

Minutes of Meeting**Industry Focused Group Discussion on Improving Parcel Services and Development of Parcel Terminals****Dated: 22 May 2026**

An Industry-Focused Group Discussion between Indian Railways and stakeholders from the logistics, express cargo, e-commerce, infrastructure development, warehousing, transportation and allied sectors was held on 22.05.2026 in Rail Bhawan, New Delhi. The agenda of the discussion was to deliberate on opportunities, challenges and implementation framework for development of the rail parcel ecosystem in India, including parcel terminal infrastructure, with a view to enhancing the competitiveness of rail-based parcel transportation.

List of Participants:

Attached as Annexure-A

Summary of Proceedings:

The session commenced with a welcome address by ED/BD, Railway Board, highlighting the need to strengthen Indian Railways' position as a reliable and customer-oriented logistics partner for the growing parcel and express cargo market. This was followed by a presentation by the Freight Marketing Directorate, Railway Board, providing an overview of existing parcel services, recent policy initiatives, traffic trends, and opportunities for growth in the parcel segment.

Thereafter, Aviral Consulting Pvt. Ltd, engaged by CTRAM to study parcel business over IR, presented global best practices in parcel logistics, potential operating models, multimodal integration frameworks, and concepts for development of dedicated parcel terminals through industry collaboration. An open discussion followed, during which industry representatives shared suggestions on development of dedicated parcel terminals, scheduled parcel services, multimodal connectivity, digital integration, modern handling systems, and private sector participation.

Key Discussion Points:

S.No	Key Points
1	Industry Engagement and Digital Adoption: Railways encouraged industry stakeholders to share suggestions on innovative parcel logistics solutions, door-to-door service models and global best practices. Stakeholders were also requested to make greater use of Railway portals and applications and provide feedback for continuous improvement in service delivery and customer experience.
2	Infrastructure Availability for Parcel Hub Development: Northern Railway informed the stakeholders about the availability of land and terminal infrastructure at ANVT for development of parcel hubs with mechanized loading and unloading facilities. Opportunities for development of CRF and allied logistics infrastructure in the Pataudi Road–Rewari area were also highlighted to support future growth of parcel and logistics traffic.
3	Future Planning and Stakeholder Consultation: Industry stakeholders were requested to share details of regular O-D pairs and expected traffic requirements to support informed planning of parcel services and terminal infrastructure. The need for continued interaction with industry for identification of emerging opportunities and future business planning was also highlighted.

4	Strategic Vision for Rail Parcel Business: Industry representatives emphasized that Indian Railways should position itself as a reliable, scalable, cost-efficient and time-bound logistics partner. A shift from a transport-centric approach to a customer-oriented logistics model was suggested, supported by long-term partnerships with organized logistics players.
5	Emerging Parcel Service Offerings: Railways apprised stakeholders of ongoing initiatives relating to refrigerated Parcel Vans and Vande Bharat-based parcel services aimed at catering to temperature-sensitive and time-critical cargo segments, respectively.
6	Collaborative Infrastructure Development Northern Railway sought industry support in identifying potential locations and demand requirements for development of weighbridges, palletization facilities, parcel hubs, warehouses and allied logistics infrastructure. Stakeholder inputs were considered important for facilitating need-based infrastructure planning and enhancing the effectiveness of future parcel logistics initiatives.
7	Network Expansion and Service Design: Stakeholders recommended development of high-density parcel corridors connecting major production and consumption centres, including metro-to-metro and industrial-to-consumption corridors. Scheduled and time-tabled parcel services with assured departures were suggested to improve reliability and attract organized logistics traffic.
8	Multimodal Integration and Digital Ecosystem: The need for seamless integration of parcel terminals with first-mile and last-mile road transportation was emphasized. Participants also suggested development of a unified digital parcel platform with API integration to facilitate interaction with logistics service providers and improve shipment visibility.
9	Parcel Terminal Infrastructure Development: Industry representatives highlighted the importance of developing dedicated parcel terminals separate from passenger station operations. Locations near highways, logistics parks, industrial zones and warehousing clusters were suggested to facilitate multimodal connectivity and efficient cargo handling.
10	Standardization and Logistics Park Integration: Stakeholders recommended development of standard terminal specifications to ensure operational uniformity and ease of handling across the network. Integration of parcel terminals with logistics parks and warehousing ecosystems was also suggested.
11	Rolling Stock and Handling Systems: The requirement for dedicated express parcel rakes and adoption of ULD/container-based parcel handling systems was discussed. Participants highlighted that modern handling systems would improve operational efficiency, reduce transit damage and facilitate faster turnaround.
12	Tracking, Visibility and Service Reliability: Industry representatives emphasized the need for enhanced shipment tracking and real-time visibility systems to improve customer confidence and service reliability.
13	Commercial and Financial Viability: Stakeholders suggested that economic viability assessment should form an integral part of parcel business planning to ensure sustainable and scalable implementation models.
14	Private Sector Participation: Industry participants expressed willingness to collaborate with Indian Railways in a mutually beneficial framework for development of parcel terminals and growth of parcel traffic.

