

# AMTOI

AMTOI News | VOLUME 4 | ISSUE 4 | DECEMBER | 2024

# NEWS

# 25

## SILVER JUBILEE YEAR

Celebrating Multimodalism  
and Family Business



ASSOCIATION OF MULTIMODAL TRANSPORT  
OPERATORS OF INDIA



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(Association of Multimodal Transport Operators of India)

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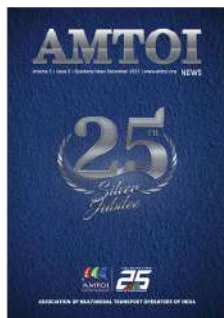
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# About us

AMTOI, The Association of Multimodal Transport Operators of India, was formed with the object of organizing Multimodal Transport Operators at the national level and improving the quality of their services. The members of the Association are Multimodal Transport Operators registered with the Directorate General of Shipping, Mumbai under the Multimodal Transportation of Goods Act, 1993 which also includes some associate members like CFS operators, tank container operators etc. The Association is a non-profit making body registered under the Indian Companies Act and is managed by the Managing Committee comprising of 7 members elected by the Operator members. The Committee is assisted by a Board of Advisors consisting of the representatives of Government / Public Sector Organizations. Also, it has various trade association representatives on its extended board and is thus likened to an apex body. As a unique initiative, AMTOI has set up a forum called the Grievance Redressal Forum (GRF). The objective of this Forum is to create a platform for dispute resolution

and thereby addressing grievances of the members of the trade. The Association has a two-tier membership Ordinary members who are registered as MTOs and Associate members who are not MTOs themselves but who are involved in operations connected with multimodal transport. The Associate members are not eligible for voting rights or contest in the Elections. The Association from time to time has made suggestions for the consideration of Government and in fact the suggestion for amending the Multimodal Transportation of Goods Act and for adopting other related measures. AMTOI has been able to secure representation on Government bodies like the Standing Committee on Promotion of Exports, (SCOPE Shipping and SCOPE Air), Task Force on Multimodal Transport and various other forums of the Ministries of Shipping, Commerce & Finance of the Government of India. The Association is also a member of the International Multimodal Transport Association based in Geneva and has thus acquired international recognition. For the benefit of its members, regular training courses are

conducted be it on tax issues, insurance or other such related subjects. An awaited event of the year is the MULTI-MODAL DAY or an AMTOI DAY which the Association organizes as an 'Annual Day' for the last many years wherein the entire shipping fraternity of Shipping Lines, Ports CFS operators, Freight Forwarders, NVOCC's, CHA's, Airlines, Government authorities in addition to MTO's come together to network and interact with each other under one roof. Members are kept abreast of the happenings in the industry by MULTIMODAL TIMES or AMTOI Newsletter which is published as a quarterly magazine currently and we hope to graduate into a monthly publication which will attempt to capture critical issues that are close to the industry and along with opinions of the industry leaders. Lastly, keeping abreast with the advancing technologies, AMTOI continuously improvises its website and offers tools for various industry players to come together and thus endeavoring to be a leader in its class





## From The **President's Desk**

### **Mr. Arun Kumar**

President, AMTOI  
president@amtoi.org

#### **A New Generation, A New Era** (Family Business in Logistics)

As AMTOI celebrates 25 years since its formation, we not only mark a milestone but also acknowledge the shift from one generation to the next in the logistics sector. A whole generation has passed, and now, new entrants are stepping into a landscape transformed by both global and domestic forces. The business environment has evolved immensely, and India has been at the heart of this transformation.

The country's economic structure has changed significantly, with over 54% of India's GDP now attributed to the services sector (Source: Ministry of Statistics and Programme Implementation). Within this, logistics contributed an estimated 18% equating to INR 26.36 lakh crore for 2023-24 growing at a CAGR of nearly 7.5%. The logistics sector has become a pivotal industry, and we are fortunate to witness this evolution.

Today's generation, often referred to as Gen Z, is more exposed to the global environment, equipped with a better perspective, and adept at decision-making. They are not only well-informed and tech-savvy but also possess the resources to innovate, experiment, and push boundaries. The definition of a family business has broadened;

it's no longer solely about being owned and operated by a single family holding 100% of the equity. The modern family business in logistics, like in other sectors, is often professionally managed, with families holding controlling stakes while optimizing remaining shares to benefit employees and public shareholders, creating shared wealth.

Yet, in logistics, this professionalized family business model is still less common. There are several reasons for this: younger generations may perceive better financial opportunities outside the family business, or feel restricted in entrepreneurship and innovation by family ownership. However, these perspectives overlook the significant opportunities in the logistics sector, which is set to grow rapidly.

The sector is predominantly made up of MSMEs, many of which face resource constraints, adding to the challenge of enticing the next generation. It falls to business founders and leaders to cultivate an environment supportive of long-term growth that attracts young talent back to the fold. For family businesses to thrive, they must focus beyond profits, emphasizing wealth creation that benefits all stakeholders.

Success in family businesses requires a long-term vision, unwavering values, and clear communication

among family members, built on mutual respect. As with any enterprise, effective leadership is critical, with leaders who foster collaboration, manage well, and engage in thoughtful succession planning. For the Indian logistics sector, professionally managed family businesses represent the future, combining heritage with modern innovation to meet the demands of an evolving industry.

AMTOI has been instrumental in championing family businesses in logistics, recognizing them as a cornerstone of the sector's future. Through its initiatives, AMTOI has fostered knowledge-sharing, encouraged mentorship, and created platforms that support both experienced founders and next-generation leaders. By promoting a professional, forward-thinking approach to family businesses, AMTOI is helping these enterprises not only survive but thrive in a competitive landscape. Its continued efforts in skill development, industry networking, and strategic guidance are laying a strong foundation for family-run logistics companies to grow sustainably and lead India's logistics transformation. As AMTOI celebrates its 25th year, it stands committed to nurturing this vital segment, ensuring family businesses remain a dynamic force in the industry.



## From The Editor's Desk

### Mr. Shantanu Bhadkamkar

Executive Committee Member and Past President AMTOI | [ssb@atc.co.in](mailto:ssb@atc.co.in)

**“The strength of a nation derives from the integrity of the home.”**

**- Confucius**

### A Legacy of Logistics Shaping the Future of Multimodal Transport

As AMTOI concludes its Silver Jubilee celebrations, it is a moment of profound reflection on the legacy of this pioneering association and its impact on catalysing multimodalism in India. Over the past 25 years, AMTOI has served as a pillar of innovation, advocacy, and collaboration in the logistics industry. This milestone is not only an opportunity to celebrate past achievements but also a call to envision the future of multimodal transport and the legacy that trade associations like AMTOI can create for generations to come.

#### Celebrating Family Businesses and Legacy Building

The logistics sector is deeply intertwined with family businesses that have shaped its landscape. For many of us, the industry is more than just a profession—it is a legacy passed down through generations, built on values like honesty, integrity, hard work, and community. Family values are the

bedrock of family enterprises, influencing decision-making, fostering resilience, and ensuring continuity. The Opening Quote by Confucius, “The strength of a nation derives from the integrity of the home”, highlights the foundational role of family values in nation-building, aligning with the values in business and a legacy in building.

#### What Constitutes Family Values?

Family values are the foundational principles and beliefs that bind a family together, shaping its culture, decisions, and aspirations. These values transcend time, becoming the moral compass for generations. They encompass moral, ethical, and social dimensions rooted in lived experiences and collective wisdom.

Key examples include:

- **Honesty and Integrity:** Upholding truthfulness and ethical conduct in personal and professional interactions.
- **Hard Work and Dedication:**

Instilling a culture of perseverance and commitment to excellence.

- **Respect for Others:** Fostering dignity, empathy, and fairness toward all individuals.
- **Employees First:** Prioritising familial bonds, nurturing relationships, and providing mutual support.
- **Community Involvement:** Contributing positively to society and cultivating a spirit of generosity.
- **Financial Responsibility:** Ensuring prudent financial management to safeguard stability and growth.
- **Environmental Stewardship:** Demonstrating a commitment to sustainable practices and preserving natural resources for future generations.

#### Family Values Worthy of Transmission

The true strength of family values lies in their continuity across generations. To ensure these principles endure, consider these

strategies:

**Clear Communication:** Foster open, honest discussions about the significance of family values. Create opportunities to share stories that reflect these values in action.

**Living by Example:** Embody family values in day-to-day life. Actions speak louder than words, and consistent behaviour reinforces lessons better than lectures.

**Integration into the Business:** Reflect family values in the company's mission, vision, and operational practices. When values resonate with the business culture, they become integral to its identity.

**Structured Family Meetings:** Hold regular discussions to address business matters, celebrate successes, and reaffirm the importance of shared values.

**Mentorship and Knowledge Transfer:** Actively mentor younger family members, sharing insights on navigating challenges while upholding family principles.

**Philanthropic Endeavours:** Establish charitable initiatives that align with family values and teach responsibility toward the broader community.

### **Building Personal and Organisational Legacy - A Holistic Approach**

A legacy rooted in family values transcends the present, shaping both the family and its business for years to come. Thoughtful planning and unwavering dedication to these values guarantee a legacy that enriches future generations while contributing to a better world.

**To establish a meaningful legacy:**

1. **Craft a Long-Term Vision:**

Align the business's trajectory with core family values to ensure purposeful and value-driven growth.

2. **Implement Succession Planning:**

Develop robust plans for leadership transition to ensure stability and continuity. Encourage younger generations to take responsibility while honouring traditions.

3. **Champion Corporate Social Responsibility (CSR):**

Integrate family values into CSR initiatives, leaving a positive mark on society while enhancing the business's reputation.

4. **Preserve Family Heritage:**

Document the family's journey, including stories, achievements, and milestones. This history serves as an enduring source of inspiration and identity. Create a virtual and physical display strategically located on the premises.

5. **Strengthen the Family Brand:**

Build a brand that resonates with integrity, trust, and heritage and reflects the family's ethos.

6. **Invest in the Future:**

Prioritise education, skills training, and research to create opportunities for future generations to thrive.

### **The Family Business Advantage**

Interesting fact: According to a Harvard Business Review study, family businesses outperform non-family firms in long-term profitability. Financial success is attributed to their focus on sustainability, prudent risk-taking, and legacy preservation. Some of the world's largest and most successful companies, including

shipping lines, are family-run

### **AMTOI's Role in Advancing Multimodal Transport**

AMTOI has been instrumental in driving the adoption of multimodal logistics in India. The association's initiatives have supported infrastructure development, policy advocacy, and industry collaboration. As we look to the future, the goal is to transform multimodal transport from a niche practice into the backbone of the supply chain.

### **Strategic Priorities for the Future:**

1. **Digital Transformation:** Invest in advanced technologies like the Digital Portal for Registration and Renewal of MTOs and collaborate on building AI, IoT, and blockchain-based platforms from negotiable documents like e-BL to enhance the security, traceability and efficiency in paperless trade.
2. **Sustainability and ESG:** Embrace and propagate eco-friendly practices and contribute to a greener future.
3. **Industry Collaboration:** Strengthen partnerships and foster collective growth through synergies and shared resources.
4. **Innovation and Adaptability:** Respond proactively to geopolitical and geo-economic challenges by converting adversity into opportunity.

### **The Origins of Multimodal Transport:**



Did you know? According to some sources, the concept of multimodal transport dates

back to the 18th century, when European roads, canals, and railroads (railways) began to connect cities for seamless trade. However, the term (Inter-Modal) gained prominence in the 20th century with the advent of modern containerisation in the 1950s in the USA, revolutionising global trade and logistics.

