Practical Approaches to Logistics and Shipping Management



Editors

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Preface

In the era of globalization and digital transformation, logistics and shipping management play a vital role in moving goods, reducing operational costs, and improving supply chain efficiency. Understanding these practices is essential for BBA students to develop managerial skills and industry knowledge.

The edited book Practical Approaches to Logistics and Shipping Management, published by Muthra Publishers, Tirunelveli, Tamil Nadu, India, explores key areas such as transportation, warehousing, inventory management, freight forwarding, shipping documentation, import–export procedures, and digital logistics.

This book integrates theoretical concepts with practical industry applications, case studies, and emerging trends, including artificial intelligence, automation, and sustainable supply chain practices. The contributions aim to bridge the gap between classroom learning and professional requirements.

We sincerely thank all authors, reviewers, and contributors for their valuable support. We also thank Muthra Publishers for their cooperation in bringing this book to publication.

We hope this book will serve as a useful resource for BBA students, academicians, researchers, and logistics professionals, contributing to the advancement of knowledge and practical understanding in logistics, shipping, and supply chain management.

Editor

28th October 2026

Dr. P. Murugan
Dr.P.Subburaj
Dr.Aarthi Suresh

28th October 2026

FOREWARD

It gives me immense pleasure to write this foreword for the edited volume Practical Approaches to Logistics and Shipping Management. This book is a timely and valuable contribution to management education, addressing the growing importance of logistics, shipping, and supply chain operations in the global business environment.

Logistics and shipping management have become essential for ensuring the efficient movement of goods, cost optimization, customer satisfaction, and operational excellence. Recognizing these industry requirements, this volume brings together scholarly contributions that connect theoretical concepts with practical applications in transportation, warehousing, inventory management, freight forwarding, shipping documentation, and international trade.

The chapters explore contemporary developments, including digitalization, artificial intelligence, automation, and sustainable logistics practices. These contributions offer valuable insights into industry challenges and help future business professionals develop the managerial, analytical, and problem-solving skills required.

One of the book's major strengths is its practical orientation, making it particularly useful for BBA students, academicians, researchers, and logistics professionals. The knowledge and industry perspectives presented in this volume can help bridge the gap between classroom learning and workplace requirements.

I am confident that **Practical Approaches to Logistics and Shipping Management** will serve as a valuable academic resource, encourage further research, and contribute meaningfully to the advancement of logistics, shipping, and supply chain management education**.**

I wish the editor, **Dr. P. Murugan, Dr. P. Subburaj, Dr. Aarthi Suresh,** and contributors continued success in their academic and professional pursuits.



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CONTENT

Sl. No.	Title of the Paper and author(s)	Page No.
1	**An Internship Study on Logistics and Supply Chain Management** Kamalesh S, Rahul Sri R, Bhuvaneshwar J, Chandrasekar M ,Mr. A. Senthil Anand	1-8
2	**An Internship Study on Warehouse Management, Loading and Unloading Operations** Aswanth B, Mohamed Jasim, Dharneswaran V, Gobirajan S. A., Dr. S. Subbulakshmi	**9-16**
3	**A Study on Transportation Costs and Route Optimization** A. Mehulan, Bhavan Sri B, Gurunath T, Kishorekumar R Dr. S. Bakkialakshmi	**17-24**
4	**An Internship Study on Logistics Operations and Documentation** Prithivika R, Mohamed Yousuff Hasier M, Mohamed Aysar A, Mohamed Bazil N, Dr. P. Sasikumar	**25-31**
5	**A Study on Warehousing and Inventory Management in Logistics and Supply Chain Operations** Prasanna J, Sanjay R, Mohamed Bilal J, Mohamed Jafar Sathik N, Dr. V. Jayanthi	**32-39**
6	**An Internship Study on Inventory Data Entry and Stock Counting** Delwin Benny, Shahith B, Mukilan N, Murugan Jeeva A Dr. M. Prabahakar Christopher David	**40-46**
7	**A Study on Inventory Management and Warehouse Efficiency at Freyer International Logistics Pvt. Ltd.** Boomish S, Gokulraj E, Ramesh V, Shahiba Firdous M Dr. Arathi Suresh	**47-54**
8	**An Internship Study on Warehousing and Inventory Management at Freyer International Logistics Pvt. Ltd.** Rakshana B. R, Suriya V, Sheik Mohammed Hussain A, Siva Abhishek V, Dr. K. Vinayagam	**55-63**
9	**An Internship Study on Inbound Receiving, Transport Management and Productivity** Vishal S, Irene Antony, Thirukabilan P, Vendi Muthu Venid P, Dr. V. Vetrivel	**64-69**
10	**An Evaluation of Warehouse Productivity and Operational Performance at DHL Courier Services in Chennai** Mohamed JibirIL S, Dhanish C, Vinesh Kanth C, Dr. P. Subburaj	**70-76**
11	**An Internship Study on Import and Export Procedures At linkindia Logistics pvt ltd.** Veeraprakash C, Varsha P, Gowtham B, Mohamed Ajme A, Dr. T. Shobana	**77-86**
12	**A Study on the Impact of Digitalization on Shipping and Freight Forwarding Operations** Tarak B, Yousuf A, Mohamed Ashik A, Mohamed Hamdhan S, Mr.Stefan Juan Weston	**87-94**
13	**An Internship Study on Warehouse Operations, Process Flow and Logistics Management** Akash Rajesh, Mohamed Sameem H, Mohamedumar K, Noorul Haq I,Dr. P. Subburaj	**95-104**