15	JPP-RCS Services and Corridor Expansion: Industry representatives appreciated the Joint Parcel Product – Rapid Cargo Services (JPP-RCS) initiative and highlighted the Delhi–Bengaluru corridor as a promising route for rail-based parcel movement. It was suggested that the existing service may be operated on a daily basis, subject to demand and operational feasibility, to improve service reliability, provide greater scheduling flexibility and attract higher participation from logistics and e-commerce players.
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Closing Remarks and Way Forward:

ED/BD thanked all participants for their valuable suggestions and constructive inputs. The deliberations underscored the importance of adopting a phased strategy for development of a modern rail parcel ecosystem, beginning with pilot implementation and followed by evaluation and progressive expansion. The following way forward was agreed upon:

SN	Way Forward	Action by
1.	A pilot corridor approach may be explored to assess the suitability of the proposed parcel business model, including terminal infrastructure, operational framework and commercial viability.	ED/FM
2.	Learning from the pilot may be utilized to refine service design, handling systems, business processes and commercial arrangements for rail-based parcel logistics.	ED/FM, PED/TT(M) & ED/ ME(Frt.)
3.	Based on market response and pilot outcomes, opportunities for phased expansion of parcel services, development of dedicated parcel terminals and participation of logistics partners may be examined.	ED/FM
4.	Ongoing digital initiatives relating to web-based platforms, first-mile/last-mile applications, palletization of goods, standardization of parcel size, aggregator integration, single-invoice solutions and transit-time visibility may be further aligned with industry requirements and insights emerging from the discussions to enhance customer experience, transparency and ease of doing business in parcel services.	MD/CRIS & ED/FM

Encl: List of Participants as Annexure-A

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Forwarded for kind information and necessary action:

- PED/TT(M), EDFM, ED(Chg-II), ED/TC(R), ED/ME(Chg.), Dir/TT(F), Dir/FM, JD/Chg.Op., JD/FM and JD/GS(Traffic), Railway Board.
- CCM/FM and Sr. DCM/DLI, Northern Railway.
- Managing Director, CRIS
- PED/LML & NI and DGM, CONCOR
- Executive Director, CTRAM
- Founder, Aviral Consulting

Forwarded for kind information:

- AM(M&BD) and ED/BD Railway Board.

Annexure-A: List of Participants

S.No	Name and Designation	Organization
1	Shri Rakesh Kumar Rousan, ED/BD- In Chair	Railway Board
2	Shri H.S. Bajwa, EDFM	
3	Shri Ramakant Singh, ED(Chg-II)	
4	Shri Surendra Ahirwar, ED/TC(Rates)	
5	Shri Kaustubh Mani, ED/ ME (Chg.)	
6	Ms. Alice R.Tirkey, Dir/TT(F)	
7	Dr. Jitendra Kumar, Dir/BD	
8	Ms. Pratibha Paul, Dir/FM	
9	Shri Kumar Ankit, JD/Chg.Operations	
10	Shri Yasir Rizvi, JD/FM	
11	Shri Narendra Kumar Joshi, JD/GS(Traffic)	
12	Shri Ashwini Sankhla, ASO/BD	
13	Shri Manish, CMI/BD	
14	Ms. Richa Sharma, Sr. DCM/DLI	Northern Railway
15	Ms. Anu Mani Tripathi, CCM/FM	
16	Shri GVL Satya Kumar, Managing Director	CRIS
17	Shri Harbinder Singh, , GM/PMS	
18	Shri Samir Shankar, Director/PMS	
19	Shri Raman Arora, AGM	
20	Shri Bijoy Pal, PPE	
21	Shri Abhishek Trivedi, PPE	CONCOR
22	Shri Sharad Verma, PED/LML & NI	
23	Shri Vikram P Singh, DGM	CTRAM
24	Shri Amit Kumar Singh, Executive Director	
25	Shri Satish Ramani, Manager	Aviral Consulting
26	Dr Vikash Khatri, Founder	
27	Shri Viraag Dwivedi, Consulting Partner	Safexpress
28	Shri Anil Syal, President	Hind Terminal
29	Shri Vishwas Balwatkar, Sr. General Manager Projects	Delhivery
30	Shri Digvijay Singh Sujlana, SVP - Head of Risk & Public Policy	
31	Navneet Mendiratta, Head of Transportation	Amazon Shipping
32	Shri Viresh Sharma, Head (Rail & Air Transportation)	

33	Shri V B Shiva Rama Krishna, Head Of Facility	AllCargo Logistics
34	Shri Amit Chhari, COO	
35	Shri Sunil Nalavadi, Chief Financial Officer	VRL Logistics
36	Shri Vikash Mohan, CEO – Express	DP World
37	Shri Mahesh Panjwani, MD	Harsh Express
38	Shri Himanshu Sharma, GM	TCI Express
39	Shri Mohar Singh Kaswan, DGM - Rail Express	
40	Shri Yeshvardhan Agarwal, Corporate Public Affairs	DHL Group
41	Shri Vijay Dhillon – Sr Director, Transport	
42	Shri Shri Krishan Kumar Yadav, Dir/Transport Operations	
43	Shri Kapil Modi, COO	CTA Logistics
44	Shri Surendra Badhani, CFO	
45	Shri Mukesh Sati, DGM/ Commercial	CWC
46	Shri Pushpender Chauhan, Manager	