Summer Internship 2020

FREIGHT TIGER

FINAL REPORT

Phase 2

FT Networked

Part A- Profile of Organization
Part B- Project Work
Part C- Learnings

Summer Internship Programme 2020

Final Report

'Freight Tiger'

Project Title

'FT Networked'

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TABLE OF CONTENTS

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Executive Summary

This report is about my internship with Freight Tiger. Given in this report are all the details and major aspects of the tech platform that delivers Full truck load solutions using a digital platform.

In this report you will find all the details about the firm and its platform, tight from its incorporation to its current stand in the market. Also discussed in the report are about the functioning of this platform and various products offered on it.

During the tenure of my internship I have worked on the digital logistics/ full truck load solution providing firms and conducted an extensive research on them. Research being one of the aspects of my research, I have discussed all the tasks of my research in detail. Along with research, tasks like data analysis and data classification has been mentioned within the scope of my accomplishment of the work.

The main purpose of an internship be it Work from home or on sight, is to learn by working on real life problems and analyze real situations critically. This is mainly achieved by properly applying the concepts and knowledge acquired by studying the relevant subject in the domain of operations and supply chain.

At the end of the report, I have discussed all the learnings and recommendations taking to consideration about our knowledge of the working of the Freight Tiger platform and its understanding.

Introduction

1. Freight Tiger

Freight Tiger is a logistics solution-based tech startup based out of Mumbai which was founded in 2014 by Mr. Swapnil Shah (MBA, Harvard). It is a platform that connects everyone in the supply chain of its customers, and gives them total visibility and insights on every operation in their workflow. Freight Tiger creates an eco-system, that connects its client's vendors and teams in the pipeline. It helps in raising Indents Requests to Tracking and Payment Reconciliation, all in one place along with Cross-synced visibility between Consignors, Transporters and Consignees. Also, the platform helps Measure/Analyze performance of all the stakeholders in the eco-system. The main product offered by Freight Tiger is an integrated ERP system that helps in Real-time, in depth visibility and tracking of shipment. This system helps client track non-GPS market trucks, with customizable degree of accuracy. Freight Tiger tries to remain a neutral platform for both carrier as well as shipper so that none of these feel a biasness.[1]

The firm managed to raise Rs 550 million ($7.2 million) in its first round in 2019. The lead investors being Lightspeed India partners, Alsthom Industries, Pawan Munjal Family Trust.

1.1 Products Offered:

- <u>FT Fulfil:</u> This product is mainly aimed at simplification of vehicle placement in the supply chain. This mainly helps with indent (Placing of order) panning with spot/real time bidding. It also has a provision for On Time In Full support at transparent and competitive cost. This product has a very small time for indent to vehicle placement for that indent which basically means provision of truck (through transporter) to the consignor who is looking to transport freight from a source to origin. There is also provision for customization for order clubbing and auto-allocation based on business rules.[2]

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[1] https://www.freighttiger.com/
[2] https://www.freighttiger.com/products/?product=ft-fulfil

Fig 1: FT Fulfil

Source: www.freighttiger.com/products/?product=ft-fulfil

- **FT Trace**: This product is mainly designed to provide for tracking of freight when it is in transit. It provides complete trip visibility without any additional infrastructure with the ability to track all market trucks (pertaining to that consignor) in the market. It lets you track all sorts of Inbound and Outbound trips. This service is mainly device (mobile) and web based tracking. This is done by 50+ interactions with ERPs, telecom service providers, telematics services, CRM as well as GPS providers. This product is aimed at improving the client's TAT in transit and at loading and unloading point.[3]

Fig 2: FT Trace

Source: www.freighttiger.com/products/?product=ft-trace

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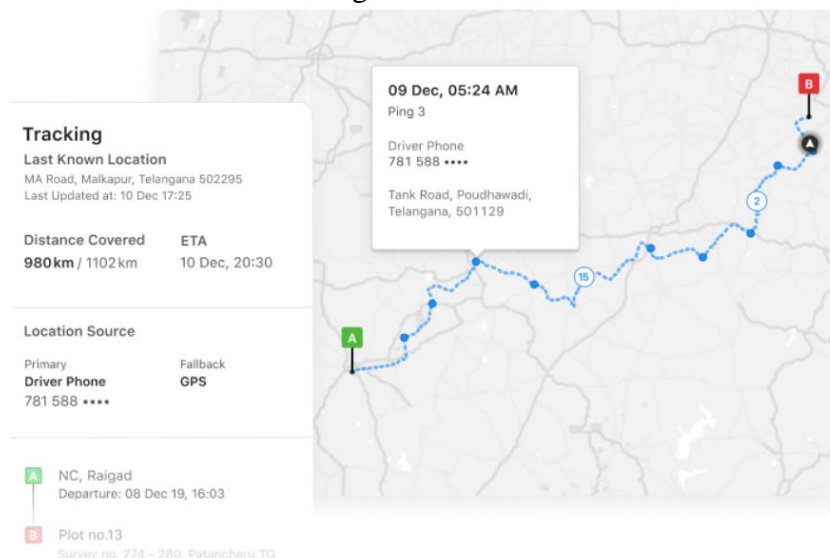
[3] https://www.freighttiger.com/products/?product=ft-trace

