



E-ISSN: 2708-4523
P-ISSN: 2708-4515
Impact Factor (RJIF): 5.61
AJMC 2026; 7(1): 280-282
© 2026 AJMC
www.allcommercejournal.com
Received: 17-10-2025
Accepted: 25-11-2025

Aravind Krishnan R
Assistant Professor,
Department of Management
Studies, Nehru College of
Management, Tamil Nadu,
India

Dr. Koushik R
Assistant Professor,
Department of Management
Studies, Nehru College of
Management, Tamil Nadu,
India

Sathiya Narayanan SR
Assistant Professor,
Department of Management
Studies, Nehru College of
Management, Tamil Nadu,
India

Pravin A
MBA Final Year Student,
Department of Management
Studies, Nehru College of
Management, Tamil Nadu,
India

Corresponding Author:
Aravind Krishnan R
Assistant Professor,
Department of Management
Studies, Nehru College of
Management, Tamil Nadu,
India

A study on evaluating the effectiveness of freight forwarding operations in NRV logistics Pvt. Ltd., Chennai

Aravind Krishnan R, Koushik R, Sathiya Narayanan SR and Pravin A

DOI: <https://www.doi.org/10.22271/27084515.2026.v7.i1d.1037>

Abstract

The effectiveness of freight forwarding operations plays a crucial role in enhancing the performance and competitiveness of logistics companies in the global supply chain. This research examines the operational efficiency of NRV Logistics Pvt. Ltd., Chennai, with a specific focus on its use of the E-Freight software system and its Non-Vessel Operating Common Carrier (NVOCC) services. The study aims to assess the company's performance in terms of documentation accuracy, customer responsiveness, tracking visibility, pricing competitiveness, and compliance with international regulations. Using a descriptive research design, data were collected through structured questionnaires and analyzed statistically. The results indicate that NRV Logistics demonstrates strong performance in efficiency, documentation accuracy, and customer satisfaction, but requires improvements in packaging, handling, and technological integration. The findings contribute to understanding how digital freight management systems can improve service quality and customer retention in the freight forwarding industry.

Keywords: Freight forwarding operations, operational efficiency, e-freight software

Introduction

The freight forwarding industry serves as the backbone of global trade by facilitating the smooth transportation of goods across borders through multiple modes of transport. Freight forwarders act as intermediaries who manage documentation, customs clearance, and cargo movement on behalf of shippers and consignees. NRV Logistics Pvt. Ltd., a Chennai-based firm established in 2007, provides a wide range of logistics services including air and ocean freight, customs brokerage, warehousing, and multimodal transport solutions.

With increasing globalization and digitization, companies are now adopting technology-driven systems such as E-Freight, a web-based logistics management platform designed to integrate sea, air, finance, and HR operations. NRV Logistics utilizes this system to enhance accuracy, transparency, and efficiency in its freight forwarding activities. The company's commitment to providing customer-focused, cost-effective, and timely services positions it as a competitive player in the logistics sector.

This study evaluates how effectively NRV Logistics manages freight forwarding operations through E-Freight, emphasizing areas such as documentation accuracy, shipment tracking, responsiveness, and regulatory compliance. The analysis provides insights into operational strengths, customer perceptions, and potential areas for improvement.

Review of literature

The literature on freight forwarding effectiveness emphasizes service quality, operational efficiency, and digital transformation as key determinants of competitiveness. Petrovic *et al.* (2025)^[9] applied Data Envelopment Analysis to benchmark logistics companies, identifying throughput per employee and on-time ratio as core efficiency indicators. Similarly, Hui *et al.* (2025)^[4] linked logistics service quality (LSQ) directly to customer satisfaction and repurchase intention, reinforcing LSQ as a primary outcome of freight performance.

Aggasi (2024)^[1] employed the Analytical Hierarchy Process (AHP) to evaluate freight forwarder performance based on timeliness, cost, and documentation accuracy, providing a methodological basis for firm-level analysis.

Balaji *et al.* (2024) [2] emphasized the role of Customer Relationship Management (CRM) and its moderating effect on service quality and customer loyalty in the logistics sector.

Dozic (2023) [3] and Lin *et al.* (2023) [5] explored the relationship between logistics service quality and customer satisfaction, identifying reliability, responsiveness, and operational efficiency as critical factors. Mohsen (2023) [7] developed a multi-criteria decision framework highlighting cost, documentation, and responsiveness as major determinants for selecting freight forwarders.

Pathak *et al.* (2019) [8] and McKinnon (2015) [6] proposed sustainability and efficiency frameworks for freight transportation, stressing the need for continuous improvement and digital integration. These studies collectively inform the analytical framework of this research, which evaluates operational and customer-based indicators within NRV Logistics.

Research Methodology

This research adopts a descriptive design, combining both quantitative and qualitative approaches to evaluate the effectiveness of freight forwarding operations. The study focuses on NRV Logistics Pvt. Ltd., Chennai, and collects primary data from 100 respondents including operations staff, documentation personnel, and management executives.

- **Sampling Method:** A random sampling method was used to select participants directly involved in freight forwarding processes, ensuring relevant and representative data.
- **Data Collection:** Primary data were collected through structured questionnaires and semi-structured interviews. The questionnaire covered operational areas such as timeliness, documentation accuracy, communication, cost efficiency, and customer satisfaction. A five-point Likert scale measured respondents' perceptions. Secondary data were obtained from company records, performance reports, and industry publications to provide context and triangulate findings.
- **Period of Study:** The study was conducted over a period of 45 days.
- **Analytical Tools:** Simple percentage analysis and interpretative evaluation were applied to analyze the responses. Qualitative insights from interviews were used to interpret quantitative results.