AMTOI's Silver Jubilee theme underscores its commitment to progress through collaboration, innovation, and sustainability. The association remains a catalyst for change, bringing stakeholders together to address challenges and harness opportunities in the logistics ecosystem.

**Old is gold; youth is diamond, a rough solitaire.**

**“We Need Experts, Not Ex-Perts”**

In a rapidly evolving industry, expertise must be current and dynamic. “We need experts, not ex-perts” is a clarion call to prioritise, embracing new ideas, techniques, technologies, continuous learning, and adaptability. Is the digital  is evolving  than the fashion world - not yet?  It will .

Family businesses and trade associations alike must avoid complacency and must invest in skill development, coaching, mentorship, research, and innovation.

**Actionable Steps for Staying Relevant:**

- **Lifelong Learning:** Encourage professionals to stay updated with the latest trends.
- **Intergenerational Collaboration:** Leverage the wisdom of experience while embracing fresh perspectives from younger generations.
- **Strategic Alliances:** Partner with experts across industries to remain relevant and competitive.

**Building a Legacy for the Next 25 Years**

As we celebrate 25 years of AMTOI, we must prepare for the next 25. Family businesses and trade associations are responsible for upholding ethical standards, driving innovation, and fostering resilience in a dynamic environment. By prioritising values, sustainability, and strategic vision, we can build a thriving logistics

sector as a cornerstone of India's economic growth.

While celebrating the Silver Jubilee Year, AMTOI reaffirms its commitment to shaping the future of multimodal transport - one that prioritises innovation, inclusivity, and resilience. Together, we can ensure that the legacy of AMTOI and the family businesses it represents will endure for generations to come.

We are grateful to Mr. Ramprasad Ravi, Editor-in-Chief and Publisher of Gateway Media Pvt Ltd and Mr. Sandesh Vasant Mestry, a Family Business Advisor, Mentor, Speaker, and Writer who have taken the time to personally interview these distinguished individuals and enhance the quality of our content. Their long association with AMTOI and unwavering support have been instrumental in our growth and proliferation. Please take five minutes to read these interviews, which are sure to enrich your knowledge and understanding of the industry. On behalf of AMTOI, we would like to express our heartfelt gratitude to our supporters for their invaluable contributions.

**“Legacy is not leaving something for people; it's leaving something in people.”**  
- Peter Strople

**Trivia**

**Digital Revolution and INCOTERMS**

In the digital age, INCOTERMS continue to play a vital role in e-commerce and online trade. Whether goods are transported by traditional means or through cyberspace, understanding these terms remains crucial for successful international transactions.





## Evolution of Family Members: Provider to Provisioner to Partner to Patron



### Sandesh Mestry

Family Business Advisor  
Mentor | Speaker | Writer

Family companies are distinguished by the integration of personal and professional connections inside the organisation. As the firm grows and develops, family members progressively take on different jobs within it. We explore how family members' roles in a family business evolve, beginning with the role of Provider in the early stages, progressing to the role of Provisioner as the business matures, becoming a Partner as the business scales, and finally embracing the role of Patron as they prepare to hand over the reins to the next generation.

#### The Provider Stage: The Early Stages of the Business

**Personal Investment:** Family members frequently supply the first funds needed to establish a firm. This might include family members' cash, debts, or investments. It is vital to create explicit financial agreements and expectations, such as ownership percentages and payback periods, to avoid future disagreements.

**Multitasker Leader:** In small family enterprises, founders usually take on several positions, ranging from CEO to hands-on workers. They must set a positive example by working hard to secure the survival and

success of the organisation.

**Commitment:** Family members must show unwavering devotion and loyalty to the enterprise. Their devotion acts as an example for other employees and helps to foster a great workplace culture.

**Calculated Risks:** Providers must be prepared to take calculated risks to assist the firm in gaining a market footing. However, to prevent jeopardising the family's financial stability, these risks must be properly examined.

**Communication:** It is critical to maintain open and honest communication within the family to minimise business-related problems. Regular talks can help you manage expectations and potential issues more effectively.

#### Provisioner Stage: Business Development and Transition

**Recruiting Experts:** Scaling a firm frequently necessitates the hiring of experienced managers with knowledge in areas such as finance, marketing, and operations. Family members should be willing to pull back from day-to-day operations and be open to change.

**Succession Planning:** During this stage, it is critical to prepare the next generation for engagement in the firm. Determine possible successors and give the

required training and mentoring.

**Long-Term Strategic Planning:** Provisioners should shift their attention from short-term survival to long-term strategic planning. Setting clear goals, adopting successful tactics, and monitoring important performance indicators are all part of this.

**Performance Monitoring:** Implement key performance indicators (KPIs) to track progress toward strategic objectives.

**Structure of Governance:** Consider forming a formal governance structure, such as a board of directors or an advisory board. These organisations can give knowledge, supervision, and direction to the business.

**Processes of Decision-Making:** Create explicit decision-making procedures and rules to promote company openness, accountability, and fairness.

**Risk Management:** Risk Assessment: Assess all potential risks, from market swings to operational issues. To reduce these risks, create contingency plans and insurance options.

**Financial Discipline:** Maintain rigorous financial discipline and avoid combining personal and corporate funds. To maintain financial transparency, implement budgeting and financial reporting mechanisms.

## The Partner Stage: Managing a Large-Scale Enterprise

**Operation Hands-Off:** Family members should no longer be involved in day-to-day activities. They should have confidence in the competent management staff to fulfil these obligations efficiently.

**Employee Engagement:** Establish a collaborative culture with your staff. Encourage their participation in decision-making and recognise their contributions to the company.

**Partnerships:** Develop solid ties with suppliers, customers, and other external stakeholders. Collaboration has the potential to create new possibilities and spur innovation.

**Adaptability and innovation:** Set aside resources for innovation and flexibility to maintain the company competitive in a continuously changing industry. Being adaptable to market fluctuations and technology improvements.

**Corporate Social Responsibilities (CSR):** Establish a corporate social responsibility (CSR) programme that resonates with the company's values and positively contributes to the community.

**Diversification in Wealth Management:** Diversify

investments to safeguard and develop wealth. Seek expert help with estate preparation, tax planning, and wealth preservation.

**Philanthropy:** To contribute back to society, consider participating in philanthropic activities or creating a family foundation.

**Education:** To keep educated about industry developments and best practices, family members should continue their education, attend professional conferences, and seek external consultants.

**Networking:** Building and maintaining a strong network of industry connections and consultants who can give useful insights and help is essential.

## Passing the Torch on the Patron Stage

Senior-generation family members move to a role that supports and empowers the following generation during the Patron stage. This position entails the following duties:

**Supporting Successors:** Offer mentorship, direction, and emotional support to the next generation of executives in the organisation.

**Sharing Experience:** Using their expertise and knowledge, assist successors in navigating problems

and making key decisions. **Family Unity:** Encourage family unity by allowing open communication and dispute resolution among family members participating in the company.

**Nurturing Values:** As the next generation takes over, make certain that the family's values and legacy are respected. Accept the notion of Patron, in which the elder generation provides assistance and resources to the future generation. Transition from decision-makers to consultants, offering useful insights and a broader perspective.

Finally, the path of family members in a family company is dynamic, with unique phases such as Provider, Provisioner, Partner, and Patron. Each phase has new problems and possibilities. Successful family companies understand the need for adaptation and development as they progress through various stages. Transitioning from one stage to the next involves careful preparation, adaptation, and a dedication to the business's long-term viability and growth, all while ensuring the family's interests and ties are preserved.

## Trivia

### Decoding the Three-Letter Mystique

The three-letter codes of INCOTERMS, such as FOB, CIF, and EXW, might seem cryptic at first, but each code succinctly represents a set of obligations and responsibilities for buyers and sellers in international transactions.

## I must uphold our business legacy, make it scalable, and take it to greater heights

### Mr. Aradhya Gupta

Director - IRC Supply Chain Solutions Limited

### Interview by Mr. Ravi Ramprasad

In this interview, Aradhya Gupta shares his perspective on how the logistics industry is transitioning from an import-heavy focus to export-driven opportunities, while tapping into diverse industries and clients.

**1. Most of the younger generation isn't keen on joining family businesses, preferring independent career paths. What motivated you to join your family business? Was it a push from your parents, or did the company legacy and the logistics industry excite you?**

I've been working alongside my father for over 10 years now. My educational background includes a BBA Honors degree and a Master's in Family-Managed Business, though I haven't pursued an MBA.

Currently, I manage both operations and business development, while finance is predominantly handled by my father. My focus is on improving the internal efficiency of our operations and strategically expanding our business with a defined set of clients, rather than spreading ourselves thin across the market.

What drew me to this business is simple yet profound—the life we enjoy today is because of this business, and for that, I am deeply grateful. This sense of gratitude motivated me to join the family business and contribute to its growth. By enhancing efficiency—not just for our operations but also for our clients—I aim to

streamline processes, integrate client-centric technology, and provide greater visibility. Witnessing these improvements translate into tangible results, like better performance and stronger client relationships, gives me immense fulfillment.

**2. Running a business often comes with significant pressure. How do you manage it?**

To be honest, I don't feel the kind of pressure one might expect. Since it's primarily just my father and me, discussions about business often happen over a casual cup of coffee. Of course, we occasionally argue about how things should be done, but those debates have always been constructive. Over time, I've come to appreciate my father's perspective. If he advises against something, it's not because he's discouraging me, but because he wants to shield me from the mistakes he might have made in the past. This understanding has fostered a collaborative dynamic between us.

**3. Family businesses are often seen as lacking individuality, with successors working in the shadows of their predecessors. Do you feel that way?**

Not at all. My focus has never been on creating a personal identity or name for myself. I have been fortunate to gain wisdom from my parents, including teachings from the Bhagavad Gita, which have shaped my values and approach to life and work. This business, which has been thriving for over 60 years, is a blessing. My goal is to honor this legacy and elevate it to new heights. Success in a family business is inherently tied to the growth of the company. When the company prospers, so do all its stakeholders.

**4. You mentioned implementing changes in the business. What are these changes?**

When I joined, there was minimal use of technology in our operations. I've been focused on fostering a culture where we provide clients with quality information about their logistics—covering areas like volumes, expenses, shipment timelines, and inbound and outbound movements. This data enables clients to make more strategic decisions, which in turn strengthens their trust in us over time. Additionally, we are actively working on sustainability initiatives, such as reducing the emissions of our commercial vehicles. We're also integrating systems that allow

clients to track their consignments and even monitor carbon emissions directly through our website.

### 5. What is your perspective on the logistics industry, and what do you envision for its future?

The logistics industry is undergoing a significant transformation.

Previously, the focus was heavily on imports. However, with India's booming exports, especially under the Make in India initiative, the dynamics have shifted. Today, we are exploring export-based businesses, which have opened doors to a wide array of industries and clients. Manufacturers are

now adhering to global quality standards, producing locally but competing internationally. This shift has expanded our target clientele exponentially, presenting endless opportunities for growth. However, the process of learning and adapting is continuous—it's a journey with no final destination.

## Feature 3

# MULTI-MODALISM



## T.N Seetharaman (TNS)

Co-Founder & Director ALLMASTERS Groupage Technologies PVT. LTD.