- FT Control: This product provides the clients with a cockpit view of their entire journey management events for pre, during and post transit. It provides configured alerts and notifications for long stoppage, detention, route deviation etc. It helps initiate, record, track and get real time visibility on 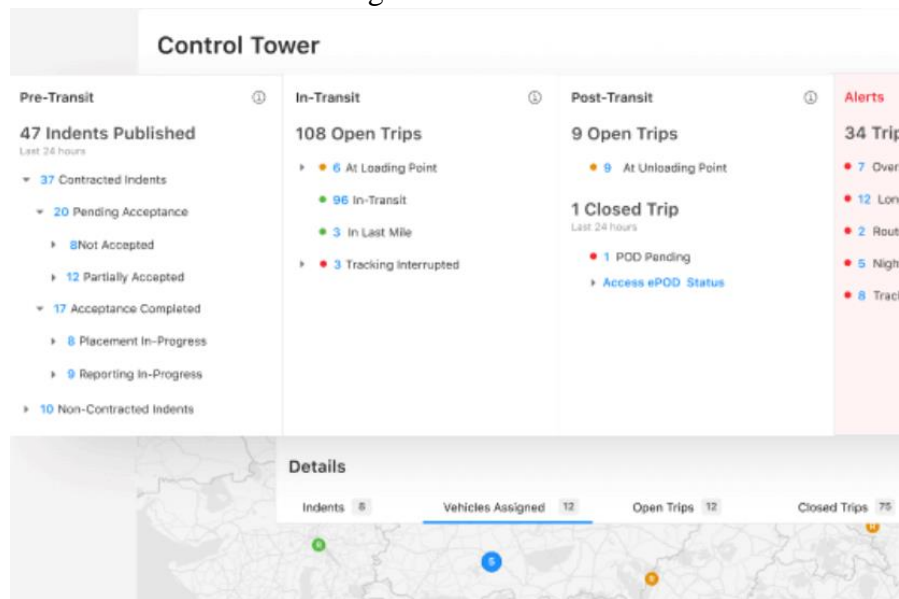time bound actions taken on exception alerts through ticketing. All this helps in faster distribution by reducing idle time of trucks and idle time of inventory at warehouses.[4]

Fig 3: FT Control

Source: www.freighttiger.com/products/?product=ft-control

- FT Custom Suite: This is a combination of different services offered by Freight Tiger that a consignor (client) can make use of to get a customized bundle of serviced required by it. Apart from the above mentioned three products, there are few more services offered by FT:
  o E-POD: e-Proof of delivery provision with 100% trip coverage through modal authentication-mail, IVR, OTP and app-based e-POD. Easy submissions even without a smartphone. Without PODs the payments come to a halt and this is why ePOD enabled with FT Boost can help transport companies receive payments faster without impacting shipper's payment terms.
  o E-Freight Bills: Hassle free freight payment reconciliation and automated invoice generation. 24/7 visibility on bills and payment status along with audit

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[4] https://www.freighttiger.com/products/?product=ft-control

trails. Approval of invoices from multiple levels and departments on a single platform.

o Digital LR (Lorry Receipts): This product helps reduce dependency on physical documents and reduce the possibility of errors. It has provision for Contactless LR generation along with easy integration with ERP to generate digital LR. There is also provision for digital LR Confirmation flow by transport company representative.

2. Industry

The logistics business is viewed as a vital division to support worldwide trade as a result of digitalization and globalization. The logistics and cargo industry are advancing quickly and viewed as the foundation of the economy in India as it guarantees snappy, effective and efficient vehicle of products across India and numerous business segments depend on it. The imaginative and trend setting technologies have given expanded effectiveness and extra joined working models in the logistics industry in India. In India's quest for being the production/manufacturing giant, several initiatives like 'Make In India' have been introduced by the government and a robust and sophisticated logistics sector will ensure its longevity and boost its cause further. Progressively, organizations over the globe are taking a gander at the world as both a single unified creation base and a market that a competitive logistics sector can effectively take advantage of. The business has seen quick development over the most recent couple of years because of expanded arranged cost of the legislature, improved foundation offices and more noteworthy access to worldwide markets. The global logistics market size is $4,963 billion in 2019 and is expected to grow to $ 6,300 billion by 2024, with CAGR of 4.9% during 2019-2024. The total value of exported goods was $19.5 trillion in 2018.[5]

The logistics market of India is expected to grow at a CAGR of 10.5% from 2019-2025. Expanding speculations and exchange highlights a sound standpoint for the Indian logistics industry. Port capacity is forecasted to develop at a CAGR of 5% to 6% by 2022, in this manner, adding a limit of 275 to 325 MT. Indian Railways plans to build its cargo traffic from 1.1 billion tons in 2017 to 3.3 billion tons in 2030. Cargo traffic on air terminals in India can possibly arrive at 17 million tones by FY40[6].

To help match the carriers (both small and large) with shippers that want to get their goods from point A to point B as efficiently as possible, a new crop of "digital freight matching" platforms have emerged over the last few years. Key factors driving global digital logistics market include:
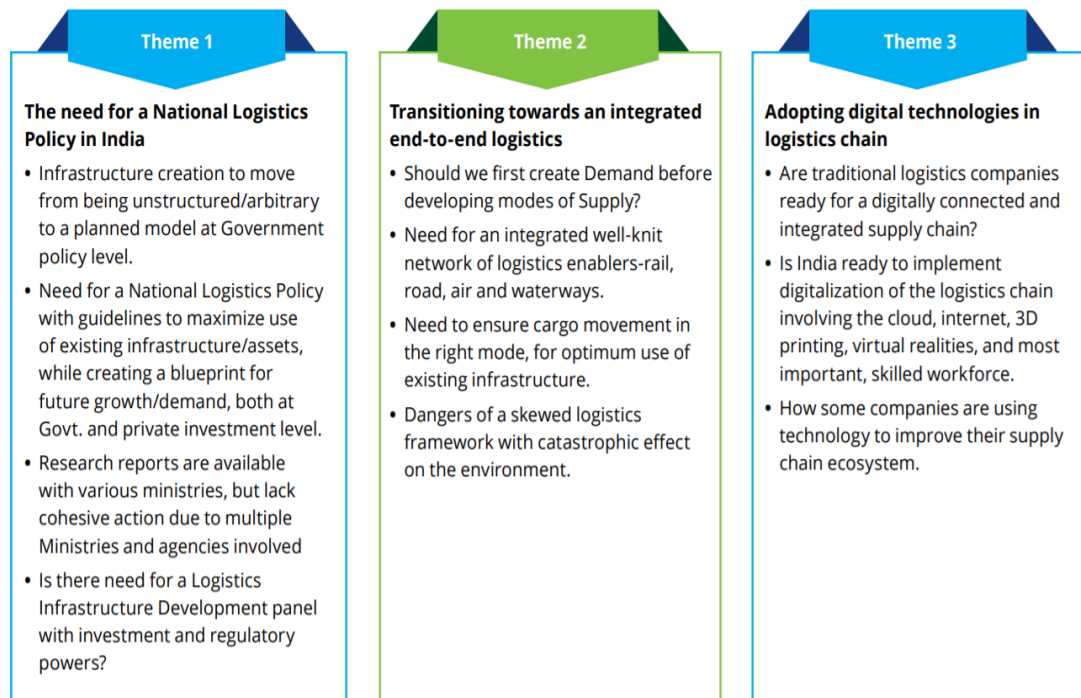
- Cost and time saving

