LeadScorer

SECTOR FIELD GUIDE / INDIA / OCTOBER 2026

Industrial Transport & Contract Logistics Lead Generation

Win recurring lanes. Not just rate requests.

A practical growth system for road-freight, trucking, distribution and warehousing providers. Find the freight buyer, qualify the work and protect the cash.



36 chapters / 12 emails / 8 working templates

16-sheet workbook + 4 browser tools

Free to use. No signup required. Examples are fictional, not forecasts.

START WITH ONE REAL LANE

Read less. Put more to work.

This is a working guide for Indian road-freight and contract-logistics providers. It is written around industrial movements, repeat dispatches, vehicle-duty contracts and formal procurement. It is not a guide to consumer courier sales.

Your next decision	Read	Use
Which work should we pursue?	Chapters 1-10	Capability, Segment Plays and Accounts
What should we send?	Chapters 11-20	12 emails and eight scoping templates
Quote, call or tender?	Chapters 21-25	Routing Gate, Lane Brief and Tender Gate
Can we prove the service?	Chapters 26-29	Pilot Proof and delivery handoff
Will the work pay?	Chapters 30-36	Unit Economics, Cash Flow and Funnel

A useful first session

Pick one origin, one destination region, one cargo family and one service. Fill the capability sheet, draft the lane brief and release a small batch of suitable facilities. Keep a quote-ready enquiry separate from a qualified meeting.

The model that matters

Reachable shipper → real freight decision → quote / scope / tender → bounded pilot → repeat allocation → accepted documents → collected cash.

Evidence and limits

All numerical examples, lane scenarios, sample account rows and test plans are illustrative. They are not verified prospects, market freight rates, benchmarks or promises of results. Replace assumptions with your own records. Transport safety, permits, insurance, tax, privacy and tender eligibility need qualified review.

Source codes such as [S03] link to the public reference notes at the back. Sources were reviewed on 16 October 2026. Check the current rule, policy or tender before use. The workbook and browser tools support decisions; they do not approve a shipment, rate or contract.

NAVIGATION

Find the next useful chapter.

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NAVIGATION

Find the next useful chapter.

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01 / CHOOSE THE WORK

01 / Win a recurring lane, not a random load

WORKING TOOL / Start + Capability

This field guide is for Indian transport and logistics firms selling industrial road freight, contracted trucking, distribution and warehousing. It suits a regional operator building a wider network with a mix of owned vehicles and approved partners. The goal is not the largest contact list. It is a set of shipper relationships that produces work you can perform, invoice and collect profitably.

Use the lane as the smallest commercial unit: one origin facility, one destination or defined delivery cluster, one cargo profile and one service promise. The same company can be a good prospect on one lane and a poor prospect on another. A national brand name is not a useful qualification rule.

Service sold	The first useful commercial unit	What must be checked
Full truckload (FTL)	One priced dispatch on a defined lane	Vehicle/body fit, loading slot, return cost and payment
Part truckload (PTL)	One compatible consignment within a real network	Dimensions, chargeable basis, handling and delivery coverage
Dedicated fleet	A defined number of vehicle-days or vehicle-months	Shifts, kilometres, minimum commitment and replacement cover
Distribution / warehousing	One node and its inbound/outbound work	Throughput, stock handling, space, people and liabilities
Institutional / project transport	One tender package or awarded project scope	Eligibility, formal route, security, milestones and site access

Keep three commercial outcomes separate

A quote request is a request for a price. A qualified meeting is an agreed discussion with a relevant person about a service decision. A contract win is a signed commercial commitment, subject to its actual terms. An approved vendor code alone is not a load, guaranteed allocation or revenue.

> **Start here**
> Select one service, one corridor and one cargo family. Build the first campaign around that cell. Add a second only after the first produces deliverable opportunities.

01 / CHOOSE THE WORK

02 / Run a quote desk and a contract pipeline

WORKING TOOL / Routing Gate + RFQ Log

Do not force a dispatch manager with a complete freight brief into a sales meeting. Do not send a vague annual fleet enquiry straight to a rate calculator. Use two connected routes with different owners and clocks.

Route	Accept when	Owner and next action
Quote desk	A real movement is defined and the buyer wants a price	Pricing/operations validates availability and returns a scoped quote
Contract pipeline	A recurring service, fleet or distribution decision needs design	Sales books a scoping call with an operations participant
Tender route	The requirement is governed by a published procurement process	Bid owner checks eligibility, current documents and deadlines
Hold / refer / decline	A core fact is missing or the requirement is outside scope	Record the reason; ask one useful question or stop

Keep shared account, contact and lane IDs across both routes. A quote can reveal a recurring lane; a contract conversation can produce a near-term trial load. Neither should create a duplicate opportunity. Hand it to the right owner without making the buyer repeat the brief.

Diagnose the queue before buying more data

01 If replies wait for a rate, fix pricing ownership, supplier checks and a realistic response promise.

02 If quotes go out but no pilot follows, inspect scope comparability, the freight controller, the real decision date and credit terms.

03 If meetings happen but the work is unsuitable, tighten lane, cargo and service boundaries before increasing outreach.

04 If contracts win but vehicles or cash run short, pause acquisition into that service cell and fix the delivery or funding constraint.

The primary outcome

Track new recurring lanes activated with acceptable contribution and collected cash. Track quote-ready briefs and qualified held meetings as separate leading measures.

01 / CHOOSE THE WORK

03 / Prove what you can actually carry

WORKING TOOL / Capability

Before prospecting, the operations lead should release a capability sheet that sales can quote without improvising. Break coverage into owned capacity, contracted partner capacity and spot-sourced capacity. These are different promises. A phone number for a truck supplier is not reserved capacity.

Evidence field	Record before outreach
Lane and calendar	Origins, destinations, dispatch days, cutoff and realistic transit window
Vehicle and cargo	Body type, usable dimensions, permitted load, cargo value, loading method
Supply basis	Owned / approved partner / spot; available slots and backup owner
Exclusions	Temperature control, dangerous goods, oversize cargo, high-risk value or special permits
Service process	Tracking source, exception escalation, proof-of-delivery (POD) format and turnaround
Commercial limits	Quote validity, detention basis, claims process, credit cap and deposit needs

Do not infer legal payload from truck length, tyre count or a marketing photo. Gross vehicle weight includes the vehicle itself. Check the actual registration, axle limits, body, dimensions and applicable permissions with operations. The official axle-load material is a starting reference, not approval for a specific load. [S08]

A better coverage statement

Use only after internal verification

We can assess recurring dry-goods movements from [origin] to [destination] using [verified vehicle/body]. Coverage is subject to the load profile, pickup date and written capacity confirmation. [Excluded cargo] is outside this offer.

For warehousing, record the actual site, usable area, clear height, access, handling equipment, fire/safety review and staffing model. Do not market a landlord's vacant building as an operating warehouse service. For PTL, prove the consolidation and final-delivery path rather than assume FTL reach means PTL reach.

Release rule

Sales can describe only approved capability. Any new lane, cargo class or liability moves back to operations before a commitment.

01 / CHOOSE THE WORK

04 / Eight entry plays worth testing

WORKING TOOL / Segment Plays

An entry play is a small, purchasable piece of work that can lead to a larger relationship. It is not a promise that a buyer will switch. Choose the play that fits a verified service cell and the buyer's actual decision.

Play	Buyer and opening	First useful output
1. Recurring plant FTL	Dispatch / logistics lead; regular inter-plant or dealer movements	One-lane operating brief and comparable quote
2. Backup capacity	Dispatch lead; an approved need for secondary cover	Exceptions, availability process and bounded trial
3. Dedicated fleet	Supply chain / operations; repeated vehicle-day demand	Fleet-duty brief with minimums and replacement rules
4. PTL consolidation	Distribution lead; repeated small consignments	Weight/volume and handling comparison
5. Warehouse-to-market	Warehouse / distribution owner; one node or new territory	Node, throughput and outbound route brief
6. Project or site logistics	EPC / industrial project team; time-bound mobilisation	Load schedule, access and lift/handling responsibilities
7. Institutional procurement	Tender / contracts owner; formal transport requirement	Bid/no-bid file and clause-by-clause evidence
8. Network / return-lane partner	Another 3PL's procurement or route owner	Named-lane service and counterparty due-diligence file

Offer one of these, not every service in the company profile. A backup-lane brief gives a satisfied buyer a reason to talk without attacking the incumbent. A PTL buyer needs handling and chargeable-weight clarity, not a generic promise of the cheapest kilometre.