It is said that the greatest invention of Mankind is the "WHEEL". It is hard to imagine a world without the wheel. Likewise, the greatest Logistics concept that has contributed to the growth of Global trade, is MULTIMODALISM. The precursor to multi-modalism is the invention of the CONTAINERS. One can easily conclude that had it not been for the secure and safe Containers, the various global trade conventions would never have seen the light of the day. Be it the TIR convention, be it the International Transit Convention or the scores of WCO and WTO agreements, none of it would have been possible without the safe and secure CONTAINERS. The birth of the containers gave rise to the concept of multi-modalism and thus the birth of the MULTI-MODAL OPERATOR.

### What is MULTI-MODALISM?

It is a process of transportation that:

- involves two or more modes of transportation.
- Transportation by the same unit of packaging.
- Carriage under Contract of carriage called "MULTI-MODAL TRANSPORT DOCUMENT".
- One carrier (although he may gather several transport operators into contract for undertaking the entire door to door transportation).
- FIXED LIABILITY. (even if the MTO gathers other transporters to fulfill different legs of the transportation, it is the MTO who is the PRIME contractor, and therefore is liable as a "CARRIER" from end to end under his own contract of carriage with the Merchant). This is to say that the Merchant has a relationship with the "Prime Carrier" throughout.
- It is important to note that even if one of the sub-contracted transporter is in error, the MTO

is liable, irrespective of whether his sub-contractor is sufficiently covered for his own liability or not.

- This means that the MTO is liable under the terms of his own "Contract of carriage" for transportation throughout the contract regardless of what his own sub-contracting terms are, with his sub-contractors.

### How does it differ from a "Combined Transport Document"?

In both the cases the transport involves two or more modes of transport. In both cases the Transport operator gathers other sub-contractors into the main contract. In both the cases there is one Transport document for the entire end to end to transportation. However, in case of a "Combined Transport Document" the "Carrier" may not have fixed Liability.

This is to say that, if any of the Sub-Carrier is in error, then the “Main carrier’s” liability is only to the extent of the limits mentioned in the Sub-Carrier’s contract with the “Main Carrier”. This is to say that the Merchant has a relationship with each carrier through an “Unseen contract”. For example, if one of the transport leg involved carriage by Railways, then the CTD may only provide for a maximum liability limit Rs. 50/KG (in case of Indian Railways), because the Combined Transport Operator’s contract with Railways limits the liability of Transportation only to that Extent. However, in case of Multi-Modal Transport Operator, irrespective of what the terms between him and say, the Indian Railways, the MTO is liable under the MTO Act which is 8.33 Special Drawing Rights per KG. ( One Special Drawing Right is equivalent of 1.30 USD).

### Is it a DOUBLE-EDGED SWORD?

Many Indian MTOs think this “Liability factor, is a double-edged sword’. I would think that only those operators who have no knowledge of Multi-Modalism, would fear the Liability factor.

An MTO is the embodiment of Knowledge. Knowledge across various Modes of Transportation, in various Geographies, under various laws of the Land, Knowledge of who are the best suited carriers in each mode of transportation for the specific product and specific Geography. An MTO with this kind of

Knowledge, network of agents, Communication and Technology capabilities need not worry about the double-edged sword threat. If the operator has no knowledge of multi-modalism, then his fears of using the MTD that resembles a double edged sword is not unfounded. In fact it would be dangerous for him to undertake the contract of Transportation.

### What is in it for the Customers?

The biggest benefit is the “Knowledge and capability of the MTO using multiple modes of Transportation and the Seamless experience he brings to the customers”. Faster realization of the sale proceeds. (The MTD as a contract of carriage, can be issued at the place at which goods were handed over to the Multi-Modal operator. This can be even at the Sellers factory premises and need not wait until a “shipped on Board”). Equally important is “RISK MANAGEMENT” that multi-modalism offers.

### How is the RISK MANAGEMENT taken care of?

The MTO with his knowledge of various modes of transportation:

- will ensure he selects the best and most reliable carrier for the various modes of Transportation. This in itself takes care of safety and speed.
- Will ensure that he advises the customer the correct type of Packaging that is

suitable for different modes of transport and handling. This will limit damage to goods.

- Will advise on the correct and accurate documentation required to facilitate seamless movement across modes and borders. So, Compliance requirements are met.
- Will provide the comfort of just dealing with one carrier (himself) without making the customer go around in circles.

There is no “short-Cut” to becoming a Successful Multi-Modal Transport Operator. If you don’t invest in acquiring and upgrading the knowledge, if you don’t invest in Global Networking and use of Technology and most importantly if you hesitate to use your MTD for the goods you carry, then you remain a “Booking Agent”, whose business will always remain transactional in nature. Customers may have thousands of Choices for a “Booking agent”.

The Multi-Modal Transport Document is the MTO’s identity, it is his strength, it is his control over business, it is the safety net he provides his customer.

Today’s global transportation almost always involves multi-modalism. It cannot be “Commoditized”, It has to be designed and developed to suit every individual customer’s needs. The knowledgeable and capable MTO will always remain the Customer’s “First Choice”.

## Trivia

### Very Large Crude Carriers (VLCC)

VLCCs are among the largest oil tankers, capable of carrying up to 2 million barrels of crude oil. They play a crucial role in the global transportation of oil from production regions to refineries.

## Navigating Family Business and the Future of Logistics



### Mr. Sidhanth Lalwani

Director Sun Logistics

### Interview by Mr. Sandesh Vasant Mestry

This interview with Mr. Sidhanth Lalwani, a third-generation family member of Sun Logistics, was conducted by Sandesh Vasant Mestry, Family Business Consultant and Mentor. Sun Logistics, established in 1979 by the late Shri Sundar Lalwani, started as an international ocean freight broking company and has since expanded into fleet ownership, freight consulting, customs clearing, and agency representation. Sidhanth shares his experiences, challenges, and insights on leading the business through digital transformation and the evolving logistics industry.

#### Early Days: A Family Business Upbringing

**Sandesh Mestry:** Sidhanth, what's your earliest memory of the family business?

**Sidhanth Lalwani:** My grandfather started the business, so I grew up with it around me. I'm the third generation, and business was always a constant presence in our family. My granddad, father, and uncle were all diligent workers. For me, it was just natural - there wasn't a time when business wasn't part of our conversations or lives.

**Sandesh:** What was the environment like growing up? How did business conversations impact you?

**Sidhanth:** There was always pride

in running our business, especially in being a debt-free company - that was something we heard a lot. My dad and uncle worked long hours; Dad wouldn't get home until 9:30 or 10 PM most nights. Hard work was just part of the routine. It wasn't questioned - it was just how life was.

#### Education and Transition into Business

**Sandesh:** You graduated from Carnegie Mellon University with a degree in Materials Science and Engineering. How did you choose that path? Was it influenced by the family business?

**Sidhanth:** My parents were always supportive and gave me the freedom to choose my path if it made practical sense. I knew I wanted to do something technical and intellectually challenging, and engineering fit that vision.

**Sandesh:** Did you always plan to return to India and join the family business?

**Sidhanth:** Not really. It was more like having the family business as a backup option. After graduating, I worked a job in the U.S. but realised I wasn't cut out for working under someone else. I think growing up in a business-oriented environment made it hard for me to not have control over the direction of things.

#### Adapting to the

#### Indian Work Culture

**Sandesh:** Was it challenging to adapt when you joined the family business in India?

**Sidhanth:** It was definitely a learning curve. The work culture in India is very different from the U.S. There, work is consistent—people stick to their 9-to-5 schedules. Here, work can go from zero to a hundred, and people often work 18-hour days without hesitation. Managing this variability was a new experience for me.

#### A Unique Approach to Induction

**Sandesh:** Was there a structured induction when you entered the business?

**Sidhanth:** Not really. When I asked my dad what I should do, he said, "What do you want to do?" His point was that if I was going to do the same things he did, there was no point in me joining. He encouraged me to build something new using the foundation already in place.

**Sandesh:** So how did you decide what to focus on?

**Sidhanth:** I started with software development. With my technical background, it seemed like the right place to begin. I wanted to make the business more future proof before expanding further. There were some mistakes along the way, but they became

valuable learning experiences.

### Implementing Technology and Facing Resistance

**Sandesh:** Software implementation can be challenging in family businesses. How did people react initially?

**Sidhanth:** (Laughs) At first, I was definitely the bad guy—the new kid trying to discipline processes that had been running informally for years. But I stuck with it, and over time, people saw the benefits. Now, if there's an issue, they know I can fix it quickly.

**Sandesh:** Did the project give you a better understanding of the business?

**Sidhanth:** Absolutely. Working on software exposed me to every part of the business, from accounting to operations. I learnt the nitty-gritty, including exceptions and hidden shortcuts that employees wouldn't typically talk about. It also gave me a solid understanding of regulations like GST and TDS.

### Scaling with Automation and Diversification

**Sandesh:** How has the software implementation helped your business scale?

**Sidhanth:** We're heavily automated now. For instance, GST reconciliation, which used to take two days, now takes a couple of hours. We've centralised processes, and our software handles everything—from downloading reports to matching data. This allows us to react quickly to new opportunities without waiting on external vendors.

### Exploring Business

### New Opportunities

**Sandesh:** You also introduced new verticals, like working with Pelican for tank container parts. How did that come about?

**Sidhanth:** We've always specialised in chemical logistics, so getting into tank container parts and distribution felt like a natural extension. It started with a connection at an exhibition in Munich. Pelican liked our technical expertise and industry connections, which led to a partnership.

**Sandesh:** Was this diversification your idea, or was it a family decision?

**Sidhanth:** It just happened organically. The family was always open to new business opportunities, and they supported the initiative.

### Developing Training Programs and Industry Contributions

**Sandesh:** You also developed a training program for transporting dangerous goods. What motivated you to take on that project?

**Sidhanth:** During the pandemic, we shared our internal handling SOP for liquid medical oxygen with the Logistics Skill Council of India. This led to us training thousands of drivers on safety protocols. Later, we created an online certification program for transporting dangerous goods, incorporating 3D animations and randomised testing to make the learning process engaging.

**Sandesh:** How did these initiatives benefit the business?

**Sidhanth:** It reinforced our reputation for safety and expertise in handling dangerous goods. Customers trust us more because we're not just operating in the field - we're also teaching others how to do it safely.

### Managing Succession

### Talent and Planning

**Sandesh:** Attracting and retaining young talent is a challenge in the logistics industry. What's your approach?

**Sidhanth:** Honestly, logistics isn't a glamorous field, so it's hard to attract fresh talent. I focus on creating a system where onboarding is quick and efficient. Automation also helps—we can reduce dependency on individual employees and train replacements quickly if someone leaves.

### Balancing Family Dynamics and Business Goals

**Sandesh:** Family businesses often face unique challenges in decision-making. How do you manage disagreements within the family?

**Sidhanth:** I actually enjoy a good argument. (Laughs) But in our family, disagreements are resolved by finding blended solutions. Since most of the software development is in-house, we can try different approaches and see what works best.

### Looking Ahead: Growth and Specialisation

**Sandesh:** What's the long-term plan for the business?

**Sidhanth:** Growth and diversification. We learnt during the pandemic not to rely too heavily on one vertical. We're now focusing on leasing specialised tank containers that can handle highly corrosive and dangerous cargo—something most operators avoid.

**Sandesh:** Do you see family businesses in India evolving into global enterprises?

**Sidhanth:** Absolutely. Many multinational businesses that started as family-run operations have transitioned into multinational corporations. With the emerging opportunities in India, to sustain and be relevant, there is no option

but to professionalise and build a process driven organisation.