- Emergence of digital technology

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[5] https://www.statista.com/statistics/264682/worldwide-export-volume-in-the-trade-since-1950/
[6] https://www.globenewswire.com/news-release/2020/04/01/2009812/0/en/India-s-Logistics-Market-2020-Research-Report.html

- Growing use of application

- High volume of data and improved service quality

- Better visibility and increased efficiency

Fig 4: Highlights from Deloitte conference

Theme 1

The need for a National Logistics Policy in India

- Infrastructure creation to move from being unstructured/arbitrary to a planned model at Government policy level.
- Need for a National Logistics Policy with guidelines to maximize use of existing infrastructure/assets, while creating a blueprint for future growth/demand, both at Govt. and private investment level.
- Research reports are available with various ministries, but lack cohesive action due to multiple Ministries and agencies involved
- Is there need for a Logistics Infrastructure Development panel with investment and regulatory powers?

Theme 2

Transitioning towards an integrated end-to-end logistics

- Should we first create Demand before developing modes of Supply?
- Need for an integrated well-knit network of logistics enablers-rail, road, air and waterways.
- Need to ensure cargo movement in the right mode, for optimum use of existing infrastructure.
- Dangers of a skewed logistics framework with catastrophic effect on the environment.

Theme 3

Adopting digital technologies in logistics chain

- Are traditional logistics companies ready for a digitally connected and integrated supply chain?
- Is India ready to implement digitalization of the logistics chain involving the cloud, internet, 3D printing, virtual realities, and most important, skilled workforce.
- How some companies are using technology to improve their supply chain ecosystem.

Source: https://www2.deloitte.com/content/dam/Deloitte/in/Documents/public-sector

2.1. Industry Challenges

- <u>Infrastructure</u>: One of the biggest hurdles that India as a developing nation needs to overcome are the infrastructural challenges that the logistics sector is facing. This is observed in low quality modal and terminal transport infrastructure, poorly designed and inefficient storage facilities for cargo and containers (shipments), poor maintenance of protocol (safety and operational) by operatives, poor adoption of newer technologies causes even further disarray. This all leads to extremely high and inconsistent transit time for the cargo. Unnecessary use of greater costing modes of transportation like roads which can be easily be prevented by making use of inland waterways and railways.

- Skill Development**:** The biggest advantage that India has over other developing countries is that India has a huge demography. Where India lacks is the availability of proper skilled manpower required for the job. This is a direct consequence of inadequate training and lack of proper leadership and support. Logistics sector in India is highly unorganized in nature which leads to sub optimal working conditions and lower pays. Hence this sector is not so preferred by skilled people.

- Performance Standard: Since, India is a highly diverse country, it leads diverse customers and hence varied expectation and behavior. As a result, various corporates demand customized and flexible services. This leads to need of proper integration of services in this highly fragmented and complex industry so that a global standard level of service and performance can be achieved. To further this cause, there are several firms such as Freight Tiger, Superprocur, etc. that are working on initiatives like real-time track and trace and several other value-added services so as to improve the productivity and optimize the supply chain process.

2.2. Industry 4.0 and Integrated end-to-end Logistics

A shipment is a lot of level streams which together comprise the chain blended with connections, and which includes several and varied stakeholders with fluctuating plans of action and subsequent desires from the chain. Harmonized logistics is the consistent progression of payload over the value chain including numerous partners with varying business scenario.

The Government of India is currently in a process of designing and levying an Integrated Transport and Logistics Policy which is targeted towards the transformation of India's logistics from a 'point to point' to a 'hub and spoke' (A transportation system design in which large hub terminals are used for freight consolidation.) so as to create centralized strategic networks which will be more efficient in the supply chains of the industries.

Fig 5: Elements of Integrated end-to-logistics
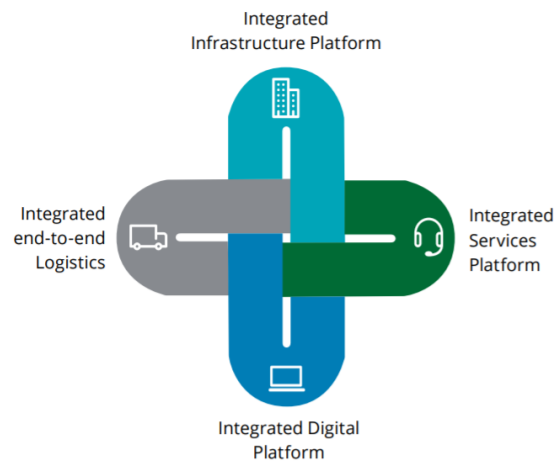
Surfacing of several 3PLs (Third Party Logistics) service providers is directly linked with the economic development and is a new and evolutionary step in the right direction. Several Indian firms are now looking at these new Logistical capabilities as an opportunity to provide more complex solutions. Another problem faced by Indian logistics industry is of non-standardization of process. Hence creation of these end-to-end integration will give rise to new performance standards for adherence and are accepted by various logistics service providers and related stakeholders in the supply chain.

India's preferred transportation mode of transport of shipment across the nation is heavily relied upon road transport. Almost out of $ 160 billion logistics market, $ 130 billion is FTL (Full truck load). The Indian coastline and the network of the rivers still remains under used and hence provide an opportunity for government as well as other players to look into.

Hence the development of a sophisticated and robust multimodal infrastructure which will act as an enabler to include usage of other means of transportation in a more efficient manner. This would also mean assurance of a faster mode, safer, cost efficient movement of freight. This will stitch in several logistical industries together providing streamlined process. Multimodal framework is regularly mistakenly surveyed without thinking about the first and last mile. This can be the hindrance at long last to-end chain. Port and inland terminal/stockroom availability can be a piece of the terminal arrangement; however, the state needs to step in where land and other administrative obstacles emerge. The area of terminals is the key to progress and its viability lays on great availability to the system.

3. Project Tasks

1. Conduct market research for global Freight tracking and forwarding companies working on same business model as Freight Tiger.