The companion templates contain a separate scoping sheet for each play. They can be shared with buyers after interest, with sensitive commercial detail collected only through an approved channel.

> **No free freight required**
> Give away the thinking aid, not an open-ended transport commitment. Price a live pilot where appropriate and set a clear limit on scope, subsidy and loss.

02 / FIND THE RIGHT SHIPPERS

05 / Build corridor cells from industrial clusters

WORKING TOOL / Accounts

Start with an origin you can serve reliably, then identify candidate facilities and likely delivery regions. RIICO and the state's investment portal provide industrial-location and sector starting points. They do not establish that a named plant is operating, controls freight or is buying transport. Verify those facts separately. [S01, S02]

Illustrative research cell	Cargo / account hypothesis	Question before release
Jaipur to Delhi NCR	Dry packaged goods, industrial supplies or retail replenishment	Which actual plant or depot tenders the freight?
Bhiwadi / Neemrana to Gujarat	Components or engineering goods	Are empty bins, timed slots or returnable packs involved?
Bhilwara to Surat / Ahmedabad	Textile inputs or finished fabric	Are dimensions, moisture protection and packing defined?
Kishangarh / Ajmer to urban markets	Stone or building-product consignments	Who approves loading, restraints and damage allocation?
Jodhpur / Pali to NCR / western markets	Furniture, handicraft or textile shipments	Is the constraint volume, packaging or fragile handling?
NCR / Gujarat back to Rajasthan	Inbound raw materials, supplies or replenishment	Does the shipper's timing match the real return cycle?

These are research hypotheses, not verified freight flows, recommended truck sizes or a statement of any provider's coverage. Replace them with lanes from your own dispatch history. Record actual pickup and delivery postcodes; city-level labels hide gate restrictions, extra kilometres and handling changes.

Do the reverse search

For every outbound lane, research origin facilities near the return destination. Do not tell them you have a truck returning until dispatch confirms it. Calculate the whole cycle, including waiting and the risk of losing the next outbound booking. A return load is useful only when its net value exceeds the added cost and disruption.

One campaign cell

Origin cluster + destination region + cargo family + service model + buying role. 'Manufacturers across India' is not a campaign cell.

02 / FIND THE RIGHT SHIPPERS

06 / Find who controls the freight

WORKING TOOL / Contacts

The business that makes the goods may not appoint the transporter. The consignee may buy freight, a head office may hold a national contract, or another logistics provider may control the lane. Resolve this before asking for a tender or meeting.

Arrangement to test	Likely commercial controller	Useful question
Supplier-arranged delivery	Supplier logistics or procurement	Who selects and pays the transporter from this facility?
Buyer-arranged collection	Customer procurement / inbound logistics	Does your customer nominate the carrier for this movement?
Central rate contract	Head-office transport procurement	Can this plant trial local cover, or must procurement approve it?
3PL-managed transport	Lead logistics provider / 3PL buyer	Is transport purchased directly or through a logistics partner?
Government-funded project	Department for its tender; prime contractor for its own permitted scope	Which entity owns this transport package and can place the order?

Freight payer, load planner, vendor approver and invoice approver may be different people. Record all four roles even when one person fills several. A dispatch manager can be a strong champion without authority to sign an annual contract.

Ask for one lane, not the whole spend

Freight-control check

For [origin] to [destination], does your team appoint the transporter, or is that arranged by the customer or your central procurement team? I only want to send the brief to the person who can use it.

Do not dismiss an owner-led small manufacturer merely because it has few employees. A regular, well-packed lane with a clear payer may be better than a large account with fragmented approval and no realistic access. Verify value through trips, contribution and collection behaviour, not staff count.

Record the answer

If the contact cannot control, sponsor or route the freight decision, treat the conversation as a referral path, not a qualified buying opportunity.

02 / FIND THE RIGHT SHIPPERS

07 / Research facilities before buying contacts

WORKING TOOL / Accounts + Contacts

Build an account register that can survive an operations review. Each row should explain what could move, from where, who might control it and why your service belongs in the conversation. Contact enrichment comes after that, not before.

Research layer	Useful evidence	Do not infer
Industrial location	Official industrial-area information; company facility page	An allotted plot is a live plant
Operating activity	Current company products, site address, recent facility update	Every listed product leaves from this address
Change or buying route	Buyer announcement, supplier page or tender document	An expansion announcement is an open RFQ
Person and permission	Business-role evidence, approved contact source and suppression check	A valid email or public number equals permission

A repeatable research pass

01 Search an industrial location and a product family. Confirm the official company domain and facility.

02 Record a one-sentence lane hypothesis. Put unknowns in a separate field rather than writing them as facts.

03 Find a facility or procurement contact whose role matches the hypothesis. Verify currency and relevance.

04 Add source URL, observation date, event date, owner, contact-use review and next action.

05 Have operations reject obvious cargo, capacity or geography mismatches before the list is released.

Search examples: [industrial area] [product] manufacturer; site:[company domain] factory; site:[company domain] supplier registration; [buyer name] transport tender. These are query patterns, not a licence to scrape restricted sites. Official procurement systems provide formal notices and documents. [S03, S05]

Do not mine e-way bills, invoices, vehicle-tracking records or private shipment files for strangers' contact data. Buyer-provided movement samples belong in a controlled discovery process with the minimum required fields, not in a public lead list.

Minimum record

Legal entity, facility, cargo hypothesis, lane hypothesis, freight controller, source/date, capability match, owner and release/hold reason.

02 / FIND THE RIGHT SHIPPERS

08 / Map the buying group around the lane

WORKING TOOL / Contacts

Use a role map instead of a title list. The person who receives your email should see a problem they can act on. A broad pitch about 'end-to-end logistics' asks them to figure out the relevance for you.

Role	Their part of the decision	Evidence or asset to offer
Dispatch / plant logistics	Load readiness, vehicle placement, gate coordination	A one-lane brief and clear exception process
Supply chain / distribution	Network performance, service design, capacity	Lane and volume assumptions with a pilot plan
Procurement / transport buyer	Rates, vendor onboarding, terms and comparison	Comparable rate scope and capability evidence
Plant / project head	Production or site continuity; local sponsorship	Responsibility map and service recovery procedure
Warehouse lead	Inbound slots, stock handling and outbound flow	Node questionnaire and throughput assumptions
Finance / accounts payable	Credit exposure, documentation, disputed invoices	Billing pack checklist and payment-clock map
EPC contracts / institutional buyer	Package eligibility and formal award route	Requirement-to-evidence matrix, not a favour request

A sensible first thread

Start with the person closest to the chosen lane. Ask whether they own it. Add the buyer or finance contact when the next decision needs them. Do not send the same email to six colleagues on the same day. Use one account owner and a visible contact plan.

For a dedicated-fleet deal, operational design may need the plant lead before finance can evaluate the commitment. For a spot movement, the dispatcher and pricing team may close the whole scope without a presentation. Match the group to the decision, not your standard meeting format.

> **Buying-group output**
> Name the lane user, service sponsor, commercial approver and payer. Unknown authority is a gap to resolve, not a reason to invent seniority.

02 / FIND THE RIGHT SHIPPERS

09 / Turn a signal into a question

WORKING TOOL / Accounts

A buying signal should change the question you ask. It does not prove dissatisfaction, volume, budget or intent. Separate the observed event, your hypothesis and the fact still needed from the buyer.

Public observation	Reasonable hypothesis	Safe first question
New plant or warehouse announced	Transport routes may be reviewed before launch	Is inbound or outbound transport already allocated for this site?
New dealer / distributor territory	Replenishment patterns may change	Who is planning dispatches into the new region?
Transport tender published	A formal buying process exists	Which published clause governs clarification and submission?
Procurement or logistics role advertised	The function may be growing or replacing staff	Does that team own transport procurement for this facility?
Project award announced	The prime may need subcontract capacity	Is the transport package placed, and is subcontracting permitted?
Buyer confirms a service gap	A defined part of the current service may be contestable	Which lane and outcome would you be willing to test?

Record the source date and the event date separately. A new article can discuss an old project. Recheck signals before sending. Use a short expiry for an imminent dispatch and a longer review cycle for an annual procurement plan. Let evidence set the clock.