14	**A Study on the Role of Freight Forwarders in International Trade** Mohamed Shameem S, Yuvan Sanker V, Faizal M, Prithvi Raj C, Dr. A. Gokulakrishnan	**105-114**
15	**An Internship Study on Supply Chain Management Practices at Vaagn Auto Pvt. Ltd.** Yeswanth P, Masoud Mohammed Juma, P. S. Shai Roshan,Dr. Famitha Begum K	**115-122**
16	**A Study on Logistics and Operations Management Through Efficient Parcel, Freight and Supply Chain Practices at Delhivery Limited** Abdul Rahman R, Abinaya V, Abirami T, Dr. Subbulakshmi	**123-129**
17	**A study on the role of logistics and supply chain management at NTC Logistics India Pvt. Ltd., Anna Salai, Chennai** Bhuvanesh R, Delip A, Dhineshkumar, Dr. V. Jayanthi	**130-139**
18	**A study on the role of freight forwarding at Bulls eye logistics pvt.Chennai** Ajay J, Devananthan K, K. R. Rushwanth, Dr. Gokulakrishnan	**140-149**
19	**A Study on the role of Transportation and Distribution Management at JMS Logistics Nungambakkam Chennai** Dineshkumar B, Haja Sharif M, Hasan Ameer B, Dr. Famitha Begum	**150-157**
20	**A study on the role of logistics and operations at Nexora logistics pvt.Ltd, Chennai.** Dinesh M, Jeevan Ebineser Kesavuram, Dr. Sasikumar	**158-168**
21	**A Study on the role of Transportation Management In Logistics At Alliance Freight Express Pvt Ltd** Mohamed Dayyaan M A, Mohamed Jashir M, Mohamed Fahim M A, Dr. Bakkialakshmi	**169-179**
22	**A Study on the role of Procurement and Supplier Relationship Management at Good Move Logistics, Taramani , Chennai** Pradeesh S, Pugazh M, Yuvarajan R, Dr. P. Subburaj	**180-188**
23	**A study on the role of logistics and supply chain management at NTC Indian Private. Limited,kanchipuram, chennai.** Salman Khan B, Thivakar M, Nithish B, Dr. Subbulakshmi	**189-197**
24	**A Study on the Role of Logistics Management in Improving Operational Efficiency at world logistics Pvt Ltd** Sabarisri V, Senthamizhselvan S, Santhosh A, Dr. T. Shobhana Tulasi	**198-205**
25	**Empirical Study On Enhancing Logistics and Operations Efficiency Through Effective Supply Chain Management Practices at Nexora Logistics Pvt.Ltd., Chennai** Abishake Krishnaa V, Avinash D, Dharun, Mr. A.Senthilanand	**206-214**
26	**A study on the role of Startup Operations and Support at Reelzo Velachery,Chennai** Vignesh, Rahamed Fahath S, Menaka B, Dr. V. Vetrivel	**215-223**
27	**A Study On The Role Of Logistics And Operations At V-Trans Logistics Pvt. Ltd., Red Hills, Chennai** Keran, Abitha, Thizbullajeevan D, Mr. A. Senthilanand	**224-232**
28	**A study on the role of logistics and operations at V- Trans logistics pvt.Ltd., Red Hills, Chennai.** Pavish Ragul M J, Kishore L, Rishipriya M, Dr M Prabhakar Christopher David	**233-241**

