunities</b> <ul style="list-style-type: none"> <li>Entering into the Indian Export Market is a huge opportunity for the company. As the Indian export market rapidly rising due to the growth of many sectors and government initiatives.</li> <li>Sectors like Semi-Conductors, Pharmaceuticals and Electronics can be targeted to boost revenue.</li> </ul>
	<b>Threats</b> <ul style="list-style-type: none"> <li>The high volatility of the Indian Freight Forwarding and Logistics Industry.</li> <li>The costs incurred by any company are majorly externally dependent and usually very difficult to control.</li> <li>The ongoing Trade-Wars and Geographic Wars have impacted the trade lanes leading to disruptions and high costs.</li> <li>General global threats which are unpredictable and have highly impacted a lot of industries.</li> <li>The competition between freight forwarding companies has become more intense.</li> </ul>

Table 3.17

**Table 3.17** provides an overview of the company's internal strengths and weaknesses as well as external opportunities and threats identified from all the preceding results and findings obtained throughout the project. The company should use this table to make informed decisions and strategies to overcome its weaknesses and seize the external opportunities.

Using all the results and findings collected and analyzed throughout the project, the next step was to draft a proposed solution aligned with the project's expected outcomes as outlined in the Proposal Report. The problem statement for the project was that the company wanted to increase its revenue to break out of stagnation. Upon initial analysis during the mid-term report, it was concluded that the company is facing stagnancy in revenue, but not from Direct Shipments, and rather from Nominated Shipments, which the company cannot control since it is nominated and not sales and marketing dependent. The only way to break this stagnancy is by increasing its revenue from Direct Shipments. The results obtained from the mid-term report and this report's results were combined to draft the following proposed solution:



- A. The company should rethink and possibly reshape its focus on its weak points, namely Commodities like **Textiles, Raw Materials, and Apparels**. Office Branches like **AMD, LDH, CCU, and HYD**. These segments need urgent attention and focus since they are not performing well, as concluded from the analysis.
- B. The company should also focus on its potential commodity segments like **Semi-Conductors, Chemicals, and Electronic Goods**. Focusing on these segments can aid the company in maintaining stable revenue generation, especially during the 3<sup>rd</sup> Quarter. This will keep the company's revenue more diversified and less dependent on only top commodities like **Automotive Parts** and **Unknown**.
- C. Since **Textiles, Raw Materials, Apparels, Pharmaceuticals, and Jewelry** are India's top exported commodities, the company needs to increase its customer base in these segments through effective marketing practices and the utilization of digital platforms.
- D. To tackle the above 3 recommendations, the company can use [Account Based Marketing](#) (ABM), which is a B2B marketing strategy that focuses the company's resources on a select group of high-value customers, treating each as a separate market. The steps to implement the ABM strategy are as follows:
- i. The first step is to identify a specific list of high-value customers that fit in an **ICP** (ideal customer profile), which is a detailed description of the perfect customer for a business, created to guide marketing, sales, and product development teams. In the case of freight forwarding, an ICP is a detailed description of the type of company that would benefit the most from freight forwarding services.
  - ii. The marketing and sales teams work together to create personalized content, case studies, and solutions that address the specific weak

points of these high-value customers, like customs clearance, freight consolidation, global shipment tracking, etc.

- iii. The next step is to leverage technologies like CRM and marketing automation tools to execute personalized campaigns across many channels like email, social media, digital advertising, and direct outreach.
- iv. The final step is to measure the effectiveness of this strategy using metrics like sales win rates, average deal sizes, and revenue growth.

This strategy could be beneficial for the company to adopt, but the company needs to first strengthen its own fundamentals.

- E. First and foremost, the company should immediately invest in a dedicated and comprehensive **ERP** (Enterprise Resource Management) system, which will cover many business functions like Operations Management, Quotation and Pricing Management, Customs Documentation, Digital CRM (Customer Relationship Management), etc. This will provide a strong base for the company to overcome its data management issues and implement the Digital CRM in all of its office branches.
- F. A **Digital CRM** system centralizes all customer data, automates communication, and streamlines sales, marketing, and service workflows. For freight forwarding, a CRM can be tailored to manage complex client relationships, shipment tracking, handle customer complaints, and receive feedback. This will help the company capture customer data properly in an organized way, which can be very useful for analysing customer behaviours and help transform their services better, thereby boosting the sales of the company and eventually increasing its revenue numbers.

G. Secondly, the company's marketing practices can be vastly improved by utilizing its website [www.nnrglobal.com](http://www.nnrglobal.com) by tailoring it for the Indian market. Some techniques that can be applied are as follows:

- i. Create and maintain India-specific landing pages, which should feature the company's services and testimonials to cater to potential customers who visit their website from India.
- ii. Optimize the Local Search Engine Optimization using Google SEO tools, and build a [Google Business Profile](#) for each of its office branches.
- iii. Ask customers to leave feedback on the website after completing the business activity to collect customer behavioral data, which can help the company analyze the strengths and shortcomings in its services.
- iv. Integrate the website's traffic data with the company's CRM system to enable follow-ups, nurture campaigns, and make informed decisions to improve customer conversion rates.

H. Thirdly, the company can utilize Email Marketing and LinkedIn for lead generation, which should improve the customer conversion rates. Additionally, the company can conduct in-depth market research in the Indian Export Market to understand the needs of Indian customers and tailor solutions accordingly, leading to an increase in its customer base and ultimately driving revenue growth.

These recommendations should aid the company in optimizing its revenue, by restructuring its marketing practices and leveraging its website to establish an even stronger brand image thereby, sustaining growth in the competitive freight forwarding industry.