## Final

## Thoughts

**Sandesh:** Where do you see yourself and the business in five years?

**Sidhanth:** I'd like to amplify what we already do well. My goal is for Sun Logistics to be the go-to name for dangerous goods logistics—where, if others say no, we say yes. I don't want to compete on price or credit terms; I want us to be known

for specialised, high-value services.

**Sandesh:** Thank you, Sidhanth. It was a pleasure speaking with you. I wish you all the best in achieving your vision.

**Sidhanth:** Thank you!

## Feature 5

### Incorporation of arbitration clauses



#### Mr. M. Jagannath

Director, NAU Pte Ltd, Singapore

1. Firstly, I congratulate AMTOI on its silver jubilee and wish many more to come. The advantage of industry bodies such as AMTOI is it allows all participants to co-operate together for the betterment of the industry at large. As I understand, AMTOI was established to promote multimodalism. Since its inception, it has worked tirelessly and is the only representative body for all the Multimodal Transport Operator ("MTO") in India.
2. Invariably, MTO's are registered with DG Shipping' under the aegis of the Multimodal Transportation of Goods Act, 1993 (as amended in December 2000) ("MTGA 1993"). The wordings of the Multimodal Transport Documents ("MTD") issued by the MTO's invariably list the wordings provided in the DG Shipping Website (Standard Conditions governing Multimodal Transport Documents issued

in accordance with Multimodal Transportation of Goods Act, 1993). Clause 25 of the model wordings state "Arbitration: Suitable provisions may be incorporated by the parties to the Multimodal Transport Contract". In this regard, S 26<sup>ii</sup> of the MTGA 1993 allows parties to provide for arbitration as the dispute resolution clause.

3. Unfortunately, almost all the Indian MTD's we have sighted provide for the draft wordings in toto i.e. they list the possibility of providing arbitration as the dispute resolution process but do not expressly provide for any specific rules or process. This being the case, should there be any disputes, parties do not have the benefit of arbitration but must consider other litigation. Given the pendency prevailing in the Indian courts, parties rarely get justice and even if they get, it is too late such that it is not of enough succor. The delays prevailing

- in the justice system allow dominant parties to coerce and extract concessions which will not stand the court of law. These unhealthy practices add to unwanted costs and which can be avoided by having a process for quick and fair resolution of disputes and which can be easily achieved by arbitration coupled with other forms of dispute resolution such as mediation.
4. Kudos to AMTOI for having created the Grievance Resolution Forum to deal with grievances of the trade. The time has now come for AMTOI to develop this further and consider drafting a suitable arbitration clause for incorporation into MTD's issued by their members and the industry at large. In addition, AMTOI should draw other trade participants such as FFFAI, CHA's to join this initiative so that any arbitration process can be used by different sections



of the Transportation Industry in India. This will not only lead to reduction of costs for all but can be a global standard for the Transportation industry. Finally, AMTOI should create a list of industry experts (some of

them must be from the Trading Community) and who may act as independent arbitrators to hear such disputes. Coupled with this, AMTOI can consider of initiating training programs in alternative dispute resolution

(“ADR”) so that their members are able to take the bull by the horn i.e. deal with the disputes by themselves as far as possible.

<sup>1</sup>The number of MTO's as listed in DG Shipping's website is 2763.

<sup>ii</sup> 26. Arbitration

(1) The parties to a multimodal transport Contract may provide therein that any dispute which may arise in relation to multimodal transportation under the provisions of this Act shall be referred to arbitration.

(2) The arbitration proceeding may be instituted at such place or in accordance with such procedure as may be specified in the multimodal transport document.

## Feature 6

# Next Generation Entering the Family Business: How Do You Embrace the Legacy, Honor the Opportunity, and Continue to Rise?



## Nishita Modi

Founder, DST Digital

Every new generation entering the family business finds themselves reflecting on this very question. It is a pivotal moment of truth when one decides to embrace the legacy and take it forward. Stepping into a family business is both a privilege and a responsibility—a delicate balancing act between honoring the past and shaping the future.

For the next generation, this transition comes with a unique set of responsibilities. **The journey is both inspiring and challenging, requiring a blend of personal and professional skills.** It calls for a harmonious mix of soft and hard skills to navigate the complexities of the role. With a mix of emotions—courage, a fresh vision, a “can-do” spirit, and, at times, concerns about fitting in or meeting expectations—the journey begins.

While each individual’s path may be unique, it is **rooted in the same foundational values** that have shaped the business over time. Having interacted with several next-generation leaders and reflecting on my own experience of Daily Shipping Times completing 65 glorious years in the industry, a common thread emerges. There is a shared sense of how one navigates the responsibilities of being the next generation in a family business.

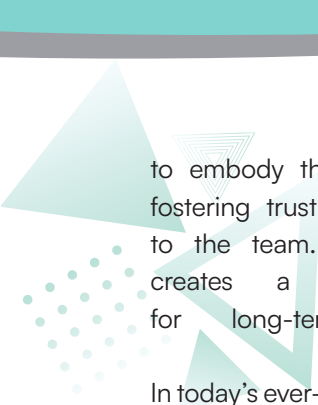
Some of the key blends of personal and professional skills essential for success as next-generation leaders include:

1. Visionary Thinking
2. Inspiring and Empowering Others
3. Integrity and Humility

4. Learning Agility
5. Collaborative and Communicative
6. Empathy and Compassion
7. Self-awareness and Courage

A good leader possesses a clear and compelling vision for the future. They inspire others by setting meaningful goals and guiding their team toward achieving a shared purpose. Additionally, they encourage team members to realize their potential by creating opportunities for personal and professional growth. Honesty, ethics, and consistency form the backbone of trustworthy leadership. For next-generation members entering the family business, earning this trust is crucial.

**Success lies in synergy:** the next-generation leader’s ability



to embody these qualities while fostering trust and adding value to the team. This combination creates a powerful recipe for long-term achievement.

In today's ever-changing world, the only constant must be the ability to learn, adapt, and evolve. Strong leaders are flexible and resilient. They embrace challenges, learn from setbacks, and emerge wiser and stronger, all while maintaining focus on long-term goals. Effective leaders also communicate clearly, actively listen, and ensure everyone understands their role in achieving organizational objectives. By fostering open dialogue and maintaining transparency, they build trust and strengthen relationships.

Central to this is the possession of empathy and compassion. Leading by example, upholding strong values, and cultivating an environment of mutual respect are vital traits. For next-generation leaders, understanding and valuing their team members' emotions and perspectives is essential. This not only builds stronger relationships but also fosters a supportive and motivated work environment. Empathy plays a key role in resolving conflicts, building unity, and inspiring individuals to contribute their best.

As we steer the demands of being next-generation business leaders and shoulder the associated expectations, we also face the added responsibility of balancing relationships—not just with employees and other stakeholders but also with involved family and extended family members. This requires a nuanced approach, navigating small battles to ultimately win the larger war. It is **important**

**to acknowledge and respect their experience**, ensuring it is not undermined, while simultaneously having the conviction to make timely, informed decisions and take accountability for those choices.

During my journey of learning and exploring the logistics, shipping, and maritime industry, I have encountered numerous individuals and organizations that have played a critical role in shaping my growth. One such organization is AMTOI. Being part of this esteemed body and engaging with senior industry members has been an invaluable learning experience. **AMTOI has not only expanded my knowledge of the industry but also provided me with a platform to grow my network.** It has been instrumental in fostering opportunities for growth, identifying new avenues, and exploring value-added business prospects.

While I take pride in carrying forward Daily Shipping Times's 65-year old legacy, AMTOI has given me the chance to cultivate an individual identity outside the shadow of my family business. The guidance, mentorship, and access to senior industry veterans are triumphs in themselves. Additionally, interacting with these industry leaders and learning from their experiences has been akin to placing the cherry atop the cake. The support and encouragement of our trade and industry are critical for many next-generation leaders. It serves as a beacon of hope, bolstering self-belief and confidence. With this backing, I have been able to venture into new areas within the trade, explore fresh opportunities, and launch initiatives such as DST Online, DST Digital, and start-ups like Logi Leads. As I take the reins of this leading

this legacy, my aim is twofold: to preserve the strong foundation that has been laid while innovating and enhancing it to ensure continued relevance in an ever-evolving world. My journey has been one of **continuous learning and growth—from engaging across the table to exploring opportunities across the globe.** I am profoundly grateful to all the well-wishers and family members whose belief and guidance have been instrumental in shaping my vision. Their continuous wisdom inspires me to push boundaries and dream bigger.

Through this shared learning and reflection, the generational transition can be made seamless. The next generation can rise to the occasion, ensuring the family business thrives for years to come. By respecting the past, cultivating the right qualities, harnessing their unique strengths, and embracing innovation, the next generation can not only sustain the family legacy but elevate it to greater heights. This journey demands respect for the legacy, adaptability to change, and a vision for a sustainable future. The hallmark of success would be in embracing their role with confidence, honoring the opportunity with gratitude, and continually striving for growth and excellence.

I look forward to **driving collective progress with Purpose and Determination.** To hold the mantle with Resilience and Responsibility. To evolving, embracing new ideas, technologies, and strategies. To collaborating and making next gen relations. To embarking on the next chapter of milestones in the chronicles of each of our companies. I look forward to Embracing the Legacy.



# Transforming India's Logistics: Integrating Multimodal Transport for Global Competitiveness



## Dr Pramod Sant

Industry Expert, Former Vice President Import, Export and Customs of Siemens Ltd

India's journey toward becoming a global logistics powerhouse hinge on the effective implementation of multimodal transport, enabled by strategically developed multimodal transport hubs/ logistics parks. These transport hubs /parks are designed to integrate multiple transportation modes, creating seamless connectivity across road, rail, air, and waterways. By bridging key industrial hubs, consumption centres, and adjacent nodes, multimodal transport hubs /logistics parks facilitate efficient, flexible, and cost-effective movement of goods. Supported by a robust policy framework, government initiatives, and best practices from leading global models, India's logistics sector is poised to achieve greater efficiency, sustainability, and resilience. This comprehensive approach not only reduces logistics costs but also strengthens India's position in global supply chains, attracting investment and fostering economic growth across regions.

Here are few possible solutions, steps, and action points.

### Advancing Multimodal Transport: The Role of Multimodal Transport hub/Park

Multimodal transport hub / logistics parks are integrated

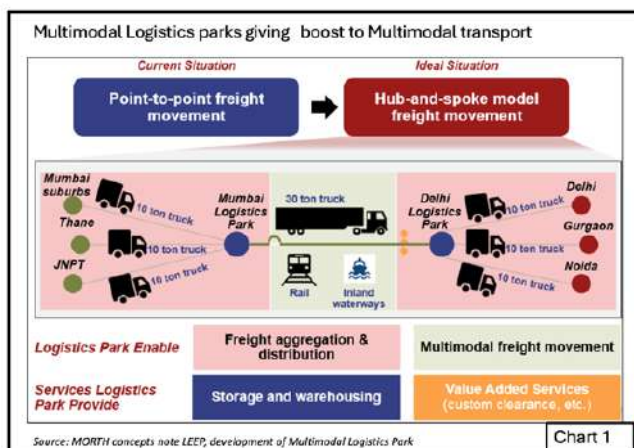
facilities that provide a wide range of logistics services and support the seamless movement of goods through multiple transportation modes, such as road, rail, air, and waterways.