Do not turn land news into invented demand

An industrial allotment is a place to research, not a live dispatch schedule. An investment memorandum may never become an operating facility. Official industry and procurement sources help find leads, but the buyer must confirm the buying stage. [S01, S02, S03]

> **The safe message pattern**
> I saw [verifiable event]. Is [relevant transport decision] already settled, or is [specific team] still reviewing it?

02 / FIND THE RIGHT SHIPPERS

10 / Release accounts with hard gates

WORKING TOOL / Routing Gate

A fit score cannot override an unsafe load, a prohibited contact, an unaffordable credit commitment or a tender disqualification. Use gates first. Rank only the accounts that remain eligible for the next step.

Gate	Pass evidence	Hold or stop when
Service and lane	Operations accepts the lane and cargo class for review	Outside coverage or special capability remains unproved
Buyer relevance	Contact controls, sponsors or routes the decision	Only a title match exists
Contact use	Source and channel reviewed; no suppression conflict	Opt-out, restriction or unresolved permission issue
Commercial path	Quote, meeting or formal tender route is identified	No action exists beyond sending a brochure
Risk and cash	A plausible credit and mobilisation path exists	Terms or liability are clearly outside limits

After the gates, prioritise confirmed recurring need, suitable capacity, a timely decision and low rework. Use plain labels: pursue now, research next, nurture on an agreed date, or decline. Do not disguise guesses as a percentage chance of purchase.

A practical reviewer question

Could a colleague read this row and explain why this buyer belongs in this campaign, what is verified, and the one fact to check next? If not, the row is not ready. Sample the first batch together with operations and improve the brief before releasing more.

The web and workbook routing tools return a next-workflow suggestion, not a legal approval, binding rate or final sales acceptance. A quote-ready status still requires a pricing owner to confirm capacity and terms. A meeting-ready status does not guarantee attendance or a win.

> **Target for the first pass**
> A small, clean set of reachable facilities on a deliverable lane is more useful than a large national list with no freight-control evidence.

03 / START THE RIGHT CONVERSATION

11 / Give away a useful decision aid

WORKING TOOL / Lane Brief + Templates

The first offer should remove a specific uncertainty without consuming a day of unpaid pricing work. Build the asset before promising it. State what the buyer gets and what you need to make it accurate.

Entry offer	Buyer receives	Inputs and limit
One-lane fit check	A short go/hold view with scope gaps	Origin, destination, cargo, weight and pickup window; no binding rate
Rate-comparison sheet	A like-for-like view of inclusions and exclusions	No competitor invoice required; blank cells are acceptable
Backup-cover brief	What can be assessed and how to request it	No guaranteed vehicle until availability is confirmed
Dedicated-fleet duty sheet	Shifts, kilometres, idle-time and replacement questions	One site, one duty cycle; not a free redesign of the network
Warehouse node checklist	Space, stock, handling and transport questions	One location; no claim that a site is suitable without inspection
Pilot charter	Scope, fee, evidence, review date and stop conditions	One lane or defined set of dispatches

Protect the free offer

A one-page brief is a useful gift. An open-ended lane-rate exercise across hundreds of destinations is a procurement project. For a large matrix, first agree scope, data, purpose and the route to a buying decision. Decline work that has no plausible commercial or learning value.

Low-pressure offer

We have a short lane-brief sheet that separates the base rate from loading, waiting, document and delivery terms. It is useful even with your current transporter. Would it help if I sent it?

Do not invent proof, freight savings or vehicle availability to make the gift seem valuable. A truthful checklist that prevents one scope mistake is stronger than a claim of guaranteed cost reduction.

Use the next chapters

The 12 emails are original templates for transport providers. Replace each bracketed item with verified facts, use your real identity, honour opt-outs and complete the channel review before sending.

03 / START THE RIGHT CONVERSATION

12 / Open with a lane or a fleet duty

WORKING TOOL / Outreach / E01-E02

E01 / Recurring plant dispatches

Use when: The facility and cargo are evidenced, and the lane is either buyer-confirmed or clearly presented as a question.

Subject: [origin] to [destination]

Hi [first name],

Does your team arrange the [cargo] movements from [facility] to [destination], or is that handled centrally?

We support [verified service and lane]. I have a short lane-brief sheet covering vehicle fit, pickup windows, waiting and POD requirements.

Happy to send it over so you can see whether there is a useful fit before we discuss rates.

[Name]
[Business and contact details]
Not relevant? Let me know and I will stop.

Before sending: Do not convert a destination guess into a statement of fact. Confirm that the offered sheet exists.

E02 / Dedicated fleet duty

Use when: You have evidence of the facility and can assess the proposed fleet model.

Subject: fleet cover at [site]

Hi [first name],

For the regular movements at [site], do you use an agreed vehicle schedule or arrange trucks as each requirement comes up?

We can assess dedicated cover for [verified vehicle/body and geography]. The starting point is a duty sheet: shifts, daily kilometres, loading time and replacement expectations.

Would it be useful to compare that with your current arrangement?

[Name]
[Business and contact details]
Not relevant? Let me know and I will stop.

Before sending: Do not imply a dedicated vehicle is already reserved. A monthly fleet price needs actual duty and utilisation inputs.

What a useful reply looks like

'Send the sheet' is asset interest. 'We run this lane four days a week; speak to procurement' gives a freight-control path. Neither is a signed contract.

03 / START THE RIGHT CONVERSATION

13 / Speak to smaller consignments and replenishment

WORKING TOOL / Outreach / E03-E04

E03 / PTL consignments

Use when: Your actual consolidation and delivery network covers the destination and cargo.

Subject: smaller loads from [origin]

Hi [first name],

Does your team send smaller [cargo] consignments from [origin] to [serviceable destination], or are those movements usually full truckloads?

We assess PTL on dimensions, packing, handling and the delivery location, not just the weight. I can send a one-page comparison sheet before anyone spends time on a rate.

Would that be useful for your dispatch team?

[Name]
[Business and contact details]
Not relevant? Let me know and I will stop.

Before sending: Do not promise direct delivery, no transshipment or a transit time unless the operating path supports it.

E04 / Distributor replenishment

Use when: The expansion was publicly announced or confirmed by the buyer.

Subject: [region] replenishment

Hi [first name],

I saw [verified distributor or territory announcement]. Is transport into [region] already covered, or is your team still planning replenishment?

We can assess [verified transport scope]. A short brief on dispatch frequency, delivery slots and the receiving locations would tell us whether we can help.

Who is the right person to send that to?

[Name]
[Business and contact details]
Not relevant? Let me know and I will stop.

Before sending: Check the event date. A distributor appointment does not establish who pays freight or whether an outside carrier is needed.

For multi-drop work, qualify stop count, unloading responsibility, rejected deliveries and vehicle access before comparing prices. A low line-haul rate can conceal costly last-mile obligations.

03 / START THE RIGHT CONVERSATION

14 / Separate project freight from warehouse scope

WORKING TOOL / Outreach / E05-E06

E05 / Industrial project mobilisation

Use when: An industrial project is evidenced and the cargo sits within your proven capability.

Subject: transport scope for [project]

Hi [first name],

I saw [verified project or mobilisation update]. Has the road-transport scope for [defined goods or work package] been placed yet?

We can review [verified capability], subject to dimensions, weight, loading method and site access. We use a load-schedule sheet so transport, unloading and lifting responsibilities are clear before quoting.

Is that something your team is reviewing?

[Name]
[Business and contact details]
Not relevant? Let me know and I will stop.

Before sending: Do not claim heavy-lift, oversize, crane, rigging or escort capability merely because trailers are available.

E06 / Warehouse and outbound node

Use when: You can genuinely assess the storage and/or transport services mentioned.

Subject: [location] warehouse flow

Hi [first name],

For [verified site or territory], are you reviewing transport only, or the storage and dispatch operation as well?

We assess [verified service scope]. The first step is a simple node brief: stock profile, inbound loads, daily orders, handling and outbound routes.

Happy to send the checklist. It should help make supplier proposals easier to compare, even if you keep the current setup.

[Name]
[Business and contact details]
Not relevant? Let me know and I will stop.

Before sending: Specify whether space, handling, inventory management and transport are separate or bundled. Never imply that a prospective building is an operational site.

A warehouse buyer may need a site and operating-cost review rather than a transport quote. Route the reply to someone who can test space, people, inventory liability and throughput, not only vehicle availability.