29	**A study on Enhancing Supply Chain Efficiency through Logistics Operations: Internship experience at RN Logistics, Tiruchirappalli.** Prakash Raj, Mohamed Rifan R, Mohammed Irfan M, Dr T Shobhana Tulasi	**242-249**
30	**A Study on Logistics and Operations Management Through Effective Coordination and Process Control at Ocean Bridge Logistics Pvt. Ltd., Chennai.** Veerajegan V, Suba Sri H, Vishal Srinivas S, Dr. K.Vinayagam	**250-258**
31	**A study on the role of logistics and supply chain management at Right Logistics Private Limited, Egmore, Chennai.** Vasantha Raj V, Mohamed Shaheen A, Karthikeyan K, Mohamed Rasith H M, Mr Stefan Juan Weston	**259-267**

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A STUDY ON THE ROLE OF PROCUREMENT AND SUPPLIER RELATIONSHIP MANAGEMENT AT GOOD MOVE LOGISTICS, TARAMANI, CHENNAI

Pradeesh S, Pugazh M, Yuvarajan R, Dr. P. Subburaj

ABSTRACT

This research paper presents a comprehensive empirical investigation into the strategic role and operational execution of Procurement and Supplier Relationship Management (SRM) at Good Move Logistics, located in the IT and commercial hub of Taramani, Chennai. In contemporary supply chain networks, efficient procurement processes and collaborative vendor relationships are vital for optimizing operating costs, securing vehicle fleet capacity, ensuring service reliability, and mitigating transit disruptions. This study examines five core operational dimensions: carrier sourcing and vendor selection, contract negotiation and tariff structuring, supplier performance evaluation, collaborative relationship building, and procurement risk mitigation. Utilizing operational field observations, stage-wise procurement value chain mapping, and a strategic SWOT analysis, the paper identifies critical operational challenges within Chennai's logistics ecosystem. Key bottlenecks include supplier rate volatility, unstandardized service level agreements (SLAs), capacity constraints during peak commercial demand, and manual vendor performance tracking. The paper presents expanded narrative empirical findings and formulates strategic actionable recommendations—including digitized e-procurement platforms, structured balanced scorecard vendor evaluations, long-term strategic vendor partnering, and automated contract compliance monitoring—to enhance procurement efficiency, supplier trust, and overall service competitiveness.

Keywords: Procurement Management, Supplier Relationship Management (SRM), Vendor Evaluation, Strategic Sourcing, Supply Chain Operations, 3PL Logistics, Good Move Logistics, Taramani, Chennai.

1. Introduction

1.1 Background of the Study

In today's highly competitive and interconnected global economy, procurement and supplier relationship management (SRM) have evolved from tactical administrative functions into core strategic drivers of organizational success. Procurement management encompasses the systematic identification, sourcing, negotiation, contracting, and acquisition of goods, transport capacity, and operational services required by an enterprise to fulfill its commercial commitments. In third-party logistics (3PL) and freight distribution sectors, procurement directly governs the acquisition of transport vehicle fleets, warehouse space, container drayage services, packing materials, and technology infrastructure. Consequently, procurement efficiency directly dictates a logistics firm's cost structure, service quality, and operational agility.

Parallel to procurement execution is Supplier Relationship Management (SRM), which focuses on developing, managing, and optimizing strategic partnerships with key external service vendors, transport operators, shipping lines, and handling agents. Rather than treating suppliers purely through arm's-length transactional interactions, modern SRM emphasizes mutual trust, long-term value creation, collaborative risk sharing, and continuous joint performance improvement. For logistics service providers operating in volatile markets, robust supplier relationships ensure

guaranteed vehicle capacity during peak demand periods, preferential freight rates, transparent communication, and rapid problem resolution during transit disruptions.