Strategically positioned near key transportation hubs, ports, and industrial centre, these logistics parks offer easy access to multiple transport modes, ensuring smooth and efficient transitions between them. Their seamless connectivity reduces transit times and boosts supply chain agility. Equipped with specialized infrastructure and handling equipment, multimodal parks facilitate effortless transfers of containers and cargo across trucks, trains, ships, and planes,

regardless of type or size.

### Looking at Global Best Practices

The Netherlands stands as a leader in multimodal logistics, strategically positioned at the intersection of Europe's major trade routes. Its success is anchored by key logistics hubs like the Port of Rotterdam and Schiphol Airport, which serve as exemplary models of efficiency and connectivity. Singapore is a global logistics hub, known for its world-class infrastructure and efficient supply chain management. Logistics parks like Jurong Port and Changi Airfreight Centre integrate multiple transport modes, offering seamless connectivity through advanced



creating a flexible and optimized transportation network. With advanced warehousing and storage facilities, these parks accommodate diverse goods,

technology, streamlined customs, and value-added services.

Germany's robust logistics infrastructure, featuring hubs like

Duisburg Intermodal Terminal and Euro gate Container Terminal, is central to its manufacturing and export strength. Its efficient rail and road networks, paired with cutting-edge logistics technology, drive excellence in Logistics.

Examples like Shanghai Waigaoqiao Port and the Yantian International Container Terminals, Malaysia's Port Klang and Port of Tanjung, Dubai has established itself as a major logistics and trade hub in the Middle East, driven by its world-class logistics parks, including Jebel Ali Free Zone and Dubai Logistics City.

Concept note from MORTH on LEEP (Logistics Efficiency Enhancement Program) talks about development of Multimodal Logistics Park in detail. Development of multimodal logistics park is proposed to improve the logistics efficiency of the country, enabling reduction in logistics costs. These multimodal logistics parks are expected to serve four key functionalities as highlighted in the chart 1 below. We have some good projects which has laid down foundation of Multimodal Logistics such as the Jawaharlal Nehru Port Authority (JNPA) is one of the best examples connecting sea, rail and road and involved in the development of multi-modal logistics parks (MMLPs) at Jalna and Nagpur in Maharashtra, Adani Logistics Ltd operates 12 Multi Modal Logistics Parks pan India. development of new multi modal Logistics Park will boost Multimodal transport across India. These Multi modal parks focus on Rail and Road however still usage of water ways is still distant dream.

**Policy Framework and**

**Government Initiatives**

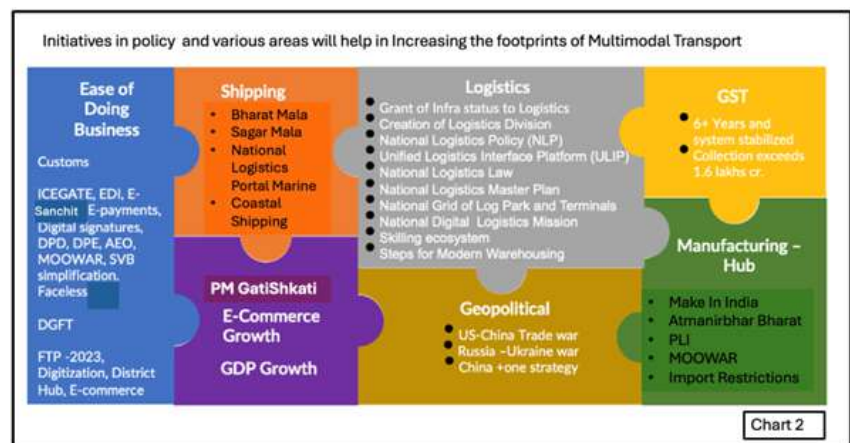
Multimodal Transport is not only logistics topic, but it depends upon several Policy framework and Govt Initiatives. Various steps taken by Govt from 2016 are in right direction and steps by Ministry of Finance Tax-GST, Customs, Ministry of commerce, Ministry of shipping, MORTH and various other ministries and stake holders are helping to increase usage of Multi Modal transport.

**Policy for Domestic Multi Modal Transport**

Existing policies on multimodal freight movement (Multimodal transport of Goods Act, 1993) cater primarily to Export and Import Cargo. There is no

**a Unified Approach of Multimodal Transport**

The government has implemented numerous logistics policies at both the central and state levels, including the National Logistics Policy, state-specific logistics frameworks, warehousing policies, and standards. For these policies to be truly effective, they must be aligned and interconnected, with clear references to multimodal transport. By integrating multimodal transport as a core element, these policies can encourage the seamless movement of goods across various transportation modes, enhancing efficiency and reducing logistical costs. A unified approach that emphasizes multimodal



comprehensive policy to govern domestic movement of freight on multiple modes. For multi-modal transportation of domestic freight, service providers are governed by policies and regulations of respective transportation modes, which may differ across modes.

A comprehensive policy governing multi modal freight transportation for domestic freight movement needs to be developed.

**Integrating and Harmonising National and State Logistics Policies Towards**

connectivity will drive growth in the logistics sector, streamline operations, and support India's position as a global trade hub.

**Policy on Noncompeting infrastructure -**

Government can potentially make non-competing / restrict policy to ensure that various modes of transportation—road, rail, air, and waterways—work together rather than against each other. In a non-competing framework, each mode of transport is optimized for its strengths and integrates

with others to form an efficient, seamless logistics network.

#### Optimized Resource Allocation

By reducing competition between modes, resources can be allocated to enhance the unique advantages of each mode. For example, rail can handle large, bulk, and long-haul cargo efficiently, while road transport can provide flexible last-mile connectivity.

#### Cost Efficiency and Reduced Congestion

reduces overall logistics costs also helps ease congestion, particularly on roadways, by shifting long-distance bulk transportation to rail.

#### Environmental Sustainability

Promoting collaboration among transport modes can reduce carbon emissions.

#### Enhanced Regional Connectivity

India's diverse geography and infrastructure gaps mean that certain regions are better served by specific transport modes. A non-competing policy can help improve connectivity in remote and underserved areas by encouraging the development of multimodal hubs that bring together the best options for each region.

#### Boost to Economic Growth

By supporting the complementary strengths of each mode, India can build a more resilient and responsive logistics sector, which is vital for economic growth.

Alignment with Ministry of Railways, MORTH, state govt and alignment with other government agencies such as DMICDC, AKIC, CBIC, PCPIR, DFCCIL and CONCOR will be essential to ensure that infrastructure is being established in alignment with the needs of relevant stakeholders. In addition, inputs from end users — 3PL service providers, user industries will be essential to finalize.

#### **Ease of Doing Business**

The ease of doing business is a key driver for advancing multimodal transport in India. With an emphasis on technology integration, streamlined customs procedures, sustainability, innovation, and digitization, the development of multimodal logistics will receive a significant boost. State-of-the-art facilities, tax incentives, and efficient customs clearance processes create a robust foundation for logistics operations. The government's ongoing efforts to simplify regulatory processes and enhance customs procedures foster a business-friendly environment, encouraging more companies to invest in and make use of multimodal transport options. This, in turn, attracts Foreign Direct Investment (FDI), as India's growing economy and deeper integration into global supply chains make it an increasingly appealing destination for international investors.

#### **Industry Specific solution**

To make multimodal transport truly effective and successful, it is crucial to understand the unique needs of each industry it serves and develop industry-specific solutions tailored to these requirements. However, each industry has

distinct challenges, standards, and logistical demands that must be considered to optimize this system.

#### Understanding Industry-Specific Needs:

Different industries, from automotive and pharmaceuticals to electronics and agriculture, have specific logistics needs. Tailoring multimodal solutions to address these unique needs is essential for successful implementation.

#### Customized Infrastructure and Handling Facilities:

Industry-specific goods often require specialized handling, warehousing, and transport facilities. Customizing infrastructure to cater to these requirements enhances operational efficiency and reduces potential losses or delays.

#### Flexible and Scalable Solutions:

Industries operate at varying scales and often experience seasonal or cyclical demand shifts. Developing scalable multimodal solutions allows businesses to adjust their logistics needs as demand fluctuates.

#### Regulatory and Compliance Alignment:

Each industry has its own set of regulatory standards and compliance requirements. Multimodal transport solutions must be designed to align with these industry-specific regulations and with international standards.

#### Leveraging Technology and Data Analytics:

Using advanced technology and data analytics is vital to understand real-time industry trends and make informed decisions. Industry-specific data can inform route optimization, risk management, and predictive maintenance, all of which are crucial for minimizing delays and costs.

#### **Early involvement of all stakeholders**

Early involvement and alignment of all relevant stakeholders will be critical in development of Infrastructure and increasing share of multimodal Transport.

### Commitment to Sustainability:

Many industries are now prioritizing sustainable logistics solutions as part of their supply chain strategies. Multimodal transport systems that emphasize low-emission options contribute to this goal. Incorporating green logistics practices and aligning with industry sustainability standards enhances multimodal transport's appeal to eco-conscious companies.

### **Connectivity to adjacent nodes, industrial hubs, and consumption centres**

Ability to cater to the demand of

adjacent nodes will improve the business viability of Multimodal Transport. Connectivity to adjacent nodes, industrial hubs, and consumption centres is a critical factor for the success of multimodal transport. By establishing seamless links with these key areas, multimodal logistics hubs can serve a larger network, enhancing the accessibility and efficiency of goods movement. The ability to cater to the demand of nearby nodes improves the business viability of multimodal transport systems by increasing freight volume, reducing transit times, and optimizing costs.

### **Conclusion**

One-size-fits-all approach cannot meet the diverse requirements of every industry. To make multimodal transport a viable and attractive solution, it is essential to develop industry-specific solutions that address unique challenges, regulatory needs, and infrastructure demands. By understanding and addressing these factors, India can create a more resilient, efficient, and globally competitive multimodal transport network.

## Feature 8

### Relevance of 'speaking order'

#### Mr Viren C Dayal

Industry Expert

The term 'speaking order' is a commonly understood and often used in the meaning of natural justice and judicial fairness in departmental action that the person against whom an order is being made.

It is important that the principles of natural justice and rule passed must be intimated of the reasons for passing of such an order. It is now a settled judicial principal of law that "a litigant who approaches the court with any grievance in accordance with law is entitled to know the reasons for grant or rejection of his prayer."

Reasons are the soul of orders. Non-recording of reasons could lead to two major observations viz, firstly, it causes prejudice to

the affected party, and secondly, more particularly, hampers the proper administration of justice."

Therefore, the proper officer is obliged to assign reasons, both,

- for disagreeing the assessment made by the importer or the exporter, as the case may be; and
- for coming to a particular conclusion as to what is the correct assessment in the opinion of the proper officer.

In other words, the proper officer must not just assign reasons to reject the self-assessment but also reasons must be assigned to justify the basis of reassessment made by the proper officer. Failure to assign such reasons would render the reassessment order passed by the proper officer as ambiguous, non-conforming

to the legislative mandate and vulnerable in judicial scrutiny. In fact, assignment of reasons is equally important for the customs department to protect its interest as a speaking order alone can be defended by the customs department in judicial review during the appellate proceedings.

#### **Sanctity of 15 days' timeline for passing speaking order**

The second aspect discussed relates to the importance of 15-day period statutorily stipulated for the proper officer to pass the speaking order.

Given that this provision is a recently introduced in CA 1962, there is not much judicial decision available as on date to strictly

follow the deadline of 15 days.