2. Analyze the collected data, present it intuitively and give suggestions.

3. Work with Product Team and come with ways to implementing features and findings from the market research.

4. Generate Leads to get them onboard our platform.

5. Conduct thorough market research on different indent and bidding service products offered in India and globally.

6. Worked on ZOHO and Hubspot for conducting Network and Data analysis respectively to gain product and market insights.

3.1. Market Research

Was provided with a task to map the market of digital freight network across the globe by extracting several data points from different product offering as well as information of the company for gaining insights and recommending improvements to current products. The research also included insights into Global Logistics Market. Where in global geography was divided into several regions like USA, Europe, Australia, South East Asia, INDIA, Middle east so that they can carefully analyzed with minimal inaccuracy. A comparative data has been collected between India and Global geographies.

3.1.1 Market Overview

A Global Market overview was conducted on different parameters:

Table 1: Global Market Overview

Country Name	Logistics Market Size (in $)	FTL Market Size (in $)	Avg Logistics cost as % of GDP
Australia	187 billion	46.8 billion	8.6
China	1.76 trillion	~300 billion	18
Europe	1195.9 billion	111.4 billion	9-10
India	160 billion	135 billion	14

Middle East	66.3 billion	55 billion	13-15
Russia	150 billion	NA	6-3
South East Asia	55.7 billion	NA	15-20
USA	1.6 trillion	600 billion	8

India's Full truck Load market is close to 80% of the total market size as compared to other developed countries where in its just below 40%. Although the market size is very small, but there is still long way to go for ocean and air Freight to dominate.

Major challenges in these Regions are:

- ➢ Region Specific Challenges:
    - o End to End visibility (*Australia*)- Visibility and transparency in each phase of the supply chain process
    - o Lack of accurate and accelerated systems (*China*)- Due to extensive government regulations not a lot of technology is allowed to be enabled in the supply chain
    - o Supplier Partner Relationship (*USA, Europe*)
    - o Last mile delivery complexities and lack of technology (*Middle East*)- Last mile refers to the last stretch where in the freight goes from warehouse to final client.
    - o Transportation Cost control (*USA*)
- ➢ Common Global challenges (*India and Global*)
    - o Congestion during peak season- In festive seasons and at several occasions wherein there is high demand of movement of cargo, a shortage of truck is seen.
    - o Improvement of customer service
    - o Compliance with government and environmental regulations
    - o Fluctuating prices- As per the demand and supply and regulations across borders causes great fluctuations in prices.
- ➢ India
    - o Low quality modal and terminal infrastructure
    - o Lack of skill and training of personnel
    - o Slow Adoption of technology
    - o Lack of control over truck drivers
    - o Vehicle discovery

Logistics Market Overview:

Fig 6: Comparison on Number of Trucks and Logistics cost
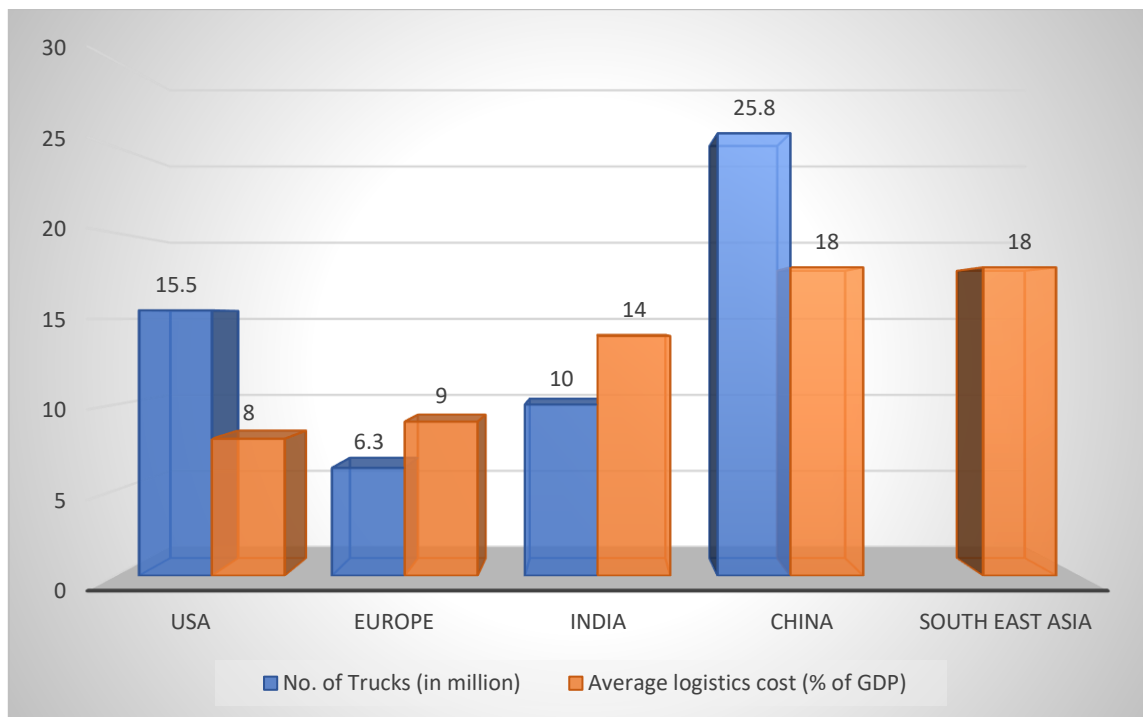
Source: Collected Data

Insights from above figure:

No. of trucks difference in China and USA as compared to Market size comparison is mainly due to the fact that Average truck driver fee is high in USA as compared to that of China and transporters can't afford to have more trucks.