03 / START THE RIGHT CONVERSATION

15 / Use timing without inventing urgency

WORKING TOOL / Outreach / E07-E08

E07 / A newly announced facility

Use when: The facility announcement is current and relevant to a service you can assess.

Subject: [site] transport planning

Hi [first name],

I saw the announcement about [facility]. Is the inbound and outbound transport plan already in place, or will that be reviewed closer to go-live?

We cover [verified lane/service]. I can send a launch-readiness sheet covering vehicle access, loading slots, documentation and backup arrangements.

Would that help, or is someone else owning the transport plan?

[Name]
[Business and contact details]
Not relevant? Let me know and I will stop.

Before sending: Do not assume the facility has opened, production has begun or volumes have been allocated.

E08 / Vendor review and rate-contract timing

Use when: You do not know the review date and are asking, not claiming a renewal is due.

Subject: transport vendor review

Hi [first name],

When does your team normally review transport vendors for [verified facility or region]?

We are exploring a fit for [specific service]. Rather than send a broad rate list, I would like to understand the registration process and whether there are lanes where you would consider another approved provider.

Is there a procurement calendar or vendor-onboarding route we should follow?

[Name]
[Business and contact details]
Not relevant? Let me know and I will stop.

Before sending: For public procurement, use this only where supplier engagement is permitted. Formal tender clarifications must use the stated process.

When a buyer gives a future month, record what will happen then: vendor opening, new stock arrival, contract review or project award. Ask permission to return with the relevant asset. Do not convert a future review into fake scarcity today.

03 / START THE RIGHT CONVERSATION

16 / Approach return lanes and logistics partners

WORKING TOOL / Outreach / E09-E10

E09 / Return-lane compatibility

Use when: The lane is in a real operating plan, not an invented 'truck returning today' story.

Subject: [destination] to [origin] movements

Hi [first name],

Does your team arrange regular [cargo] dispatches from [destination cluster] towards [origin region]?

We are assessing recurring work on that lane alongside our [verified network or operating plan]. Pickup timing, body type and cargo fit would decide whether it makes sense.

Could I send a short lane sheet for your team to review?

[Name]
[Business and contact details]
Not relevant? Let me know and I will stop.

Before sending: Do not promise a backhaul discount or available vehicle without checking cycle timing and dispatch approval.

E10 / Approved carrier or 3PL partner

Use when: The recipient buys carrier capacity and you are willing to serve as a supplier rather than the end-shipper's prime.

Subject: capacity partner for [lane]

Hi [first name],

Does your team appoint regional transport partners for [lane or origin cluster]?

We can assess [verified vehicle and service scope]. I can send a capability sheet showing the supply basis, escalation process and POD workflow so your team can judge the fit.

Is there a carrier-onboarding process we should follow?

[Name]
[Business and contact details]
Not relevant? Let me know and I will stop.

Before sending: Check subcontracting permissions, payment responsibility, claims flow and any customer-contact limits. Do not poach through confidential partner data.

Partner business can offer route density but also adds counterparty and deduction risk. Know who pays you, what evidence triggers payment and how claims move through the chain. The end-customer's good credit does not automatically protect your receivable from the intermediary.

03 / START THE RIGHT CONVERSATION

17 / Reopen useful conversations and respond to rates

WORKING TOOL / Outreach / E11-E12

E11 / Dormant, still-relevant enquiry

Use when: A real prior conversation exists and the contact has not opted out.

Subject: revisiting [lane]

Hi [first name],

We spoke about [confirmed lane or requirement] in [month]. At the time, [accurate reason it paused].

Has anything changed with that requirement, or should I leave it parked?

I have an updated lane-brief sheet covering pickup timing, waiting and POD requirements. Happy to send it if it would help your next review.

[Name]
[Business and contact details]
Not relevant? Let me know and I will stop.

Before sending: Do not invent earlier contact or imply a promised follow-up that never happened.

E12 / Turn 'send rates' into a priceable brief

Use when: The buyer actually requested a rate.

Subject: details for your freight quote

Hi [first name],

Happy to check. Could you send the pickup and delivery postcodes, cargo and packing, total weight and dimensions, required pickup date, and any vehicle or loading constraints?

Please also confirm who arranges loading/unloading and which entity will place the order and pay.

Once operations checks the scope and availability, we can confirm the quote basis and response time. No meeting needed unless the service needs a wider discussion.

[Name]
[Business and contact details]

Before sending: For PTL add piece count and stackability. For repeat work ask the expected frequency. Never use this reply to hide a price you can already provide.

Do not make buyers fill twenty fields when five facts would resolve the next step. Collect progressively: enough to assess, then enough to quote, then the documentation required to dispatch. Ask only for the missing facts.

Template boundary

Examples show wording, not proof of performance. Replace every placeholder. Do not send a claimed asset or service until it exists.

03 / START THE RIGHT CONVERSATION

18 / Use calls, LinkedIn and WhatsApp with a reason

WORKING TOOL / Outreach

Use a channel because the person can receive a useful message there, not because they ignored another channel. Commercial voice and SMS in India require a current telecom review with your provider, including the relevant registration, consent, preference and sender requirements. Do not assume a business number creates an exemption. [S09]

Call opening / only through an approved calling setup

Hi [name], this is [your name] from [business]. We assess [specific verified freight service]. Have I caught you at a bad time?

I am trying to find who arranges [cargo/lane] transport for [facility]. Is that your team or central procurement?

[If relevant] Would a one-lane scope sheet be useful, or do you already have a defined load you need priced?

LinkedIn / role-relevant and manual

Hi [name], I work with [verified service scope]. I saw your role covers [confirmed responsibility]. We put together a short checklist for comparing transport quotes without missing waiting, handling or POD terms. Happy to share it if relevant.

WhatsApp / after recorded opt-in

Hi [name], [your name] from [business], as agreed. Here is the [lane/checklist] we discussed: [link]. No response needed now. When you have the pickup and delivery details, we can check whether the scope fits.

WhatsApp's Business policy requires the recipient's number or username and opt-in permission, and requires opt-outs to be honoured. Its Platform has additional template and service-window rules. Check the current version before launch. Do not use bought mobile numbers as a WhatsApp broadcast list. [S11]

For email, configure and verify domain authentication, identify the sender honestly and respect recipient choice. Google specifies sender authentication requirements and bulk-sender conditions; these are deliverability rules, not permission to contact. Do not use domain rotation or fabricated engagement to evade restrictions. [S12]

Data gate

Use minimum role-relevant business data, retain source and permission reviews, restrict access and honour suppression. DPDP commencement is phased; confirm provisions in force at launch and other applicable obligations with counsel. [S10]

03 / START THE RIGHT CONVERSATION

19 / Follow up around a decision, not a timer

WORKING TOOL / Experiments

The sequence below is a proposed starting plan, not an industry conversion benchmark. Use it only after the contact and channel review. Stop on an opt-out. Stop or change route when the buyer answers. Do not keep an automated sequence running during a live quotation.

Timing	Useful action	Purpose
Business day 1	One lane-specific email or permitted introduction	Confirm role and relevance
Day 4	Offer the one-page scope or comparison sheet	Add a useful object, not another demand
Day 8	Ask one missing buying-route question	Quote now, procurement later, or wrong person?
Day 12	Close the loop and leave the useful asset	Remove pressure; stop absent a new reason
Buyer gives a date	Return only at the agreed stage with relevant context	Respect the decision clock

Value follow-up

One thing that may help with [lane]: the comparison sheet separates the base freight from loading, waiting, delivery access and POD terms. Happy to send it. You can use it with any supplier.

Close the loop

I will leave this here rather than keep chasing. The lane sheet is available at [link] if useful later. If [specific service] comes up for review, you are welcome to send the brief.

A separate clock for tenders and urgent loads

For a live tender, work backwards from the formal clarification and submission deadlines. For a time-critical load, route directly to the staffed quote desk. Do not promise a ten-minute rate if your supplier check takes hours. Tell the buyer the actual expected response time and who owns it.

For an annual contract review, capture the review month, onboarding lead time and sponsor. Plan the next useful step before the window opens, but do not assume that every tender repeats annually.

Measure the route

Track reply quality, priceable briefs and accepted held meetings by campaign cell. Opens, connection accepts and brochure sends are not buying decisions.