However, it is important that the statutory time limit is respected and, therefore, when a particular action is stipulated to be completed in a given time-frame then it must be done within such time line. It is important that to note that such time line has a twofold interpretation viz. applying the 'mandatory' versus 'directory' test.

A statutory time limit is not considered mandatory unless consequences are provided,

within the statute, which would make the proper officer responsible and accountable upon the breach of the time limit.

If the latter principal is applied, there being no stipulations under the customs law regarding the consequence upon the failure of the proper officer to pass the speaking order within 15 days-time limit is then only considered directory and reassessment order may be passed even thereafter. However, in view of the spirit of a Speaking order, approach

of Mandatory is correct and the proper officer is obliged to pass the speaking order within 15 days-The Assessee can then seek Appellate remedies available under Law. The law makers should enforce this aspect for '15 days' time limit post reassessment and at the same time judicial machinery should be in place to trigger fast track appeal and disposal.

After all, Justice delayed is Justice denied!!

## Feature 9

### It is time for Indian companies to become global



#### Mr. Rohan Dixit,

Business Development Director - Clearship Group

Interview by Mr. Ravi Ramprasad

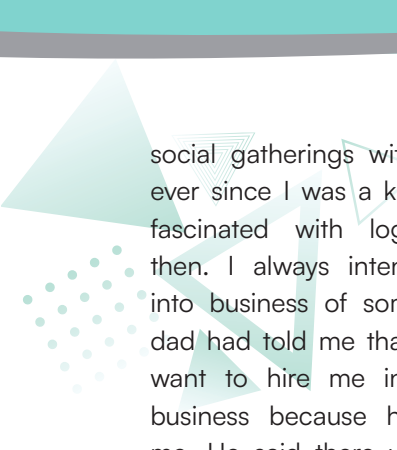
In this interview, Business Development, Clearship Group in this interview shares how he aims to steer the company to become global with offices in 30+ countries focusing on full-service door to door logistics.

Introduction: Rohan Dixit studied engineering in Mumbai, decided to transition from tech to management. After working in IT for a year, he pursued a master degree in management studies from the London School of Economics. He interned with Safmarine in Belgium and completed an exchange programme in Russia before returning to Mumbai to work in his family business. Instead of looking to manage legacy 42 year family business, he decided to develop new verticals within the group. Initially, he managed a team of 5-6 people, successfully

establishing Gujarat operations for the group and developed the Latin American trade lane. In the Last 12 years, this family business has grown almost 10x times. **Tell us how you got into family business and how was the journey so far?**

I did my schooling and my engineering in Mumbai. During my engineering, I was involved in extracurricular activities like fundraising and sponsorships. I figured out that I don't want to be in tech and I was looking to move towards management.

After graduating from engineering, I worked in IT for about a year, and I was applying for master's programs in management. I got into the London School of Economics in 2010, where I pursued a two-year master's program in management. During this time, I interned with Safmarine in Belgium & I also completed an exchange programme in Russia. I was sure that I would continue to live in London and was looking for jobs in consulting and banking there. I viewed my family & the business as one unit. I used to attend



social gatherings with my father ever since I was a kid and I was fascinated with logistics since then. I always intended to get into business of some kind. My dad had told me that he doesn't want to hire me in our family business because he can't fire me. He said there were enough professionals in the market who would do a better job than me with less strings attached. So me entering logistics was not in cards.

In 2012, when I was visiting India, our business was 42 years old, and due to cyclical changes, it was not in the best times. I wanted to help & contribute to the family. I made a deal with my father that I will return to India & try to develop new markets for the business and not interfere in the legacy business. My father advised me to build a business vertical of my own that stands out and has not been attempted by the company in the last 4 decades. He said, that's how I will be able to gain respect in the company rather than joining as director and asking everyone to follow my instructions. In the first 2 years, I was managing a team of 5-6 people exploring new markets. We tried a few commodities and did well in most of them. Of course, the brand name and legacy of our company helped us to negotiate with stakeholders and gave better accessibility to decision makers. I have been working for more than 12 years now and it feels like the journey has just begun

My team and I set up the entire Gujarat operations from scratch and also developed the Latin American trade lane. Today, the new verticals we built contribute to large portion of our company revenues. We have grown 10x in the last 12 years, and

thankfully, markets have also been favourable for growth.

**Your dad said that he can hire better professionals than you. After 12 years what is the feeling?**

I have created value for the company, and my father & my family recognize that. Of course, there's a lot more to do, a lot more to learn.

When someone joins family business, he or she doesn't really learn the way like others. You are expected to know answers while you don't really know anything. So, one must invest a lot of time in self-learning. I realise I have a long way to go. I want to do a lot more studying and improve my knowledge.

**Apart from the challenge of people expecting you to learn on your own, were there any challenges that you have faced in the last 12 years?**

Oh, many, many. Achieving growth & change in a multi-generational Family business can be compared to building a new company from scratch. One of the most interesting things is how you must understand scale almost immediately after you join. When you're a student, you're handling a few thousand rupees or so a month. But once you are in a leadership position in the company, the numbers instantly become huge. Learning to negotiate business deals worth lakhs and crores as a fresher was certainly a challenge.


The other thing was the legacy that follows me wherever I go with people obviously having prejudices. Our existing network in India was not aligned with the new verticals we were building. To

counter this, I realized that I had to build my own network, and I'm very proud that I could do that.

**With the existing professionals who have been in the company for long and who worked with your father, how did you manage your relationships?**

Obviously, there is a huge difference the way young and established people work and how long term employees work, this leads to clashes. But preserving company culture is very important. And I have realized that in any family business, the most important thing that helps them survive are the values and culture of that organization. In our family, we have always been taught that this business is not only to make money but to take care of people & give back to society. This has been ingrained into our minds since we were young children.

I have known many of our employees ever since I was a child. I have grown up along with their children. We cannot always evaluate them on performance, its not always about how fast they can work or use technology. We must evaluate them based on the past contributions and their experience/knowledge. We had to ask some of our long term employees to make way for new people coming in and offered them less intensive role which fit their skill set. One has to be considerate and respectful while making changes.



**You said you have added a new dimension to the business. Can you elaborate on the new streams of business that you brought in?**

Our traditional business was focussed on Buyer consolidation &



we handled large Fashion & Retail accounts. Apart from working as a nominated freight forwarder for overseas buyers, we also provided services to medium- to large-sized Indian companies in the chemicals and automotive industries, where we provided the end-to-end service from Customs clearance to freight forwarding till door deliveries. We were not in the general freight forwarding business. As SME our focus was more on running a profitable business than looking at scale. When I entered, my goal was to increase our volumes to help improve our market position. I always felt that unless you are a market maker, this business is not sustainable in the long term. When I say market maker, a company should be able to control the price at which it sells its services. So, I focused on building volumes in ocean export, adding different commodities. Our growth was organic, we didn't plan that we would get this far. First, we started with agro, then explored various other commodities. We found critical mass when we entered South America trade lane where there were a lot more commodities to move like automotive, yarn, tiles, pharmaceuticals etc. Eventually, the news spread and lot of the large customers in South America started coming to us directly. In April this year, we hired our own

representative in Columbia. This is the first time we have hired overseas employee. In the next twelve months, we will be setting up our own offices overseas.

**The shipping and logistics industry is traditionally very slow in adopting technology. As a young professional who took over the reins of the company, what kind of technologies have you brought into the company?**

I believe, soon there will be an ecosystem in the industry where many technologies will interact with each other. We have focused mainly on internal automation rather than external tools. The idea was to automate most of our communications. Every communication is triggered from the system, right from the sailing confirmations, changes in their schedules, to invoices and accounts statements. Right now, our next goal with technology is to minimize the time spent on completing tasks and reduce costs of operations. We are introducing tech to read all the PDFs that come to us like invoices, checklists, BL Drafts etc which will be directly read by the tool and punched into our system. We also introduced a collaboration tool to handle group emails as most of our work is done on email. We will launch a customer portal

soon where our customers can access complete information about their shipments right from tracking, to document sharing and accounting.

**What is the ambition that you have set for business growth?**

In terms of ambition, we want to be an Indian Multi-national freight forwarder with offices in 30+ countries. We want to be a full-service logistics company with a door to door offering to clients. We want to remain in the global freight forwarding space as it is our strength and we don't aspire to venture into domestic logistics in India at this point. We established a company in Dubai earlier this year and we'll be starting offices in South America by the end of December next year. Indian Forwarders, no matter how much business they control or how big they are or how many years of experience they have, are still considered as a local forwarder by airlines & Shipping line. We are always positioned a level below the multinational forwarders even if these Multinational companies control much less cargo than their Indian counterparts. It is time for Indian companies to become global. Time for us to assert our importance in the overall global space, and that is going to be the goal for me.

## Trivia

### CIF and the Insurance Factor

CIF (Cost, Insurance, and Freight) includes the cost of insurance in addition to freight charges. This term is popular when the buyer wants added security for the transported goods but still relies on the seller for shipping arrangements.

## Exclusive Trip to Butcher’s Island, a Field Visit to a Non-Public Island for AMTOI Members Only

**Author, Nishita Modi**

Founder, DST Digital | Women’s Wing Co-convenor

### Exploring Butcher Island: A Safe & Strategic Energy Hub in Mumbai’s Energy Network

Another day, another adventure in AMTOI journey, filled with

Port jetty adjoining the lovely amphitheater. The morning

Our onward journey to Butcher’s Island was 45mins with pleasant breeze and the sun being kind and not troubling us. Sailing off around 9:30am, we reached the island at 10:15am. Given the safety and sensitivity of the island, prior permissions and approvals were taken for all members attending the trip. On arrival we went through security clearance and thereafter began the adventure guided by 5-6 Port Authority Officials full time with us. Notably, this was the first large civilian delegation of over 50 people



opportunities to explore, learn, network, grow and have some fun while at it. On 25th October 2024, 50 members from AMTOI Western Region and Women’s Wing visited Butcher’s Island, a (Jawahar Dweep), a non-public, high-security island operated by Mumbai Port Authority off the coast of Mumbai. This island is a crucial storage and distribution center for petroleum products. It is home to significant oil terminals and serves as a critical hub for crude oil reception and refined petroleum dispatch. With special approval from past Chairperson, Shri Rajiv Jalotaji, IAS, Mumbai Port Authority, AMTOI got the permission to organize this unique visit for its members only.

began at 8:30am, with breakfast and introductions and members making their way from all near and far ends of Mumbai. We

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Very well organised. It was a rare opportunity and appreciate all the effort that went into the planning.

**Sachin Parekh**  
Keel Logistics

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boarded the 2 boats sailing us to Butcher’s Island and thus embarked on the adventure with safety briefings to flag us off by Mr. Vinay Dias, Superintending Engineer, Mumbai Port Authority.

to visit; the maximum they have witnessed is around 6-7 people.

#### First Stop - Tank Manifold

Butcher Island boasts five terminal

#### A Day of Exploration and Insight

The trip started at the Mumbai



jetties, each serving a crucial role in its operations. Our visit began at the tank manifold—a centralized hub designed for transferring

Accompanying Mr. Vinay as our guide was Mr. Tarun Bhogle, Assistant Executive Engineer, who, as he described, is a seasoned

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Very unique experience. It was excellently organised by Sharmila & Nishita. Including the MBPT officials who were so knowledgeable and explained the whole process

**Mrunal Tanna**  
Director, Links

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fluids between tanks. This critical component connects product lines to various destination points. The fluids, including chemicals and petroleum products, are stored in tank farms, which consist

port veteran with 25 years of dedicated service at the facility. He elaborated on the intricate network beneath the seabed. Five submarine pipelines extend approximately four kilometers



of aboveground tanks built to hold substantial quantities. From the tank manifold, products from the five terminals and tank farms are transported to the mainland via submarine pipelines.