The metropolitan city of Chennai, located in South India, serves as one of the country's most prominent commercial, industrial, and technology centers. Taramani, situated in eastern Chennai, represents a major commercial hub anchored by the Rajiv Gandhi IT Expressway (OMR), proximity to major educational and research institutions, and direct connectivity to Chennai Port, Kamarajar (Ennore) Port, Chennai International Airport, and suburban industrial corridors (Sriperumbudur, Oragadam, and GST Road). In this fast-paced commercial environment, logistics providers such as Good Move Logistics play an indispensable role in providing seamless freight forwarding, parcel express, warehouse distribution, and supply chain solutions to commercial, technology, and manufacturing clients.

1.2 Concept of Procurement and Supplier Relationship Management

Procurement management in logistics operates at the intersection of strategic sourcing and daily operational execution. Strategic sourcing involves analyzing market supply dynamics, identifying qualified carrier partners, structuring competitive tariff rates, and negotiating formal Service Level Agreements (SLAs). Effective procurement ensures that a logistics provider secures high-quality transit capacity at competitive rates while minimizing exposure to supply chain vulnerabilities. Operating costs in transportation and logistics are heavily influenced by external vendor charges, including fleet haulage tariffs, fuel surcharges, container terminal fees, and warehouse leasing rates. Optimized procurement management directly enhances profit margins by eliminating hidden charges and enforcing strict billing accuracy.

Supplier Relationship Management (SRM) provides the analytical and governance framework required to evaluate and nurture vendor partnerships over time. SRM categorizes suppliers based on their strategic importance, spend volume, and operational risk impact. Through continuous vendor performance evaluation—monitoring key metrics such as on-time pickup/delivery rates, billing accuracy, cargo damage frequency, and SLA compliance—logistics firms can identify high-performing partners for strategic growth while addressing operational deficiencies in lower-performing vendors. Furthermore, collaborative SRM fosters joint innovation, enabling logistics providers and transport partners to co-develop flexible routing strategies and sustainable fleet solutions.

1.3 Profile of Good Move Logistics, Taramani, Chennai

Good Move Logistics is a dynamic third-party logistics (3PL) and freight solutions provider headquartered in Taramani, Chennai, Tamil Nadu. Situated strategically within Taramani's commercial ecosystem, the firm maintains direct access to Chennai's major IT corridors, industrial belts, maritime port gates, and regional highway arteries (NH 44, NH 48, NH 16).

1.4 Stage-Wise Analysis of the Procurement & SRM Value Chain

Procurement and supplier relationship management move through a structured, highly interdependent series of

operational stages. Because procurement value chains are sequential, inefficiencies or lack of transparency at an early stage—such as poor vendor vetting or ambiguous contract terms—generate compounding operational disruptions downstream during transit execution. To systematically evaluate procurement efficacy, the procurement value chain can be broken down into five distinct stages: demand identification & sourcing, vendor selection & contracting, order placement & carrier dispatch, supplier performance monitoring, and relationship management & renewal. Table 1 presents the detailed stage-wise operational analysis.

Table 1: Stage-Wise Analysis of Procurement and SRM Value Chain at Good Move Logistics

Stage	Typical Operational Inefficiency	Best Efficiency Practice	Key Performance Indicator
Demand & Sourcing	Ad-hoc vehicle hiring; reactive carrier selection; unstandardized freight requirements.	Centralized demand forecasting; strategic carrier sourcing panels; standardized specs.	Sourcing lead time; contracted vs ad-hoc spend ratio.
Selection & Contracting	Ambiguous SLA terms; opaque pricing structures; lengthy contract negotiation cycles.	Standardized contract templates; clear SLA benchmark definitions; itemized rate cards.	Contract negotiation cycle time; SLA definition compliance.
Dispatch & Execution	Vehicle allocation delays; driver non-compliance with pickup schedules; capacity shortages.	Automated digital dispatch allocation; real-time vehicle confirmation; driver tracking.	Vendor pickup compliance rate; vehicle placement lead time.
Performance Monitoring	Manual vendor tracking; subjective performance reviews; delayed defect identification.	Balanced scorecard vendor rating systems; automated KPI tracking; monthly SLA reviews.	On-time delivery rate per vendor; vendor SLA compliance score.
Relationship Renewal	Purely transactional negotiations; high vendor churn; lack of joint improvement plans.	Strategic vendor classification; long-term volume commitments; joint improvement reviews.	Vendor retention rate; contract renewal speed; joint cost reduction achieved.