03 / START THE RIGHT CONVERSATION

20 / Handle replies without bluffing

WORKING TOOL / Outreach + RFQ Log

Buyer says	Useful reply / action
We already have a transporter.	Understood. Is there any lane where you consider approved backup cover, or is everything closed to new providers? Respect a closed answer.
Send your lowest rate.	Happy to compare. What is the lane, load profile, date and inclusion basis? Price the same work, not different hidden scope.
Send your profile.	Send a one-page relevant capability sheet. Ask whether to attach the lane brief or follow a vendor process.
Do you own the fleet?	State owned, contracted and spot-sourced supply accurately. Explain accountability and approval of subcontractors.
Can you provide a truck today?	Operations must check the load and availability first. Give a response deadline, not an invented confirmation.
Payment is after our customer pays.	Route to finance. Do not accept an indefinite credit obligation or assume the end-customer's credit is yours.
We need guaranteed placement.	Define quantity, notice, lead time, peak exceptions and remedy before discussing a commitment.
We only work through tenders.	Ask for the approved public route. Move to bid eligibility; do not push a sales meeting.
Your price is higher.	Compare the same vehicle, route, waiting, handling, claim and document terms. Never invent a competitor defect.
Not now / stop contacting me.	For not now, record a buyer-agreed reason and date. For stop, suppress contact and end the sequence.

A vague positive reply should trigger one useful question, not a calendar link by default. A negative answer is information. Record whether the loss was lane fit, price basis, availability, terms, timing or no buying path. That lets the next campaign improve targeting rather than simply rewrite subject lines.

Escalate uncertainty

Only operations confirms capability and availability. Only the authorised commercial owner accepts rates, liability and credit. Setters can clarify and route; they cannot commit the business.

04 / QUALIFY AND CONVERT

21 / Route the enquiry before booking a meeting

WORKING TOOL / Routing Gate

A good handoff makes the next person faster. A poor handoff is a calendar invitation with a company name. Use this routing order on every live reply.

01 Stop if the buyer opted out, the approach is prohibited, the cargo is unsafe for your capability, or the requirement is clearly outside scope.

02 If a published tender controls the purchase, route to the bid owner, even if a contact offered an informal chat.

03 If there is a defined load and the buyer requested a rate, send a quote-ready brief to pricing. Missing essentials go to clarification.

04 If recurring scope needs design and the buyer agrees to discuss it, book a scoping call with a relevant operational or buying sponsor.

05 If the work is outside capability but a credible approved partner can help, seek permission for a referral. Otherwise decline.

06 If the need is future-dated, record the event and agreed follow-up instead of inflating current pipeline.

Ready to quote	Ready for a scoping meeting
Origin and destination; cargo, packing, weight/dimensions; date; handling; buyer requests pricing	Relevant facility and service; a plausible lane or node; buyer-confirmed reason to assess
Payer/order entity and any material access, liability or credit issue are identified for review	Contact controls, sponsors or can involve the decision owner
Operations can assess the scope; pricing owns the reply	Buyer knowingly accepts the purpose; operations can join where needed
Final rate and vehicle are still subject to confirmation	Unknown budget or tender timing is recorded, not invented

Call it 'meeting ready' only at the booking gate. After the call, sales records whether the opportunity is accepted. After a pilot, operations records whether it is repeatable. Those are three separate decisions.

Do not game the metric

A complete quote request can be more valuable than a booked meeting. Judge the system by qualified commercial work, delivered contribution and cash.

04 / QUALIFY AND CONVERT

22 / Collect a quote-ready freight brief

WORKING TOOL / Lane Brief

The quote desk needs enough detail to price the actual job and state what remains conditional. Collect the first six items early; complete the rest before a binding commitment or dispatch as applicable.

Field	Question or evidence
1. Movement	Pickup and delivery facility names, postcodes and gate/access details
2. Cargo	Commodity, packing, piece count, cargo value and risk characteristics
3. Size and load	Total gross cargo weight, piece dimensions, stackability and load distribution
4. Vehicle	Required body and loading method, or ask operations to select a suitable vehicle
5. Timing	Pickup date/window, delivery appointment, loading notice and urgency reason
6. Buyer	Freight controller, ordering entity, payer and operational contact
7. Handling	Who loads, unloads, provides labour/forklift/crane and secures cargo?
8. Stops and returns	Additional drops, collections, reusable packaging and empty returns
9. Frequency	One-off or recurring; expected versus guaranteed dispatch quantities
10. Documents	Consignment record, applicable movement documents, POD and invoice acceptance
11. Exceptions	Waiting/free time, detention basis, cancellation, failed delivery and route changes
12. Commercial	Inclusions, tax review, credit approval, quote expiry, insurance and claim allocation

For PTL, add chargeable-weight rules and the agreed volumetric factor with units; never assume a universal divisor. For project cargo, add dimension drawings, site survey, lifting interfaces and permit responsibility where relevant. For fleet contracts, replace one pickup date with a duty schedule.

Confirm which party supplies, verifies and updates required e-way bill and vehicle information under the current rules. An e-way bill is not a delivery-time guarantee. Do not request GST portal passwords as a shortcut. [S07]

Quote output

State scope, price basis, inclusions, exclusions, validity, availability conditions, payment and the person authorised to accept. Keep a version number.

04 / QUALIFY AND CONVERT

23 / Run a first call that produces a next step

WORKING TOOL / Lane Brief + Routing Gate

Use a 25-minute lane-scoping call when the service needs discussion. Send the purpose beforehand: decide whether to price one lane, design a bounded pilot, follow a vendor process or stop. Do not promise a full supply-chain audit.

Time	What to resolve	Question
0-3 min	Decision and ownership	What would make this discussion useful, and who controls this freight?
3-8 min	Current movement	Which facility, lane, cargo and dispatch pattern are we assessing?
8-13 min	Service gap and evidence	Where does the current process fall short, and can we examine one real example?
13-18 min	Operating and commercial constraints	What must be true on placement, transit, POD, credit and liability?
18-22 min	Buying route	Who approves a new carrier, what evidence is needed and when can a trial happen?
22-25 min	Decision and next action	Shall we complete a lane brief, price the pilot, follow procurement or leave it?

Only go deeper where the answer changes the scope

For a dedicated fleet, add shift pattern, minimum days, kilometres, loading waits, holiday cover and replacement response. For a warehouse, add stock profile, peak throughput, inventory ownership, handling labour and outbound wave timing. For a project, use the actual load schedule and site-access plan.

Request a redacted movement sample only when it will improve the decision. Explain which fields are needed and who will see them. Avoid collecting unrelated customer data or a competitor's confidential rate agreement.

Close with an owned action

We will review [one lane] once you send [missing inputs] by [date]. [Operations owner] will confirm whether it is serviceable. If it is, [pricing owner] will return the scoped pilot quote by [agreed time]. Shall we review that together on [date]?

Accept or park

No clear lane, sponsor, route to purchase or next action means more research is needed. It does not justify a large proposal.

04 / QUALIFY AND CONVERT

24 / Treat tendering as its own acquisition route

WORKING TOOL / Tender Gate

Government and institutional work requires a formal bid workflow, not a cold-email shortcut. CPPP, GeM and Rajasthan's eProcurement portal are starting points for notices and documents. The current tender, category terms and corrigenda govern the specific requirement. [S03, S04, S05]

Bid gate	Evidence before committing pursuit time
Scope match	Cargo, lanes, vehicle/body, quantity, operating hours and delivery sites
Eligible entity	The actual bidding entity meets each stated condition; no borrowed credentials
Experience and finance	Required past work, turnover, certificates and available evidence
Supply proof	Owned/leased/partner vehicles accepted under the specific tender terms
Securities and cash	Bid security, performance security, mobilisation and payment exposure
Liability and penalties	Insurance, service failure, deductions, uncapped exposure and termination
Permitted delivery model	Subcontracting, consortium or partner roles explicitly allowed where used
Bid mechanics	Portal access, authorised signatory, valid digital signature and file formats
Deadline and changes	Clarification date, closing time, corrigenda and submission receipts
Approval	Operations, finance and bid owner all release the same version

If a mandatory condition fails, do not bid. If evidence is missing but can be obtained before the deadline, hold with an owner and date. A low price cannot repair ineligibility. Never assume an exemption from a deposit, experience rule or turnover requirement; the applicable rule and tender must support it.