At first glance, the facility appeared dormant, raising doubts about its operational status. Massive pipes labeled “crude oil,” “black oil,” “refined oil,” and more spanned the area, connecting it to distant parts of the city. However, we soon learned that the facility is not only fully operational but has also undergone significant upgrades, enabling remote operation from monitoring stations.

from Butcher Island to Pir Pau Terminal onshore. At Pir Pau, similar manifolds with pipelines, loops, interconnections, and valves direct the products to their respective destinations. Valves play a critical role in redirecting products, enabling seamless

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it was amazing & full of knowledge

**Drashti Rupani**  
CKB Group

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transport to specific points. For instance, one pipeline exclusively supplies the BPCL refinery, while another is designated for the HPCL refinery. By skillfully operating these

valves, operators can customize connections to meet demand. This insight into the manifold’s functionality was an eye-opener for many of us, offering a glimpse into the sophisticated operations underpinning Mumbai’s energy infrastructure. The AMTOI visitors captured some memorable moments and photographs before heading to the next destination.

### Jetty 5: A Close Look at Product Transfer

Our next stop was Jetty 5, where we observed the transfer of liquid products from vessels to terminal tanks. Advanced technologies facilitate this process, ensuring efficiency and safety.

Despite the sweltering midday sun, the enthusiasm of our guide team from the Mumbai Port Authority and AMTOI members remained undeterred. Our guide shared captivating anecdotes about Butcher Island. He recounted the island’s fascinating history and transformation. Originally developed by the British during World War II as an ammunition storage site, it also housed bunkers and later served as a prison where captives were held and executed. Over time, the island evolved into

a vital energy hub. He also shared intriguing theories about the origin of its name. Some speculate that, like how Ballard Pier was named after a renowned engineer, Butcher Island might have been

named after an engineer from that era. Others believe the name could be linked to the prisoner capture and execution activities once carried out there.

Operations on Butcher Island began in 1954, designed to safely manage flammable fuel products outside city limits. Its isolated yet accessible location made it ideal for transporting products to the mainland via submersible pipelines, primarily to the HPCL and BPCL refineries. Over time, this isolated site came under the control of the Mumbai Port Authority, with the Pir Pau Terminal acting as its complementary mainland facility.

The island handles various products, from crude oil to ready-to-use derivatives like HSD and motor spirit, which are distributed to refineries and marketing installations in Shirdi and Bada. Its counterpart, the Pir Pau Terminal, manages chemicals, LNG, and LPG through facilities operated by Aegis India Private Limited and CCTL (Tata Oil).



Butcher Island has five jetties, with Jetty 4 and Jetty 5 dedicated to crude oil. Two main types of crude are handled: Persian Gulf Crude and Bombay High Crude, the latter sourced locally from ONGC

platforms. Subsea pipelines, extending 4.5 km underwater, ensure efficient product transfer.

It was here that we had the privilege of meeting Mr. R.K. Shinde, Harbour Master, a veteran marine pilot, with over 35 years of experience, who shared his remarkable career journey during our visit, detailing his transition from a ship captain to overseeing

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It was well arranged trip. Seamless transition of group over launch transport and it was great fun to know new people do networking and food arranged was delicious. Thank you AMTOI for arranging such a memorable day out.

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**Manisha**  
RJG GLOBAL LOGISTICS  
SOLUTIONS PVT. LTD.

port operations for over two decades. His narrative illustrated the dedication and expertise required to manage one of India's most critical maritime hubs. The island is a high-security energy hub, safely handling crude oil, LNG, and chemicals away from urban areas. Butcher Island handles 70 million tons of cargo annually, with over 30 million tons of crude oil, contributing significantly to Mumbai Port's operations.

We also reflected on the heroic contributions of port authority members during the COVID-19 pandemic. A testament to the dedication of the staff, some personnel stayed on the island for over 100 days during lockdowns to maintain essential services, ensuring uninterrupted fuel supply and port operations. Their commitment ensured half of India's LPG requirements were met without disruption, highlighting the critical nature of this facility in keeping

homes running and industries functioning during a critical time.

The island's serene beauty contrasts its industrial role. Historical landmarks like a Maria temple, mosque, and bunkers coexist with modern infrastructure, making it a unique blend of history and progress. However, due to its high-security designation, public access is restricted.

## Fire Control and Management Room

The next stop was the fire control and management room where we were guided regarding the efficient firefighting safety infrastructure and systems. Butcher Island operates a fixed firefighting system powered by seven diesel-driven pumps with a discharge rate of 630 cubic meters per hour. These pumps, installed during a modernization phase in the early 2000s, maintain pipeline pressure between 7 to 10 kg, adhering to Oil Industry Safety Directorate (OISD) standards. This ensures rapid fire suppression within the first 10 critical minutes, minimizing potential risks.

The centralized pump house operates as the core of the island's fire control system, connecting all five jetties via an extensive pipeline network. A four-stage pump maintains steady water pressure, while upgrades are underway to

enhance diesel supply efficiency. The facility also supports electricity distribution through transformers and switchgear, ensuring seamless operation. The system is monitored 24/7 by dedicated personnel and this team ensures uninterrupted functionality of the

ensures the seamless functioning of Butcher Island. Equipped with a network of cameras strategically installed across the island, the monitoring team demonstrated how operations are managed and supervised in real-time. As part of the demonstration,

this remarkable facility. We extend our sincere appreciation to Shri Rajiv Jalotaji, IAS, and the former Chairperson of the Mumbai Port Authority, for granting permission for this visit. A special thanks to Mr. Marathe, PA to Chairman and the Mumbai Port Authority team for their cooperation and hospitality. We are particularly thankful to Mr. Vinay Dias, Superintending Engineer, Mr. Tarun Bhogle, Asst. Executive Engineer, Mr. Nitin Kalamkar, Sr. Asst., Mr. Prabhakar Desai, Sr. Asst. and others for their expert guidance and for providing an insightful tour of the island. Butcher Island plays a pivotal role in meeting the energy needs

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It was well arranged trip. Seamless transition of group over launch transport and it was great fun to know new people do networking and food arranged was delicious. Thank you AMTOI for arranging such a memorable day out. Saw the operations of crude oil handling at Butchers island and Amazing fire fighting system. The most valuable lesson learned was that out of entire crowd 80% of people were either owners of their respective companies or position holders in associations, despite of being at prominent positions most of them were so humble so down to earth so modest that it was amazing to come across all such people. This is a life lesson that however higher positions we grow in life we should be grounded and treat all levels of colleagues with utmost humble manner one can.

**Ms. Shalmali Shet**  
Account Team Lead at ATC  
Global

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pumps, pipelines, and electrical systems. Expansion plans include reclamation projects, new tank farms, and additional pump houses, enhancing the island's capacity to meet growing

we were shown recorded footage capturing our arrival on the island and our movements throughout the day. This visual recap underscored the efficiency and meticulousness with which the island operates and its comprehensive monitoring system.



demands while maintaining stringent safety standards.

### Admin and Monitoring Room

The final stop on our journey brought us to the island's central monitoring hub, where we witnessed the impressive technological oversight that

### A Note of Gratitude

And just like that, our enriching journey came to an end. The visit to Butcher Island culminated on a high note, leaving participants enriched with insights about this vital hub's operations. As the group returned to the Gateway of India, reflecting on the knowledge gained and experiences shared, the trip ended with a delightful lunch at the Royal Mumbai Yacht Club, wrapping up yet another successful AMTOI event with smiles, networking and camaraderie-marking a perfect end to this exclusive experience. AMTOI members were profoundly grateful for the opportunity to visit

of Mumbai and its surrounding regions, enabling the efficient import, storage, and transportation of petroleum products. Similarly, AMTOI remains committed to being a cornerstone of the industry, fostering opportunities for business growth, professional learning, and meaningful networking. We extend our heartfelt gratitude to our members for nominating personnel from their teams to participate in this trip, contributing to its outstanding success. Looking ahead, we are excited to organize many more informative, engaging, and enriching experiences for our members and their teams, further deepening our collective understanding of this dynamic sector.



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## Message from ACAAI

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Dear Mr. Kumar,

On behalf of ACAAI and the entire logistics and transportation fraternity, I extend our heartiest congratulations to you and AMTOI on reaching this incredible milestone of 25 years. This achievement is a testament to your visionary leadership, dedication, and the unwavering commitment of your team.

Through your guidance, AMTOI has grown into a vital organization in the logistics sector, fostering innovation and collaboration across multiple transportation modes. Catalysing Multimodalism

and Family Business In today's interconnected world, the logistics industry thrives on the integration of multimodal solutions that enhance efficiency, reduce costs, and boost sustainability. Multimodalism, which leverages the strengths of various transportation modes, is not only a solution for the present but a necessity for the future. AMTOI's vision aligns seamlessly with this, as it continues to champion and advance the cause of multimodalism in India and beyond.


Another key pillar in the logistics sector is the role of family-owned businesses. Family businesses

bring stability, deep-rooted values, and long-term perspectives that are invaluable in an industry that often requires resilience and commitment. These businesses, especially in our sector, are catalysts for both economic growth and the preservation of core values. AMTOI has been instrumental in supporting and empowering family-run enterprises, ensuring that their legacy continues while also adapting to the evolving landscape of modern logistics. Congratulations once again on this remarkable achievement, Arun. Here's to many more years of shared success and innovation.

Warm regards,

**C. K. Govil**

President, ACAAI



# Photo Gallery



1. On the 19th September, 2024, AMTOI conducted its 25th Annual General Meeting (AGM)



On the 25th September 2024, AMTOI conducted a Knowledge Session on ESG (Environment, Social and Governance) Event attended by Mr. Vasant Pathak, Mr. Vivek Kele & Ms. Sharmila Amin

# Photo Gallery



The Event for the 2nd Edition of Northern India Air Cargo Conclave & Awards on 27th September, 2024 attended by Mr. Arun Kumar, Mr. Devpal Menon, Ms. Priya Anil Thomas & Mr. Shantanu Bhadkamkar



The 3 Years of Gati Shakti Calibrations organized by DPIIT at Vanija Bhawan, New Delhi on the Oct 15, 2024 was attended by Mr. Arun Kumar, Mr. Devpal Menon, and Ms. Priya Anil Thomas as Panelist, on behalf of AMTOI



On the 27th September, 2024, the 46th Annual General Meeting of Maritime Association of Nationwide Shipping Agencies - India (MANSNA) Event attended by Mr. Haresh Lalwani



The Cargo Shop was held in Vadodara on 17th October 2024, attended by Mr. Prashant Popat



# Photo Gallery



The 2nd Edition of Gujarat Maritime Summit was held in Ahmedabad on Oct 18, 2024, attended by President Arun Kumar, Mr. Shantanu Bhadkamkar, Mr. Prashant Popat, Mr. Clarence Xavier, Ms. Sharmila Amin

Invitation from Embassy of Belgium in New Delhi to meet the delegation of Companies of Port of Antwerp Bruges on 18th November 2024 at 7.00 pm attended by Mr. Arun Kumar and Mr. Devpal Menon on behalf of AMTOI

On 20th November FICCI Member Bodies Exclusive Interactive meeting with officials was held in FICCI, Federation House, New Delhi which was attended by Mr. Arun Kumar (President) and Mr. Devpal Menon (Vice President) on behalf of AMTOI

Invitation for 11th Edition of the International Samudra Manthan Awards 2024, on 21st November at Jio World Convention Centre, BKC, Mumbai at 18:30 pm attended by Mr. Haresh Lalwani

Mr. Arun Kumar appointed as a jury of these two segments of LEAPS Award "Core Logistics- Rail Freight Service Provider and Core Logistics- Road Freight Service Provider" on 29th November 2024 at 10:30 AM in Vanijya Bhawan, New Delhi. on behalf of AMTOI

# Photo Gallery



Colombo International Maritime & Logistics Conference 2024 attended by Mr. Naveen Prakash on 27th November, 2024 at Cinnamon Grand, Colombo Sri Lanka



Port of Antwerp Bruges on 21st November 2024, at 18:30 pm at Jio World Convention Centre, BKC which was attended by Mr. Haresh Lalwani, Mr. Vasant Pathak and Mr. Shantanu Bhadkamkar.