- Average truck driver salary USA- **$61,438**
- Average truck driver salary China- **$15,053**

As per a research in China, low logistics operational efficiency and overall high taxation levels in China are the main reasons causing the differences in logistics costs between China and developed countries

3.1.2. Top Tracking companies

The top Freight tracking companies are as follows:

- ➢ Global
    - o Project 44 (*USA*)
    - o Fourkites (*USA*)
    - o Teletrac Navman (*USA*)
    - o Shippeo (*Europe*)
    - o Mangbang (*China*)
- ➢ India
    - o Freight Tiger
    - o Intugine Techologies
    - o Pando
    - o Ans IT India
    - o Jay Track VTS

3.1.3. Top Digital Freight Forwarders

Following is a list of top digital freight forwarders:

- ➢ Global
    - o Flexport (*USA*)
    - o Fleet (*USA*)
    - o Twill (*Europe*)
    - o Zencargo (*Europe*)
    - o Shypple (*Europe*)
    - o Freighthub (*New Zealand*)

- ➢ India
    - o Cogoport
    - o Freightbro
    - o Freightwala
    - o Boxnbiz
    - o Shipwaves

3.1.4. Business Models

There are mainly 3 main business models in this domain of digital freight forwarding

1. **Loadboard:** Freight brokers are essentially the middlemen between shippers and carriers. Not only do brokers negotiate pricing with the carrier and arrange transportation for the load, but they also track the load, manage its timely delivery and keep the shipper updated on the load's status.[7]

2. **Freight Broker:** Freight brokers are essentially the middlemen between shippers and carriers. Not only do brokers negotiate pricing with the carrier and arrange transportation for the load, but they also track the load, manage its timely delivery and keep the shipper updated on the load's status. [8]

3. **Freight Marketplace:** Unlike a loadboard, a freight marketplace is an all-in-one solution for shippers and carriers. Truckers and shippers get connected and conduct their entire transaction via the marketplace. Shippers post the loads they need moved to the marketplace and are instantly quoted a price. [9]

Along with these business models there are different types of marketplaces

1. Multimodal: It is also referred to as combined transport, as it uses several modes of shipping in combination such as rail, land, water, and air to transport the product from source to destination.
   e.g. DHL, DB Schenker, etc.

2. Single modal: This type of model mainly uses only single mode of transport to ship the cargo which can be either Road, Air or Ocean or Inland Waterways.
   e.g. Cargocoin, Convoy, etc.

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[7] https://cargomatic.com/freight-broker-load-board-and-freight-marketplacedo-you-know-the-difference
[8] https://cargomatic.com/freight-broker-load-board-and-freight-marketplacedo-you-know-the-difference
[9] https://cargomatic.com/freight-broker-load-board-and-freight-marketplacedo-you-know-the-difference

3.1.5 Global digital Freight Players

The market research was conducted on more than 70 companies globally and on thorough analysis, the companies we segregated in to above mentioned business models i.e. Loadboard, freight market place, Freight Broker

Fig 6. Global Digital Freight Players

Source: Collected Data

Majority of the firms in the above figure (Fig 6) for majority of the market in their respective geographies. These firms have global as well as local presence when it comes to service delivery. The first row of in all the three categories are the American companies and in the second row it is Europe followed by South East Asia followed by India

From the companies researched, and the ones which have mentioned the number of *carriers* (Carriers are nothing but transporters or fleet owners that own truck and respond to the load needs of customers) and *shippers* (Shippers or consignors are the clients or different firms that need to ship their freight from one place to another) we have the companies which have the highest number of carriers registered on the platform

1. TruckerPath- 90,000 (*USA*)
2. Logivan- 52,000 (*SEA*)
3. Saloodo- 12,000 (*Europe*)
4. BlackBuck- 1 million (*India*)
5. Mangbang- 5.5 million (*China*)

This data implies that although US and Europe have the biggest FTL markets, the largest number of carriers with the platforms is very less as compared to that of India and China. This is because the market in USA and Europe is highly segregated into several players and hence there is a lot competition and as a result lot of innovation and price competition exists. Whereas in case of India and China the market is not so fragmented among the players and only few players exist. In China 85% market is controlled by now, Mangbang which was also a part of government initiative called as Full Truck Alliance earlier.

3.1.6. Notable Investors and Total Funding

The following is a list of major investors in the firms that were researched and these investors have invested in one more or firms in the domain of digital freight forwarding.

Fig 6: Notable Investors
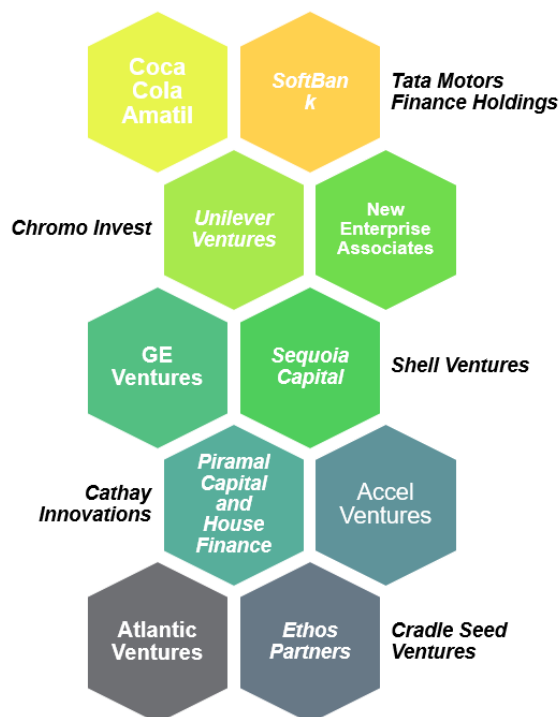
Source: Collected Data

The following is the *Total Funding[10]* that has been invested into the platforms that were researched upon. It is not the total funding in that geography as not all the platforms were not researched upon but only the main ones.

1. USA- **$2.71 billion**

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[10] https://www.crunchbase.com/

2. Europe- **$191.3 million**
3. Middle East- **$190 million**
4. South East Asia- **$92 million**
5. India- **$91 million**

3.1.7. Product types

All the players in the market are working digitally and if not entirely digitally, they are trying to incorporate everything on a single digital platform. This digital platform may encompass a website, an ERP software, or a combination of both having solution for different type of logistical solution.

In our research, every firm's product was a mobile app or proprietary digital software used to connect shipper and carrier. Along with this, the following are the different modules offered by these firms:

- Logistics Market Place: This is nothing but a freight marketplace to prove truck assignment for shippers and vice versa

- Loadboard platform: This is the same thing as mentioned in (3.1.4).

- Supply Chain visibility: This module included several aspects such as offering Track and Trace for shipment and freight using GPS or sim-based technology. It also includes tracking of cargo at different phases of transit (pre transit, during, post transit). Different measures for load management and warehouse management and inventory handling efficiency of the company.