Keep a requirement-to-evidence matrix: exact clause, document, responsible person, current status and unresolved question. Prepare uploads before the final day and retain proof of successful submission. NIC's bidder instructions are a practical reference for e-submission preparation. [S06]

> **No pipeline inflation**
> A downloaded notice is research. An eligible submitted bid is a pursuit. An award is not cash. Record each separately.

04 / QUALIFY AND CONVERT

25 / Separate a department from its prime contractor

WORKING TOOL / Tender Gate + Contacts

A project funded by government can contain several distinct purchases. The department may tender transport directly. A successful EPC or supply contractor may separately appoint a carrier within its permitted scope. These are not interchangeable buying routes.

Route	What you may pursue	What not to assume
Department / institution	The published transport package through the stated process	A personal contact can bypass eligibility or competitive procedure
Awarded prime contractor	The prime's own authorised transport procurement	The prime has permission to subcontract every obligation
Supplier to a project	Freight controlled by the actual supplier or buyer	A project press release identifies the freight payer
Approved carrier panel	Onboarding and future eligible call-offs	Panel entry guarantees dispatches or revenue

Read award information carefully

An award notice may help identify a project and prime contractor, but it does not prove a transport requirement remains unplaced. Record the award date, scope and source. Ask whether the carrier package is already allocated. Do not imply affiliation with the department or access to non-public procurement information. CPPP's publishing system distinguishes enquiries, changes and award information. [S03]

A compliant supplier-route question

We saw the public award for [project/package]. Does your team procure road transport for [defined goods], and is that scope still open to approved suppliers? If so, please point us to the vendor process. We will follow the stated route.

Use no gifts, side payments, false certificates, bid coordination or attempts to influence an evaluation off-process. Any paid referral or partner arrangement must be lawful, disclosed where required and outside procurement conflicts. Legal and commercial review owns that decision.

Cash protection

Price the ordering entity and its terms. Do not extend credit just because the ultimate project is government-funded.

04 / QUALIFY AND CONVERT

26 / Build a proof pack buyers can verify

WORKING TOOL / Pilot Proof + Templates

A company profile says what you want buyers to believe. A proof pack shows what they can check. Organise it around the proposed service, not around the age or size of the business.

Proof item	Useful evidence	Keep it honest
Capability sheet	Actual lanes, body types, supply basis and exclusions	Distinguish owned from partner and spot capacity
Lane case	Period, eligible loads, service result, exceptions and scope	No anonymous success claim presented as measured evidence
Tracking sample	Redacted update trail and escalation example	Do not claim an API or real-time feed that is manual
Documentation sample	Redacted consignment, delivery and billing workflow	No buyer credentials, driver IDs or sensitive records
Service recovery	A real issue, response, owner and improvement	Do not claim zero failures without the full ledger
Commercial readiness	Approved insurance scope, onboarding and billing process	No invented certifications, limits or guarantees
Reference	A customer who agreed to the contact and permitted scope	No logo or quote without permission

If you lack a measured lane case, provide process evidence: the blank dispatch checklist, named escalation roles and a proposed pilot scorecard. Say it is a sample workflow, not a past result. The reader can still assess whether the process is credible.

Build trust before asking for the whole network

Let the buyer inspect one relevant sheet, confirm one lane and trial a bounded movement. Do not demand a large contract on the strength of a broad national-coverage claim. Bring finance into the discussion before security deposits, credit limits or service penalties become commitments.

Proof collection is part of delivery

Capture timestamps and exceptions during the pilot. Retrospective memories of 'everything went well' are not enough to support the next sale.

05 / DELIVER THE PROOF

27 / Sell a bounded pilot, not an open-ended trial

WORKING TOOL / Pilot Proof + Templates

A pilot should answer a buying question: can this provider perform this defined movement under these conditions at a viable price? It is not a free-freight campaign or a promise to fix the buyer's entire network.

Agree before the first load	Write down
Scope	One lane, cargo family, vehicle/body and set of dispatches or operating days
Commercials	Pilot rate, inclusions, payment, liability and maximum subsidy if any
Supply	Placement notice, confirmed capacity, backup process and escalation owner
Buyer duties	Ready goods, correct documents, loading/unloading access and receiving slots
Measures	Placement, delivery, POD and claim definitions with agreed denominators
Limits	No unauthorised cargo, unpriced new drops, excess waiting or silent scope changes
Review	Named buyer, date, evidence pack and decision on next allocation
Stop rule	Safety failure, material misstatement, unapproved credit or breached loss cap

Do not choose only easy loads and then advertise the result as proof of peak-season or all-India reliability. State the conditions tested. If the buyer cannot provide normal loads, the pilot may establish a process but not the performance of the intended contract.

The commercial review

At the end, compare the promised service with the actual ledger. Include exceptions, reattempts, document delays, deductions and staff time. Decide: expand within the tested cell, repeat to resolve an unknown, change terms or stop. A short clean pilot does not establish long-term reliability.

Pilot invitation

Rather than change the whole arrangement, we could price a defined trial on [lane]. We would agree the load profile, placement window, POD process and review date first. You would have the evidence to decide whether to allocate more.

No automatic rollover

A trial does not imply exclusivity, a minimum contract or authority to add lanes. Get the next scope and price agreed.

05 / DELIVER THE PROOF

28 / Measure the load ledger, including the misses

WORKING TOOL / Pilot Proof

Use the actual shipment record as the evidence base. Record promised and actual timestamps for vehicle reporting, pickup, delivery and complete POD. Keep time zone, source and changes. If the buyer changes the promise, retain the original and revised version plus the reason.

Measure	Definition for the agreed eligible cohort	Avoid
Placement reliability	Loads meeting the agreed vehicle-reporting window / loads due for placement	Counting a phone confirmation as vehicle arrival
Delivery reliability	Deliveries meeting the agreed window / deliveries due	Removing late jobs after seeing the result
POD completeness	Complete accepted PODs within the agreed window / PODs due	Counting an unreadable image as accepted proof
Claims	Loads with a claim / delivered loads; also show claim value and status	Treating a pending claim as zero loss
Contribution	Recognised service revenue less defined direct costs and risk allowance	Calling cash receipts, gross freight or markup net profit

Fictional pilot review

Suppose 12 loads have all agreed milestones due. Eleven vehicles meet the placement window, ten deliveries are on time, and nine POD packs are complete on time. The rates are 91.7%, 83.3% and 75.0%. These are invented numbers for learning, not sector benchmarks or a provider's results.

The action is not to hide the three document misses inside a positive story about vehicle placement. Inspect where PODs failed, who owns the correction and whether the buyer can accept invoices. Expand only after the buyer and operations review the full result.

Missing evidence is unknown, not a failure or success invented for convenience. Show how many due records lack evidence. The workbook withholds a rate when required evidence for its reviewed cohort is incomplete.

Make proof reusable

With permission, turn one real, fully scoped pilot into a redacted lane case. Keep the underlying records available for review.

05 / DELIVER THE PROOF

29 / Hand the sale to dispatch without losing the deal

WORKING TOOL / Lane Brief + Templates

Do not treat dispatch as a downstream department that discovers the promise after it is sold. Before acceptance, operations should approve the same scope, rate assumptions and exception rules the buyer saw.

Handoff item	Acceptance question
Buyer and order	Who is the contracting entity, authorised contact and payer? Is there a valid accepted order?
Load and lane	Are facility, cargo, packing, dimensions, value, stops and timing complete?
Supply confirmation	Who provides the vehicle? Is the exact body and permitted load suitable?
Site duties	Who loads, unloads, supplies equipment, signs delivery and approves waiting?
Documents	Who creates/checks required movement documents and obtains acceptable POD?
Money	Which quote version applies? Are credit, deposits, inclusions and taxes reviewed?
Exceptions	Who can approve a change, and what happens if access or timing changes?
Evidence and review	Where are milestone records stored, and who runs the pilot review?

A dispatch-release message

Internal handoff

Lane [ID], buyer [entity], quote [version], accepted on [date]. Cargo and vehicle fit checked by [owner]. Capacity confirmed by [owner] for [window]. Credit approved within [limit]. Loading/unloading and POD duties attached. Open item: [item / none]. Do not release until [remaining approval] is closed.

A full truck, a late-night call or a promised delivery date is not a reason to bypass safety or documentation checks. If the route changes or cargo differs from the brief, reassess before dispatch. Operations must be able to reject an unsafe or unpriced commitment.