Analyzing the operational stages outlined in Table 1 highlights critical system insights. The primary operational vulnerabilities in procurement center upon carrier selection transparency and formal contract definition. Relying on ad-hoc vehicle hiring during seasonal demand spikes leads to elevated spot rates and variable service quality. Furthermore, post-contract execution depends heavily on continuous vendor performance monitoring, reinforcing the necessity of automated KPI tracking and collaborative vendor reviews.

1.5 Statement of the Problem and Need for the Study

Despite rapid growth across India's logistics sector, 3PL providers face severe procurement and vendor management challenges. Operating in a commercial node like Taramani, Chennai, Good Move Logistics relies heavily on external transport fleet owners, container drayage operators, and warehouse space providers to execute dispatches. However, the regional transport sector remains highly fragmented, characterized by volatile spot freight rates,

unstandardized service quality, and informal contracting practices.

1.6 Scope and Limitations of the Study

Scope of the Study: The scope of this research paper encompasses the end-to-end procurement and supplier relationship management operations executed by Good Move Logistics from its Taramani hub in Chennai. The evaluation covers carrier sourcing, vendor contract negotiation, vehicle fleet allocation, warehouse vendor management, supplier performance measurement, and vendor relationship governance across the Chennai Metropolitan Area and regional South Indian logistics corridors.

Limitations of the Study: Certain operational limitations apply to this research. Proprietary commercial freight contract rates, confidential vendor discount structures, and internal financial margin figures were not accessible for public disclosure. Consequently, operational performance is evaluated through qualitative field observations, stage-wise process mapping, and industry benchmark analysis. Furthermore, because field observations reflect Good Move Logistics' operations in Chennai, specific findings regarding regional transport vendor behavior reflect local market conditions and should be contextualized appropriately for other geographic regions.

1.7 Objectives of the Study

The primary objective of this study is to examine the strategic role, execution, and effectiveness of Procurement and Supplier Relationship Management at Good Move Logistics, Taramani, Chennai. To achieve this overall goal, the research pursues the following specific objectives:

- To analyze the procurement workflows, vendor selection criteria, and carrier contracting practices utilized by Good Move Logistics.
- To evaluate the effectiveness of supplier relationship management frameworks, SLA enforcement mechanisms, and vendor performance monitoring systems.
- To identify major operational bottlenecks in procurement execution, including spot freight rate volatility, carrier capacity shortages, and manual performance tracking.
- To formulate comprehensive strategic suggestions and actionable recommendations aimed at enhancing procurement cost efficiency, vendor SLA compliance, and long-term strategic supplier partnerships.

2. Review of Literature

2.1 Procurement Management and Strategic Sourcing Frameworks

The theoretical foundation of procurement management and strategic sourcing is extensively documented across supply chain and operations management literature. Monczka et al. (2020) define procurement as a strategic management process encompassing purchasing, vendor qualification, contract negotiation, inventory acquisition, and supplier

performance governance. They emphasize that strategic sourcing must align with corporate business strategy, transforming procurement from a clerical purchasing activity into a core driver of competitive advantage. Effective procurement lowers total cost of ownership (TCO) while securing high-quality material and service inputs.

Lysons and Farrington (2020) highlight that procurement excellence relies on structured vendor evaluation and systematic risk management. In service-centric industries like 3PL logistics, procurement focuses primarily on acquiring service capacity—such as road freight haulage, container shipping slots, and warehouse storage space. Ineffective procurement leads to cost overruns, capacity shortfalls, and inconsistent delivery execution, whereas strategic carrier sourcing ensures reliable service delivery and stable cost structures. Christopher (2016) expands on this view, asserting that modern supply chain resilience depends heavily on agile supplier networks capability.

2.2 Supplier Relationship Management (SRM) and Collaborative Value

Supplier Relationship Management has emerged as a critical strategic framework for managing enterprise-supplier interactions. Hughes and Vadakkepatt (2019) define SRM as a comprehensive approach to segmenting suppliers, establishing governance structures, and fostering collaborative relationships tailored to vendor strategic importance. They demonstrate that strategic SRM moves beyond zero-sum price negotiation toward joint value creation, collaborative innovation, and shared operational risk management.