- Blockchain Capabilities: Few of the firms are also offering blockchain capabilities so as to provide security and robustness of the digital documents and information of the clients the platform will handle.

- Bidding Platform: Clients apart from contractual basis with carriers, also like to have spot and live pricing for the load on certain routes and hence go for bidding of loads. Here the shipper will post the load and from where, to where it is needed to be shipped. The carriers then in each time frame will bad for either complete cost for the trip or per km charge for the trip.

- Live Chat support: At times due to some technical difficulties or internet connections, most platforms offer live chat support where in the firm will provide solution on call, be it truck assignment or track and trace etc.

3.1.8. Revenue Streams

There are different types of revenue streams for different platforms. These include:

1. Charging Customers to use the platform. Shippers or carriers will have to pay registration fee to use the platform.
2. Charging both carrier and shipper a percentage of the trip conducted via the platform.
3. Charging only the shipper a percentage of the trip. This was mainly done by the firms where they needed to motivate more carriers on board the platform and to encourage them by not charging them anything.
4. Module based charging. This includes charging for different types of services such as Market Place model, GPS tracking, Truck/Load assignment, end to end solution. Clients can opt for a bundle of these services as well.
5. Monthly subscription fee from carriers and shippers.

3.1.9. Value Proposition for Shippers

Following is a list of different value proposition for shippers made by the platforms:

➢ Global
   o Receive instant quotes
   o Book a truck within minutes
   o Free membership for shippers
   o Route optimization
   o Shipper Control Tower
   o Manage & grow carrier relationship
   o Robust track and Trace technology
   o Invoices with/without POD
   o Enhanced visibility

- India
  - Live tracking and service guarantee
  - Pickup truck to reach venue within an hour
  - Verified pool of trucks
  - Online trip documentation
  - Free analytics
  - Insured Movement of Goods & Services
  - Real time-GPS tracking

3.2.0. Value proposition for Carriers

- Global
  - Privatize & centralize freight procurement
  - Automated Shipment Allocation
  - Free signup on web portal
  - Real time updates, parking locations, trip planner
  - Data informed supply chain decision
  - Reduce empty runs
  - Lesser waiting time between movements due to efficient tracking

- India
  - Free Proof of delivery app
  - Relay model to make job of drivers easier
  - 24x7 customer support
  - Driver fuel card
  - Insurance coverage for drivers
  - Best in class rates

3.2.1. Unique Selling Point

Following are the different USPs claimed by different platforms that have been successfully implemented in a very robust manner by the respective platform.

- ➢ USA
    - o Instant Pricing Tools
    - o Self-Learning Algorithm for Loads and Truck assignment: The company's algorithm learns what loads and trips they like and offers them more and more relevant haul over time. Visibility of those "extra" trucks that will be needed to keep the domestic and export distribution of apples, pears, and cherries flowing[11]
    - o Electronic Logging Device
    - o Visibility Provision in each phase of Trip
    - o Real Time Lane Alert
- ➢ India
    - o Largest Fleet network
    - o Quick Accessibility and Best Price
    - o Loadboard Platform
    - o Pioneer and Web and App based Transport Bookings
- ➢ Australia
    - o Zero Commission from Carrier
    - o High Quality verified drivers
    - o Pricing Transparency
    - o Fast Reliable & Cost-Efficient Transport
- ➢ Asia
    - o Shipment Optimization Analysis Dashboard: Firms provides real-time visibility in all your shipments, electronic time stamps and e-POD's. Understand the performance of your business with real-time insight
    - o Distance and Route wise Pricing and Allocation
    - o Controls 85-90% of Chinese Freight Market
    - o Fastest Information Management System

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[11] https://convoy.com/

➢ Europe

    o 3 min Search and Book time

    o Cryptocurrency as a Payment method

    o Transparency in Logistics using API technology

    o Digital status Update and Invoice

    o One Stop Logistics Solutions

3.2.2. Value Proposition

Following is a list of Value proposition offered by different firms:

- Provision for Popular Routes

- Mileage Tracking Dispatch management

- Search Live trucks in Market

- Training of Truck driver for delivery

- Insurance of cargo

- Fuel Cards, Fast Tags, Tyres

- Cloud based delivery scheduling software

- Live Chat Support

3.2.3. Value Added Services

Apart from several track and trace modules, the researched upon firms also had some value-added services that also helped in boosting the use of the service. Many of them were common and from that we have pooled some unique and noteworthy services.

- Provision for Popular Routes- This service basically shows the carrier that which routes are used more popular to carry the load between two end points (e.g. Mumbai to Ahmedabad). This feature also becomes useful for transporters to analyse which route is most frequently used and what type of cargo is hauled over that route so as to meet proper demand.

- Mileage Tracking Dispatch management

- Search Live trucks in Market- This feature is mainly useful for shipper and carrier when the truck is returning with an empty load on a given route. This can be utilised to avoid empty runs of the truck.

- Training of Truck driver for delivery

- Insurance of cargo- Different platforms have different policies for insurance but depending upon their financial capabilities. Some mandatorily provide insurance some let be under the discretion of Shipper and Carrier.

- Fuel Cards, Fast Tags, Tyres- Firms provide carriers with Fuel cards that contain balance to make easy refuelling of trucks and the driver need not be provided with cash.

- Cloud based delivery scheduling software

- Live Chat Support

3.2.4. New Developments

Platforms are continuously working on logistical and technological ends to provide more accurate solutions to client and expand their horizons.

- Autonomous Vehicle testing- Sennder is coming up with automated truck parking assistance as well as loading and unloading of cargo.

- Use and implementation of AI and machine learning for product

- New Truck Tower Concept- Another idea was presented in 2019 at the NUFAM commercial vehicle fair in Karlsruhe. The "Truck Tower" is a parking garage for trucks that is to be built on top of the existing parking areas. This should enable 87 trucks to be parked in an area for 30 trucks in the future. However, the system has not yet been implemented. But it could actually be worth a try.[12]

- Real Time Route Optimization- Ritase is continuously working on this tech for better optimisation of routes used by drivers so as to save time and fuel.