After delivery, sales and operations should inspect one handoff together. Which question did the buyer have to answer twice? Which promise created work? Delete duplicate admin, but retain evidence needed to serve, invoice and collect.

Automation comes last

Automate routing, reminders and status updates after fields and ownership are stable. Do not automate rate promises or safety approvals.

06 / PROTECT PROFIT AND CASH

30 / Price the lane on contribution, not gross freight

WORKING TOOL / Unit Economics

Use one costing basis per scenario. For a subcontracted movement, start with the carrier buy rate and add only costs not included in it. For owned operation, build fuel, driver, toll, maintenance and allocated vehicle costs. Do not add both a full carrier rate and the same fuel/toll costs again.

MODEL LOGIC

Direct contribution = freight revenue - defined trip costs - risk allowance
Contribution margin = direct contribution / freight revenue
Required rate at target margin = total defined cost / (1 - target margin)

Fictional subcontracted load	INR
Customer freight, excluding taxes	36,000
Carrier buy rate, all agreed carriage included	30,000
Extra handling not in carrier rate	500
Dispatch / direct administration	300
Expected claims / deductions allowance	400
Total defined cost	31,200
Direct contribution / margin	4,800 / 13.33%
Rate required for a 15% contribution margin	36,705.88

These inputs are invented for arithmetic. They are not quotes, current market rates or claims about an actual carrier. Replace all inputs with written supplier scope and the actual job. The risk allowance is a planning expense, not a cash payment due on dispatch.

Protect the full operating cycle

For owned vehicles, include loaded and empty/reposition kilometres and actual fuel efficiency. Add waiting, failed deliveries and the cost of returning or moving to the next job. Do not deduct a hoped-for return-load revenue from the base case. Test it separately only when credible.

The workbook reports direct contribution, not statutory gross profit or net profit. Common overhead, financing, depreciation treatment, GST and other tax matters need separate review. Allocation methods can change the result; document them.

A price guardrail is not a market forecast

The target-margin rate is an internal hurdle. It does not establish what a buyer will pay. Re-scope or decline if a viable market price cannot cover the work.

06 / PROTECT PROFIT AND CASH

31 / Do not price PTL or dedicated fleets like FTL

WORKING TOOL / Unit Economics + Templates

FTL prices one movement or duty. PTL can consume collection, hub handling, line haul, delivery and exception work per consignment. A dedicated fleet ties up capacity over time. Each requires its own unit.

Model	Cost and scope to add	Failure to avoid
PTL	Pickup, handling touches, network line haul, last delivery, minimum charge and risk	Quoting by weight while ignoring space, fragile packing or extra handling
Dedicated fleet	Fixed availability, shifts, kilometres, drivers, maintenance, downtime cover and minimum billing	Assuming every available day earns a full productive trip
Warehouse / distribution	Space, labour, handling, systems, inventory controls and outbound transport	Selling only square footage while accepting full inventory/service responsibility
Return-lane load	Incremental distance, handling, waiting, timing risk and next-job impact	Calling every rupee of return revenue profit

Make PTL chargeable weight explicit

MODEL LOGIC

Chargeable weight = max(actual weight, agreed volumetric weight)
Volumetric weight = shipment volume × agreed conversion factor

State the measurement units, factor source, rounding, minimum charge and non-stackable treatment in the quote. There is no universal factor assumed in this guide. Apply the actual carrier tariff and route. Gross cargo weight alone is not enough to assess safety or chargeable volume.

Calculate the cycle before selling a monthly fleet

A vehicle's cycle includes positioning, loading, loaded travel, waiting, unloading, return/reposition and planned service time. Divide available operating hours by the realistic cycle to test capacity, then allow for downtime and a backup plan. Do not convert 'four trucks' into an unsupported trips-per-month promise.

For fleet contracts, agree included days, shifts, kilometres, driver/relief coverage, overtime, idle time, holidays, fuel changes, replacement obligations, minimum billing and exit terms. A vague 'monthly vehicle' quote can become an unlimited service commitment.

Keep the model narrow

The supplied trip calculator is a lane-contribution aid, not a PTL tariff engine, a fleet-optimisation model or a warehouse feasibility study.

06 / PROTECT PROFIT AND CASH

32 / Map the document-to-cash gap

WORKING TOOL / Cash Flow

A profitable lane can still need cash before the first customer receipt. Work through the whole payment clock: dispatch, delivery, complete POD, invoice submission, buyer acceptance and collection. Supplier advances and later balances may fall much earlier.

Cash-clock event	Question
Carrier / driver payment	What share is paid now, what later, and which document triggers it?
POD completion	Who checks legibility, signatures, quantities and discrepancies?
Invoice acceptance	Does the buyer require a portal upload, order reference or other evidence?
Customer payment	From which legally valid event do terms run, and what delays are observed?
Security / mobilisation	Which deposits, guarantees or setup costs consume cash, and when can they return?
Exposure cap	How much unpaid work can this account carry before a credit review?

Fictional 13-week stress test

Use four completed loads a week, INR 36,000 revenue and INR 30,800 cash cost per load. Assume customer receipts four weeks after service, 70% of trip cash cost in the same week and 30% one week later. Add INR 10,000 setup and INR 40,000 refundable deposit in week one; assume the deposit returns in week 12.

With INR 200,000 starting cash, the illustrative balance reaches minus INR 305,840 in week four. To keep a minimum INR 50,000 reserve, the model needs an extra INR 355,840 at the start, or an equivalent change in timing, volume or terms. The sheet shows why contribution alone is not enough.

These are cash-timing assumptions, not recommended or legally approved payment terms. MSE payment protections may apply to eligible suppliers; finance/legal must check eligibility, the applicable clock and local procedure. The official material includes a maximum agreed period of 45 days in its relevant MSE context. It does not license delaying acceptance to reset the clock. [S13, S14]

Model boundaries

Weekly buckets simplify exact payment dates. The risk allowance is excluded from cash until paid. Taxes, bad debt, finance charges and additional company overhead are not included. Use the ledger for a real cash decision.

06 / PROTECT PROFIT AND CASH

33 / Measure both sales routes in the same cohort

WORKING TOOL / Funnel

Choose a cohort of reached accounts and let its buying decisions mature. Keep contact counts, account counts, quotes and meetings distinct. A company can request a quote and attend a meeting; deduplicate it before adding opportunity totals.

Fictional campaign cohort	Count / interpretation
Accounts reached / positive account replies	100 / 12
Quote-ready accounts	6
Meetings booked / due / held / sales-accepted	6 / 5 / 4 / 3
Overlap between quote-ready and accepted-meeting accounts	1
Unique opportunity accounts	6 + 3 - 1 = 8
Paid pilots / new recurring contract accounts	2 / 1
Fully loaded acquisition cost	INR 35,000

The sixth meeting is not yet due; do not count it as a no-show. The show rate is 4/5, or 80%. Sales acceptance is 3/4, or 75%. The quote-route yield is 6/100, or 6%. A booking from the same account is not a second new customer.

Use finite customer value

Suppose the one new contract is expected to produce eight loads a month for three months at INR 4,800 direct contribution per load. Planned contribution is INR 115,200. Subtract INR 10,000 onboarding and INR 35,000 acquisition to get INR 70,200 before common overhead, financing, tax and any further losses. This is a fictional scenario, not earned cash or lifetime value.

MODEL LOGIC

Acquisition cost per won account = full acquisition cost / won accounts
Unique opportunity accounts = quote-ready accounts + accepted-meeting accounts - overlap
Finite contribution = expected loads × contribution per load - onboarding - acquisition

Zero wins means acquisition cost per win is undefined, not zero. Show the spend and 'no wins yet'. A short test without enough completed buying cycles is inconclusive, not proof that the channel fails.

Scale the right thing

Increase activity only when incremental opportunities still fit capability, margins, credit limits and service capacity.

07 / RUN AND IMPROVE

34 / Keep one account record and visible work queues

WORKING TOOL / Accounts + RFQ Log + Funnel

A spreadsheet is enough to start if it is used. A complex CRM does not fix an unowned quote or a missing POD. Build a record that shows the current decision, owner and next step.