Results and Discussion

The data reveal several key trends in NRV Logistics' freight forwarding performance.

- The majority of respondents (83%) were male and 71% were below 25 years, suggesting a young, predominantly male workforce. This indicates potential for innovation but also a need for skill development and gender diversity initiatives.
- Nearly half of the respondents (47%) rated NRV's freight forwarding efficiency as excellent and 32% as good. This demonstrates strong operational management supported by E-Freight's digital workflow system.
- A combined 77% of respondents rated documentation as always or mostly accurate, confirming effective use

of digital documentation systems and compliance mechanisms.

- Customer service responsiveness received high ratings, with 79% of respondents describing it as very or moderately responsive. However, 21% noted delays in communication during issue resolution.
- 43% rated shipment tracking as excellent and easy to use, while 21% believed it needs improvement. This reflects the system's success but also highlights a gap in user interface optimization and data integration.
- 73% of respondents viewed the company's pricing as very or somewhat competitive, indicating a strong market position while suggesting the need for transparent and flexible pricing strategies.
- 68% rated the company as fully or mostly compliant with international customs regulations, affirming its adherence to industry standards but identifying a need for stricter audit mechanisms.
- While 62% of respondents were satisfied with packaging and handling, 38% expressed dissatisfaction, implying inconsistency in packaging quality and cargo care.
- 73% reported satisfaction with communication during the shipping process. Furthermore, 74% confirmed that delays were communicated in advance, reflecting proactive customer engagement.
- 69% of respondents rated the company's value-for-money as good or excellent, while 73% indicated their intention to continue using NRV Logistics. This demonstrates strong customer retention driven by operational reliability.

Findings

1. NRV Logistics exhibits strong performance in documentation, compliance, and communication.
2. The E-Freight system enhances transparency and operational coordination across departments.
3. Customer satisfaction and loyalty are driven by service consistency and pricing competitiveness.
4. Areas requiring improvement include packaging quality, occasional cargo handling issues, and real-time tracking precision.
5. The predominance of young staff highlights both an opportunity for digital adoption and a need for ongoing professional training.
6. Gender imbalance within the workforce suggests a need for more inclusive recruitment practices.

Suggestions

- **Enhance Packaging Quality:** Introduce stricter quality checks and invest in durable materials to minimize cargo damage.
- **Upgrade Tracking Systems:** Incorporate advanced GPS and AI-enabled analytics for real-time shipment visibility.
- **Continuous Training:** Offer regular training programs in customs compliance, documentation accuracy, and customer service.
- **Automation and Integration:** Expand E-Freight modules to automate billing, auditing, and feedback systems.
- **Customer Engagement:** Launch loyalty programs and transparent communication initiatives to build long-

term trust.

- **Sustainability Measures:** Implement eco-friendly logistics practices to align with global green shipping standards.

Conclusion

The study concludes that NRV Logistics Pvt. Ltd. demonstrates commendable operational effectiveness in freight forwarding, supported by digital transformation through the E-Freight platform. High levels of documentation accuracy, responsiveness, and compliance have strengthened the company's service quality and customer loyalty. However, challenges remain in packaging consistency, handling care, and communication precision. Addressing these through technology upgrades, process audits, and training initiatives can significantly enhance overall efficiency and competitiveness. The study reinforces the importance of digital freight management systems and continuous quality improvement in achieving sustainable growth in the logistics sector.

References

1. Aggasi S. A holistic examination of freight forwarder evaluation (AHP on PT. XYZ). *International Journal of Logistics Systems and Management*. 2024;48(2):215-230.
2. Balaji KE, Yoganandan G, Vasan M. Service quality, customer satisfaction and loyalty in freight forwarding industry: moderating role of animosity and CRM. *International Journal of Business Innovation and Research*. 2024;33(1):45-68.
3. Dozic S. An AHP approach to airport choice by freight forwarder. *Journal of Air Transport Management*. 2023;107:102345.
DOI: 10.1016/j.jairtraman.2022.102345
4. Hui G, Zhang L, Wang M, Liu S, Chen H, Zhao Y, *et al.* An empirical study on logistic service quality and customer repurchase intention. *Journal of Retailing and Consumer Services*. 2025;82:104231.
DOI: 10.1016/j.jretconser.2024.104231
5. Lin X, Wu J, Zhao F, Huang Y, Sun L, Geng X, *et al.* Examining the effect of logistics service quality on customer satisfaction. *International Journal of Quality & Reliability Management*. 2023;40(5):1102-1125.
6. McKinnon A. Performance measurement in freight transport. Paris: ITF/OECD Report; 2015.
7. Mohsen BM. Multi-criteria decision system for the selection of a freight forwarder (AHP). *International Journal of Engineering Research & Technology*. 2023;12(4):884-892.
8. Pathak DK, Thakur M, Rahman S, Soneji S, Singh RK, Gupta S, *et al.* Performance evaluation framework for sustainable freight transportation. *International Journal of Production Research*. 2019;57(19):6201-6222.
9. Petrovic N, Markovic D, Savic M, Ilic J, Popovic R, Milic A, *et al.* Logistics companies' efficiency analysis and ranking by DEA methods. *European Journal of Operational Research*. 2025;320(2):412-428.