- Home Delivery services during COVID-19

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[12] https://www.saloodo.com/blog/compact-parking-convoy-parking-or-truck-parking-garages-what-helps-against-missing-truck-parking-spaces/

- Dynamic RFP and Intelligent route guides- In the logistics industry, a request for proposal (RFP) is designed to help shippers find the best 3PL providers to meet their needs. The goal of an RFP is to ensure a prosperous partnership and good working relationship for both parties, and finding the right fit starts with a comprehensive and detailed RFP process.

- Low cost Electronic Logging Device (ELD) – It is electronic hardware that is attached to a commercial motor vehicle engine to record driving hours. Although this is government mandated practice across different countries, but the platforms are coming with a low-cost alternative for these in the countries where it is not mandated and try to extract more driver data to provide better analysis.

- Addition of Augmented Reality for Self Service Platform

4.0. Lead Generation:

One of the tasks of the internship was to continuously reach out to industry personnel in the field of Operations/ Supply Chain. Most of the contacted people were Operations Head, Head of Supply chain, Procurement Heads, DGM Logistics, Logistics Head etc. The main purpose of this task was to generate a lead by getting the aforementioned people's official contacts. These extracted contacts would later be utilised by the Marketing and Sales team to convert them into successful clients which would be registered on the FT platform. Due to the clause of confidentiality, the related data could not be shared. Instead a brief statistic is provided below:

- *No. of people/firms Contacted*: <50
- *Medium of contac*t: Official/Personal email id, Mobile number (via LinkedIn).
- *No of Industries*: 13
- *Types of industries*: Electronics, Pharmaceuticals, FMCG, Construction, Industrial, Third Party Logistics, Food, Apparel etc.
- *Conversion Rate*: ~10%
- *Reach out region*s: Mumbai, Pune, Thane, New Delhi, Gurgaon, Chennai, Bengaluru etc.

5.0. Hubspot

Hubspot is a software developed in America and marketed to solve the purpose of inbound marketing, customer service and sales by the means of selling different or combined products for the above.

This is mainly used to keep take marketing data and analysis to digital grounds. The software modules provide for customer relationship management, lead generation, Search Engine Optimization etc.[13]

Fig 7: Hubspot interface
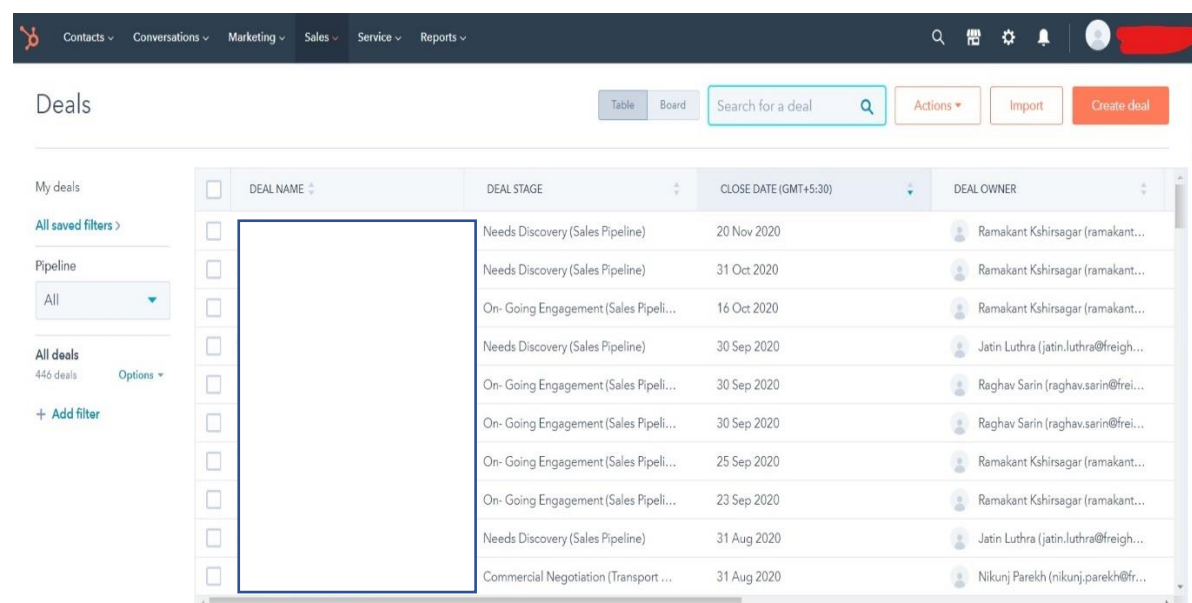
Source: www.hubspot.com

I had been given the opportunity to work on this platform. Here my task was to categorize different customers based on different stages of their negotiations, related department of FT, which industry the client belonged to etc.

To explain this, DEAL NAME is nothing but the name of the client or the firm that is approached to come on board the Freight tiger platform. Under this DEAL, there are several corresponding parameters like DEAL AMOUNT where in an approximation was used as to how much business will be done by the client on the platform annually. Then there is DEAL OWNER, where in which employee is responsible for that deal is present. DEAL STAGE tells us about at what stage of the entire negotiation to onboarding process is the

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[13] https://en.wikipedia.org/wiki/HubSpot

situation at currently. For each deal there also is what industry that firm belongs to, all the contact details for the personnel from the client firm.

6.0. Zoho

Zoho is an analytics tool which was earlier called as Zoho Reports. This is a kind of self-service software and data analytics along with business intelligence capabilities. It lets the user create data visualization that are appealing whilst being insightful. This software also lets the user create intuitive dashboards within minutes for better understanding and presentation of data.[14]

Fig 8: Zoho Dashboards

Source: https://www.zoho.com/analytics/

Using Zoho, you can get information from wide scope of sources. Mix them together to make cross practical reports and dashboards, to see your business wellbeing across offices. Make reports and dashboards with a simple to utilize intuitive planner. Utilize distinctive perception instruments to penetrate down to points of interest. Offer/distribute your reports with your associates. Include remarks and hold discussions. Set keen information cautions to alarm you when exceptions or oddities occur.

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[14] https://www.zoho.com/analytics/

For Zoho, I was given the task to conduct a network analysis on top 10 cities to or from which trucks make movement of freight with Freight Tiger. This analysis was mainly conducted in order to get clearer picture as to which cities have how many unique transporters, how many and what type of clients made movement of their freight on selected routes. The main purpose of doing so was to give a better pitch to new perspective clients regarding the fact that how many clients belonging to the same industry as the new client operate on what routes. How many alternative transporters can be provided as compared to the previous bundle of transporters with which the new client might have tie ups. This analysis was done for Cement, Steel, Glass, FMCG, Automobile and other industries.