Object	Required fields	Queue to review
Account / facility	Entity, location, cargo, lane, freight controller, evidence and contact-use status	Research holds and unreviewed accounts
Conversation	Contact, purpose, permitted channel, reply, next action and date	Interested replies with no owner
RFQ / opportunity	Unique ID, route, scope version, gaps, estimated contribution and credit review	Quotes waiting on buyer / operations / pricing
Bid	Portal, tender ID, deadline, clauses, owner, eligibility and approvals	Missing evidence before closing
Pilot / delivery	Accepted scope, load IDs, milestones, exceptions and review	Misses, incomplete documents and repeat issues
Invoice / account	Acceptance date, due date, collections, disputes and exposure	POD holds and overdue credit

Use reason codes that lead to action: missing load details, no freight control, unserviceable lane, no capacity, incompatible cargo, price gap, credit issue, tender ineligible, procurement closed, future review or opt-out. Avoid a single 'not interested' bucket for every failure.

Automate the stable parts

After the team consistently uses these fields, automate assigning a quote owner, reminding the owner before an agreed deadline and excluding active replies or opt-outs from sequences. Keep a visible exception queue when an integration fails. Never quietly drop a request because a CRM sync failed.

Review one full buyer journey each week from first message through invoice. Look for repeated questions, contradictory claims and avoidable waiting. Remove redundant internal approvals, but never remove required safety, authority or financial checks merely to speed up a KPI.

> **One system of record**
> Record the next action once. Chat can alert a colleague, but the shared record should tell everyone what was agreed.

07 / RUN AND IMPROVE

35 / Launch one bounded 30-day test

WORKING TOOL / Experiments

Use this plan to install a working acquisition route, not to promise contracts in 30 days. A tender or annual transport agreement may take longer. Keep the test small enough to serve properly and large enough to reveal operational gaps.

Period	Accountable owner	Required output
Days 1-3	Commercial lead + operations	One service/corridor/cargo cell; capability limits; quote and meeting routes
Days 4-7	Research owner + operations	A reviewed account batch, freight-control hypotheses, sources and contact-use release
Days 8-10	Sales + pricing	One asset, two wording variants, response owners and rehearsed reply handling
Days 11-20	Sales owner	Approved outreach, live reply triage, priced briefs and scoped meetings where useful
Days 21-25	Operations + finance	Feasible pilot plans, bid/no-bid files or buyer-agreed future actions
Days 26-30	Commercial lead	Cohort review, costs, evidence gaps and continue/change/stop decision

A concrete first experiment

For example, test whether a one-lane scope sheet generates more priceable briefs than a broad company profile within one approved corridor cell. Assign comparable accounts to the two approaches and keep the sender, contact role, channel and follow-up plan similar. Track unique accounts; do not treat repeated touches as new samples.

Set the cash cap, sales hours, quote capacity, risk stops and review date before launch. Use your own limits, not invented industry targets. Stop immediately for a material false claim, prohibited contact, safety breach or unapproved cash commitment.

At day 30, a clean list, useful conversations and credible future buying dates may justify a further bounded test. They do not justify claiming a proven close rate. Record how many decisions remain open and when the cohort can be judged.

Do not add five channels at once

Fix the largest leak in the chosen route first. More campaigns hide the cause of both wins and losses.

07 / RUN AND IMPROVE

36 / Scale the lane, then earn the next one

WORKING TOOL / Start + Experiments

A repeatable growth system connects sales promises to dispatch, proof and collection. The owner should spend time where the queue or loss is largest, not automatically on more outreach.

Weekly review question	Decision it should produce
Which replies or RFQs are waiting, and why?	Fix one response or pricing constraint
Which calls or quotes reached a real decision?	Improve freight-control and buying-route qualification
Which work failed capability or margin checks?	Narrow the campaign cell or change the offer
What did the pilot ledger and customer say?	Correct one service or document failure before expansion
What cash is tied up, and what is due?	Revise exposure, collection action or mobilisation volume
What one test deserves another bounded cycle?	Continue, change or stop with an owner and date

The next-lane conversation

Expansion after verified delivery

We have now completed [actual scope] on [lane], with [verified results and exceptions]. Before changing anything, is there an adjacent lane or recurring requirement where this same operating setup would be useful? We would check capacity, terms and the load profile separately.

An adjacent lane is not automatically the same service. Recheck vehicle positioning, body fit, receiving rules, supplier rates, credit and staffing. Do not use one successful dry-goods pilot as proof of refrigerated, dangerous-goods or oversize capability.

Three stop signs

01 Sales is adding more work than pricing or dispatch can absorb.

02 New volume depends on weaker margins, speculative backhauls or unapproved payment exposure.

03 Documentation, buyer feedback or claims are deteriorating while the team celebrates bookings.

Keep the best message and the best service cell. Layer another only when both delivery and cash can cope. Give the buyer a clear plan, a reliable handoff and proof they can inspect. That is the path from an enquiry to a repeat relationship.

Your first action

Complete one Lane Brief, approve the capability behind it, and release a small account batch. Win the lane. Prove the service. Collect the cash.

PUBLIC REFERENCE NOTES

Check the rule at the source.

These references support factual and policy notes. The strategy, templates and example models are original working recommendations. A source does not establish a prospect's buying intent or a provider's capability.

S01 / RIICO, Government of Rajasthan

Industrial areas and land-information portals

https://riico.rajasthan.gov.in/

Find industrial locations and follow official links. A plot or allotment is not evidence of live production or a freight requirement.

S02 / Bureau of Investment Promotion, Rajasthan

Rising Rajasthan: sectors and industrial infrastructure

https://rising.rajasthan.gov.in/

Sector and location discovery. Investment announcements are research leads, not confirmed transport demand.

S03 / NIC, Government of India

Central eProcurement System

https://eprocure.gov.in/eprocure/app

Tender schedules, active notices, corrigenda and formal submission routes. Read each tender rather than assume common eligibility.

S04 / Government e Marketplace

GeM services and general terms

https://gem.gov.in/termsCondition

Check the current service category, general terms and bid-specific terms. GeM lists goods-transport services; each bid controls the scope.

S05 / NIC, Government of Rajasthan

Rajasthan eProcurement System

https://eproc.rajasthan.gov.in/nicgep/app

State tender discovery, document download, corrigenda and submission guidance.

S06 / NIC, Government of India

Instructions for online bid submission

https://eprocure.gov.in/eprocure/app?page=HelpForContractors&service=page

Registration, digital signatures and preparation for e-submission. Do not wait until the closing minute.

S07 / NIC / GST e-Way Bill System

E-Way Bill System documentation

https://docs.ewaybillgst.gov.in/

Verify current e-way bill requirements and update procedures. The portal is not a prospecting database; do not request buyers' credentials.

S08 / Ministry of Road Transport & Highways / PIB

Truck axle-load and gross-vehicle-weight notification background

https://www.pib.gov.in/Pressreleaseshare.aspx?PRID=1538941

Distinguish permissible vehicle and axle weights from cargo payload. Historical notification context, not a current vehicle-specific authorisation.

S09 / Telecom Regulatory Authority of India

Advice to senders

https://trai.gov.in/advice-to-senders

Review commercial voice/SMS registration, consent, preferences and provider requirements before use. Rules for telecom channels are not an email exemption.

S10 / Ministry of Electronics & IT

DPDP Act commencement notification, G.S.R. 843(E)

https://www.meity.gov.in/static/uploads/2025/11/c56ceae6c383460ca69577428d36828b.pdf

The notification phases commencement. Have counsel check provisions in force at campaign launch and other applicable data obligations.

S11 / WhatsApp

WhatsApp Business Messaging Policy

https://business.whatsapp.com/policy

Opt-in, identity, opt-out and platform-specific messaging requirements. Policy shown as updated 23 September 2026 when checked.

S12 / Google

Email sender guidelines

https://support.google.com/mail/answer/81126?hl=en

Authentication, recipient choice and sending practices. Authentication does not grant permission to send or guarantee inbox placement.

S13 / Ministry of MSME / RAMP

Delayed payments to micro and small enterprises

https://ramp.msme.gov.in/ramp/sites/default/files/2026-05/msefc.pdf

General MSE payment protections and eligibility context. The document also contains Haryana procedures, which must not be applied to other states.

S14 / Ministry of MSME

MSME Samadhaan / delayed-payment information

https://samadhaan.msme.gov.in/

Check current eligible-supplier and dispute-resolution routes, including the portal's direction to the ODR system. No assumption of eligibility or recovery.

Build the first usable brief

Choose one corridor and a service you can defend. Use the tools to prepare the scope, then let operations and finance release the work.