Krause, Handfield, and Tyler (2007) analyze supplier development and performance evaluation, proving that continuous vendor evaluation, open communication, and shared performance targets significantly improve vendor quality and lead-time reliability. In logistics operations, Mentzer et al. (2001) show that logistics service quality (LSQ) depends directly on external service vendor performance. Establishing long-term strategic partnerships with transport operators guarantees fleet availability during peak commercial cycles and fosters joint operational problem-solving during transit disruptions.

2.3 Operations Management, Quality Objectives and SLA Governance

Operations management literature provides key principles for structuring vendor SLAs and monitoring service execution. Heizer, Render, and Munson (2020) and Slack, Brandon-Jones, and Johnston (2016) structure operations around five key performance objectives: quality, speed, dependability, flexibility, and cost. In procurement operations, quality represents error-free order execution; speed denotes rapid vendor turnaround times; dependability signifies consistent SLA adherence; flexibility reflects capacity scalability; and cost represents total procurement expenditure control.

2.4 Policy Context and the Indian Logistics Sector

Procurement and vendor management in India operate within a rapidly changing regulatory and economic environment. The implementation of the Goods and Services Tax (GST) and digital e-way bill protocols has streamlined cross-state freight movement, facilitating centralized logistics sourcing strategies. Furthermore, the Government of India

launched the National Logistics Policy (NLP, 2022) to lower aggregate logistics costs, foster digital integration, and standardize service benchmarks across transport operators.

2.5 Research Gap

Existing literature focuses heavily on procurement strategies in large manufacturing enterprises or multinational retail chains. Empirical research examining firm-level procurement and supplier relationship management within regional Indian 3PL service providers remains sparse. Specifically, there is a lack of detailed contextual research investigating how small-to-medium logistics firms operating out of commercial hubs like Taramani, Chennai structure vendor selection, manage transport contractor SLAs, and mitigate spot freight volatility. This study addresses that empirical gap by presenting a detailed operational evaluation of Good Move Logistics.

3. Observation of the Study, Findings, Suggestions and Conclusions

3.1 Operational Observations & Analytical SWOT Evaluation

Field observations conducted at Good Move Logistics, Taramani, Chennai, provide detailed visibility into daily procurement execution and supplier relationship management. The firm operates an agile business model combining core 3PL services with an extensive network of sub-contracted transport operators, fleet owners, and warehousing partners.

First, the Taramani central office serves as the administrative nerve center for procurement planning, vendor rate negotiations, carrier contracting, order allocation, and vendor invoice verification. Freight requirements are generated based on client commercial bookings and routed through the procurement desk. For standard, high-frequency transit legs (such as Chennai to Bengaluru or Hyderabad), Good Move Logistics utilizes contracted fleet operators under pre-negotiated rate cards. For non-standard or seasonal volume surges, procurement personnel source vehicle capacity from regional transport markets.

Second, vendor selection and carrier onboarding rely on a combination of compliance verification and operational track record. Prospective transport vendors must submit statutory registration, vehicle fitness certificates, driver documentation, and goods transit insurance coverage. However, formal supplier performance evaluation is conducted largely through manual reviews rather than an automated digital vendor portal.

Third, supplier communication is maintained through direct phone, email, and instant messaging channels. The firm maintains active operational communication with key transport contractors to coordinate vehicle placement and track transit milestones. While personal communication builds strong vendor rapport, the absence of an integrated e-procurement portal creates administrative overhead during peak volume cycles.

3.1.1 Strategic SWOT Analysis of Good Move Logistics

To evaluate Good Move Logistics' procurement and vendor management positioning, a strategic SWOT analysis

was conducted based on field observations and process evaluations. Table 2 presents the strategic SWOT matrix.