In this task, I extracted the data from the Zoho Analytics tool making use of a login id. This data was extracted from different reports and then exported to separate excel sheets pertaining to different cities. These sheets contained all the above-mentioned data. This data was then classified into Pivot tables so that select industries could be extracted by applying a filter. Similarly using separate filter, I sorted out the trips and consignors pertaining to the trips that are made by the earlier sorted firms of a desirable industry. All of this was then entered in a separate sheet which would be used to make decisions.

Fig 9: Zoho City wise data extraction

Source: Freight Tiger Zoho

Fig 10: Excel of the extracted data

ORIGIN_CITY_NAME	DESTINATION_CITY_NAME	CONSIGNOR	ID Count	TRANSPORTER Distinct Count

Source: Freight Tiger Zoho

Fig 11: Network Analysis

					Cement, Steel, Glass			FMCG		
City	No. of Destinatio	No. of consignor	No. of trips	No of transporters	# Consignors	# Trips	# Transporters	# Consignors	# Trips	# Transporters

7.0. Product Task

Was assigned a task to come up with several data points based on my understanding of the product, the working of this industry etc. The purpose of this task was to check upon the feasibility of certain data points that can be implemented in some ways so that data analysis aspect of the product, offered to both shippers and transporters is more accurate. Out of the below mentioned data points, few are already in available with FT.

Table 2: Data Points

Sr. No.	Data Point Origin	Points
1.	Order placement from client via our platform. (Indents)	• No. of Clients • Orders placed by each client • At what point data is received • Seasonal Quantity • Which Brands are shipped where? • Quantity shipped by each client. • Destinations where cargo is shipped • Which Client chooses which transporter • Which client prefers a bundle of transporter (or single one)
2.	Types of Clients	• Which Clients do we serve (FMCG, Automobile, etc) • What type of Cargo is most feasible to transfer (without Damage) • Can determine who requires Reefers, Large Trucks, Trailers etc. (and accordingly then assign them to best cost transporter in that domain) • Which type of clients benefit most with our platform • Which client has the least Credit time • Registered yet inactive
3.	Cargo	• How much cargo is transported daily. • What Cargo requires additional cost to transfer • What all clients can we cater based on what type of transporters we have onboard • Loading Unloading time for different types of Cargo • Proof of Loading and Loading of Cargo through images to ensure integrity of it. • Which client has the ware house and its corresponding TAT

			• POD (e-POD)
4.	Truck driver/Transporter		• Driving efficiency • Most reliable driver • Which driver accepts return load • Which Transporter has largest adoption rate • Which transporter has most maintained trucks • Driver preference for destination • Which driver opts for which route • Stops made by each driver • Which driver takes longer stops • Registered yet inactive • No. of trucks owned (by transporter) • No. of trucks offered for a lane by transporter • Quotations for lanes
5.	Others		• Different Payment options • Most preferred payment options • On call Customer service • Application Crashes/Stability • Website Crashes/Stability • Correlation between above points to provide detailed analysis

Recommendations and Learnings:

Based on the findings and extensive research on several global digital FTL solution offering companies, I have compiled the following recommendations for Freight Tiger.

- Provision for insurance of Goods: Freight Tiger should look into implementation of this feature of providing mandatory insurance to shippers/transporters. This is being implemented currently by Karzo, Myanmar which was founded in 2016 same as that of FT.

- Analytical dashboard on App for customers: This is yet another most promising module for any digital logistics solution provider. It is currently being implemented by most of the firms in this field. This becomes necessary because big players try to look for more and more insights into their logistics solutions especially when it comes to movement of freight. So, when provided with more efficient solutions, people would be keener on opting for Freight Tiger platform for FTL solutions.

- Self-registration and placing Order via website itself: It is one of a kind feature which I discovered on a Vietnamese platform, Logivan. This feature does not need any pre-registration on the platform like most of the other platforms. Here one can just visit the website or mobile app, lock in the freight details with origin & destination and the platform will assign a truck as per the request. This is the simplest solution for clients looking for one-time movement of cargo.

- Load Planning and Route Optimization: One of the ways in which route optimisation can be implemented is, if some route has higher gradient, which leads to higher consumption of fuel but saves time and at the same time if there is alternate route which saves fuel but takes a little longer, then based on preference of the shipper, we can suggest these alternatives. This currently being implemented by Ritase, Indonesia. Also, this platform helps in load planning as one of their core products. In this Ritase offers planning of loads to clients, i.e. it helps them manage how much load to be transferred at what time.

- Offer Truck related ancillary products to inhibit growth: This feature is implemented only by a few firms. One of the firms is Convoy, USA which is one of the biggest platforms for FTL solutions. What it does is, it has tie ups with tyre, lubricant companies who will provide their products to the transporters registered on Convoy at lower rates. As Convoy gets more and more business, more movement of trucks will mean more business within the tie ups benefiting both the business.

- <u>Provision for LoadBoard on the Web/App based portal</u>: Implemented by a lot of firms. It's a much more intuitive way of transporters looking for load other than bidding for indents.
- <u>Featuring consistent carrier partners on the platform to get enhanced visibility</u>: This is a suggestion from the interns because no portal was seen doing this. This could be used to show and feature most trusted and consistent transporters show that both the shipper and transporter are benefitted.

Some of the learnings from the internship programme were:

- I understood different techniques of how to conduct thorough market research for a product or a service. I understood about the parameters that are required while conducting such market research.
- The research helped me gain valuable insights into the logistics industry in India and Globally. The broader understanding helped me grasp the working of this industry and what can be done to improve it and how things are being implemented.
- By making use of Hubspot, I understood that how this tool functions to make the most out of all the marketing variables in hand. This also help me learn as to why and how having intuitive dashboards to keep an update on clients is essential.
- Working on Zoho and data analysis was very helpful and a great value addition to me. I had no prior experience to work on anything like this. But having worked upon this, helped me learn that how to extract data from large set that is relevant to the problem in hand. I understood how to work upon this extracted and how to present it more efficiently.

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