Onam celebrations hosted by Abrao Group in Mumbai during the MC meeting on 6th Sept 2024



On 25th October 2024, AMTOI in association with Mumbai Port Trust, organized a visit to the Butcher's Island

# AMTOI Membership Benefits

## Recognition in the Industry as a certified AMTOI member, AMTOI is known for commitment to the cause of promoting Multimodal Transport

- AMTOI membership certificate can be prominently displayed in the office and AMTOI logo can be used on your stationary, website and other collaterals
- Participation in various Training sessions and seminars organized by AMTOI (Dangerous goods handling and transportation being one of them)
- AMTOI Dialogues - A monthly virtual event where an eminent personality is

invited for a short interview followed by Q&A session

- Weekly updates on Shipping Industry through AMTOI Weekly bulletin.
- Participation in Annual AMTOI event and get to meet who's who in the industry which is an excellent platform for networking.
- Assistance in registration/renewal of MTO License.
- GRF (Grievance Redressal Forum), a platform to air your grievances with various private and Govt authorities and

AMTOI organizational support to resolve them

- Differences / problems between members are amicably resolved by the intervention of Managing Committee Members hence the need to approach the regulators is reduced
- Have a say in drafting and amendment of various Maritime related laws
- Become a part of the only trade body which caters to the benefits of the MTO's
- Promote / growth of Indian flag ships and container owners

# AMTOI Patron Members

- Transcon Freight System Pvt Ltd
- Teamglobal Logistics Pvt Ltd
- Allcargo Global Logistics Ltd
- Triton Logistics & Maritime Pvt Ltd

# AMTOI Term Gold Members

- |   |   |
|---|---|
| • CKB Global Logistics Pvt. Ltd.                      | • Chakiat Agencies Pvt. Ltd.                  |
| • ATC Global Logistics Pvt Ltd                        | • AVANA Logistek Ltd                          |
| • Bhatia Shipping Pvt Ltd                             | • Link ShippWing & Management Systems Pvt Ltd |
| • Velji Dosabhai & Sons Pvt Ltd                       | • EXPO Freight Pvt Ltd                        |
| • Express Global Logistics Pvt Ltd                    | • TVS SCS Global Freight Solutions Ltd        |
| • Neptune Container Line & Logistics Pvt Ltd          | • Goodrich Maritime Pvt Ltd                   |
| • GRT Global Logistics Pvt Ltd                        | • Awatac Container Line Pvt Ltd               |
| • Links Cargo Agencies Pvt Ltd                        | • DSV Air & Sea Pvt Ltd                       |
| • PDP International Pvt Ltd                           | • Insynergy Supply Chain Solutions Pvt Ltd    |
| • Prudential Global Logistics (India) Private Limited | • Radar Ventures Pvt Ltd                      |
| • Sanco Trans Ltd                                     | • Freight Lines (India) Pvt Ltd               |
| • Orchid Shipping Pvt Ltd                             | • Jaguar Shipping And Logistics Pvt Ltd       |

# AMTOI SUB - COMMITTEE LIST FOR THE TERM 2024 – 25

	Sub — Committee	Convenor / Co—Convenor	Coordinator
1.	<b>Taxation (Direct &amp; Indirect) (TAX)</b>	Mr. Ramakrishna — Convenor Ms. Arun Kumar — Co-Convenor	Mr. Shantanu Bhadkamkar
2.	<b>Training Programs (TRN)</b>	Mr. Vasant Pathak — Convenor Ms. Priya Anil Thomas — Co - Convenor	Mr. Haresh Lalwani
3.	<b>New MTO License Application / Renewal (MTO)</b>	Mr. R. K. Rubin — Convenor Mr. Xerrxes Master — Co-Convenor	Mr. George Abrao
4.	<b>Events Committee (EVN)</b>	Mr. Ravindra J Gandhi — Convenor Mr. Vasant Pathak — Co-Convenor	Mr. Xerrxes Master
5.	<b>Publications</b>	Mr. Shantanu Bhadkamkar — Editor Ms. Priya Anil Thomas — Co - Editor	Mr. Anand Seth
6.	<b>International Relations (INT)</b>	Mr. Haresh Lalwani — Convenor Mr. Vasant Pathak — Co-Convenor	Mr. Shantanu Bhadkamkar
7.	<b>Northern Regional Chapter (NRC)</b>	Mr. Ramesh Varadarajan — Convenor Mr. Supratim Majumdar — Co-Convenor	Ms. Priya Anil Thomas
8.	<b>Western Regional Chapter (WRC)</b>	Mr. Prashant Popat — Convenor Ms. Sharmila Amin — Co-Convenor	Mr. Xerrxes Master
9.	<b>Eastern Regional Chapter (ERC)</b>	Mr. Brij Mohan Lakhotia — Convenor Mr. Vivek Chaudhary — Co-Convenor	Mr. Devpal Menon
10.	<b>Southern Regional Chapter (SRC)</b>	Mr. Naveen Prakash — Convenor Mr. V John Christopher — Co-Convenor	Mr. Devpal Menon
11.	<b>NVOCC Council (NVO)</b>	Mr. Xerrxes Master — Convenor Mr. Biju Shivkumar — Co-Convenor	Mr. George Abrao
12.	<b>Liquid Logistics Council (LLC)</b>	Mr. Haresh Lalwani — Convenor Mr. R.K. Rubin — Co-Convenor	Mr. Anand Sheth
13.	<b>Eastern Regional Chapter (ERC)</b>	Mr. Brij Mohan Lakhotia — Convenor Mr. Vivek Chaudhary — Co-Convenor	Mr. Devpal Menon
14.	<b>AMTOI Women's Wing (WOW)</b>	Ms. Sharmila Amin — Convenor Ms. Nishita Modi — Co-Convenor	Mr. Xerrxes Master
15.	<b>SRO Committee (Self-Regulatory Organization) (SRO)</b>	Mr. Sailesh Bhatia — Convenor Mr. Anand Sheth — Co-Convenor	Mr. Shantanu Bhadkamkar
16.	<b>ACT Committee (AMTOI Cricket Tournament) (ACT)</b>	Ms. Anjali Bhide — Convenor Mr. Nishant Bhide — Co-Convenor	Mr. George Abrao
17.	<b>Information Technology Security and Social Media Cell (ITM)</b>	Mr. Clarence Xavier — Convenor Ms. Nishita Modi — Co-Convenor	Mr. Haresh Lalwani
18.	<b>Grievance Redressal Forum (GRF)</b>	Mr. Shantanu Bhadkamkar — Convenor Mr. Sailesh Bhatia — Co-Convenor	Mr. Anand Sheth
19.	<b>Environmental, Social and Governance (ESG) Council</b>	Mr. Vivek Kele — Convenor Ms. Anjali Bhide — Co-Convenor	Mr. Nilesh Ghandhi

## Office Bearers 2024 – 25



**Arun Kumar**  
President



**Devpal Menon**  
Vice President



**Vasant Pathak**  
Hon Treasurer



**Haresh Lalwani**  
Hon Secretary

## GST ON INTERNATIONAL LOGISTICS SERVICES AND COMPONENTS UNDER VARIOUS SCENARIO

(Advisory issued by AMTOI in January 2024)

### Ready Reckoner

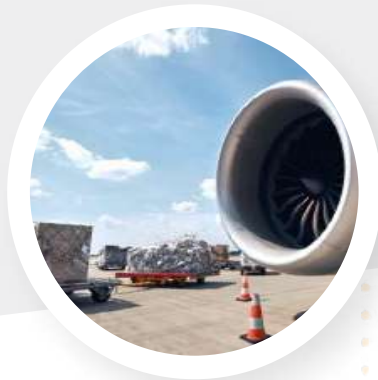
**Changes applicable in GST from 01st October 2023 is tabulated below**

Bill to Customer Location	Mode of Transport/Transaction Type	Type of Tax	Tax Rate	RCM on Purchase from Foreign Party Applicable	Remarks
Indian Party	Export Cargo - Ocean Freight	IGST or CGST+SGST	5%	Yes **	5% RCM on OFC Purchase from Overseas
	Export Cargo - Other Origin/Destination Charges	IGST or CGST+SGST	18%	Yes	18% RCM on Destination Charges Purchase
	Import Cargo - Ocean Freight	IGST or CGST+SGST	5%	Yes	5% RCM on OFC Purchase from Overseas
	Import Cargo - Other Origin/Destination Charges	IGST or CGST+SGST	18%	Yes	18% RCM on Origin Charges Purchase
	Export Cargo - Air Freight	IGST or CGST+SGST	18%	Yes **	18% RCM on Air Freight Purchase from Overseas
	Import Cargo - Air Freight	Exempt	Exempt	NA	
	Third Country Shipment - Air Freight	IGST	18%	YES	18% RCM on Purchase
	Third Country Shipment - Ocean Freight	IGST	5%	YES	5% RCM on Purchase
	Third Country Shipment - origin/destination charge	IGST	18%	YES	18% RCM on Purchase
	Export Cargo - Ocean Freight	Export of Service (No GST)	NIL	Yes **	5% RCM on OFC Purchase from Overseas
Foreign Party	Export Cargo - Other Origin/Destination Charges	Export of Service (No GST)	NIL	YES (if Destination is Invoiced) else NA	18% RCM on Destination Charges Purchase if applicable
	Import Cargo - Ocean Freight	Export of Service (No GST)	NIL	YES	5% RCM on OFC Purchase from Overseas
	Import Cargo - Other Origin/Destination Charges	Export of Service (No GST)	NIL	YES (if Origin is Invoiced) else NA	18% RCM on Origin Charges Purchase if applicable
	Export Cargo - Air Freight	Export of Service (No GST)	NIL	Yes **	18% RCM on Air Freight Purchase from Overseas
	Import Cargo - Air Freight	Export of Service (No GST)	NIL	NA	
	Third Country Shipment - origin/destination charge	Export of Service (No GST)	NIL	YES	18% RCM on Purchase
	Third Country Shipment - Air Freight	Export of Service (No GST)	NIL	YES	18% RCM on Purchase
	Third Country Shipment - Ocean Freight	Export of Service (No GST)	NIL	YES	5% RCM on Purchase

**\*\* it is assumed that these are purchased from an Indian party wherein GST is paid in forward charges, however in case the same is purchased from foreign party GST @ 5% in cases of Ocean Freight and 18% in case of air freight is payable under RCM**

#### Disclaimer:

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