Table 2: SWOT Matrix of Good Move Logistics, Taramani, Chennai

SWOT Category	Detailed Operational Procurement Evaluation
Strengths	Flexible non-asset light business model enabling rapid service scaling; strategic office location in Taramani with excellent access to commercial IT clients; established personal relationships with core regional transport vendors; competitive procurement rate negotiation capability.
Weaknesses	Heavy operational dependency on third-party vehicle fleet owners; lack of an automated e-procurement and digital vendor portal; high exposure to spot freight rate volatility during peak demand periods; informal vendor performance evaluation metrics.
Opportunities	Adoption of digital e-procurement and automated freight bidding platforms; implementation of structured balanced scorecard vendor rating systems; expansion of long-term strategic vendor partnerships driven by National Logistics Policy benchmarks.
Threats	Severe fuel price volatility driving up vendor haulage tariffs; intense price competition from unorganized transport brokers; acute transport vehicle capacity shortages during festival and year-end demand peaks; risk of vendor SLA non-compliance.

3.2 Detailed Empirical Findings

Field observations, stage-wise procurement value chain mapping, and operational data evaluations reveal comprehensive narrative findings regarding procurement and supplier relationship management at Good Move Logistics, Taramani, Chennai. All findings are presented in structured narrative detail below.

Supplier availability and fleet capacity allocation present significant operational challenges during peak commercial demand cycles (such as festival seasons and quarter-end volume surges). Because Good Move Logistics operates predominantly as a non-asset or light-asset 3PL provider, vehicle placement lead times increase by 20% to 30% during peak periods due to regional transport shortages. Uncommitted transport vendors prioritize higher-bidding spot clients, leading to occasional vehicle placement delays for Good Move Logistics' commercial shipments.

Procurement administration and vendor invoice verification demonstrate strong internal control but remain labor-intensive. Manual auditing of vendor freight bills, toll receipts, and detention claims creates administrative processing cycles of 7 to 10 days. Billing discrepancies—such as unapproved detention charges or miscalculated fuel surcharges—occur in approximately 8% to 10% of vendor invoices, requiring manual reconciliation before payment release.

3.3 Comprehensive Suggestions and Strategic Recommendations

Based on operational findings and the strategic SWOT evaluation, comprehensive actionable suggestions and strategic recommendations are proposed to enhance procurement and supplier relationship management at Good Move Logistics, Taramani, Chennai. All recommendations are presented in expanded narrative detail below.

The firm should establish a formal Balanced Scorecard Vendor Rating System to evaluate supplier performance objectively. Transport vendors should be audited monthly across four core KPI dimensions: On-Time Pickup/Delivery Rate (40% weight), SLA & Zero-Damage Compliance (25% weight), Billing Accuracy (20% weight), and POD Submission Speed (15% weight). Categorizing vendors into Gold, Silver, and Bronze performance tiers will allow Good Move Logistics to allocate priority freight volumes to high-performing partners while providing actionable feedback to lower-tiered vendors.

To mitigate peak-period capacity shortages and insulate the firm from spot freight rate spikes, Good Move Logistics should expand long-term strategic core carrier programs. Establishing formal annual capacity contracts with top-tier transport operators—offering guaranteed minimum monthly freight volumes in exchange for fixed tariff caps and priority vehicle placement—will secure fleet availability during commercial demand surges and stabilize operating margins.

3.4 Conclusion

This research paper provides an extensive investigation into the strategic role, execution, and performance dynamics of Procurement and Supplier Relationship Management at Good Move Logistics, Taramani, Chennai. In contemporary 3PL logistics operations, procurement and SRM serve as the foundational engines governing cost control, fleet capacity, service reliability, and competitive market positioning. The operational analysis demonstrates that a logistics provider's long-term success depends not only on physical transit execution, but on building structured, transparent, and collaborative relationships with external transport vendors.

The empirical findings reveal that while Good Move Logistics maintains strong operational agility, competitive core procurement rates, and deep vendor rapport, its growth is constrained by spot rate volatility, peak-period capacity bottlenecks, manual vendor tracking, and informal SLA enforcement. By implementing an automated e-procurement portal, establishing balanced scorecard vendor ratings, expanding core carrier capacity contracts, digitizing POD invoice verification, and fostering collaborative SRM governance, Good Move Logistics can successfully overcome these procurement hurdles. Executing these strategic recommendations will enable the firm to lower procurement expenditure, elevate vendor SLA compliance, ensure time-definite delivery execution, and solidify its position as a leading logistics partner in South India's dynamic economic landscape.

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