

# INDUSTRY

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INDIA'S  
Fastest Growing  
**TRANSPORT  
COMPANIES**  
to Watch in 2026

**GAURAV SETHI**  
Managing Director  
& CEO



# Intercont +

The Architect of a New Logistics Era



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# Patel Integrated Logistics Ltd.

## Driving Steady Growth Through Operational Excellence

In an industry where precision, reliability, and adaptability matter, **Patel Integrated Logistics Ltd.** has built a strong presence in the transport and logistics sector. With a consistent service standard, the company aims for efficient operations and to satisfy the needs of the customer as it continues to grow.

**Mr. Mahesh Fogla, the Executive Director,** is a significant part of this journey, as he brings on board practical on-ground knowledge of the business to the decision-making process. His emphasis on powerful systems, disciplined performance, and effective teams has remained helpful in ensuring the consistent and sustainable growth of the company.



Mr. Mahesh Fogla  
Executive Director  
Patel Integrated  
Logistics Ltd.

*Let's delve into the interview details below!*

### Your journey to leading a fast-growing transport enterprise is inspiring. What pivotal experiences have shaped your leadership philosophy over the years?

My journey has largely been shaped by working very closely with the business. Those experiences taught me that in this industry, practical understanding is far more important than theoretical knowledge. You need to be aware of real-world challenges before making decisions that impact operations.

There were also phases where we had to deal with uncertainty, like in covid time when entire airline operations came to a standstill. Hence, whether it was market fluctuations, cost pressures, or operational disruptions, I learned the importance of staying patient and focusing on solutions rather than problems.

Over time, I've realized that leadership is less about control and more about building the right team and environment. If you have capable people, clear processes, and a shared sense of responsibility, the organization can handle both growth and challenges more effectively.

### As part of a rapidly expanding organization, how would you define your core leadership approach, and how has it evolved with the company's growth?

As the company grows, it becomes clear that we need systems, processes, and, more importantly, a capable leadership team that can take ownership of different functions.

So over time, my role evolved from being directly involved in execution to focusing more on direction, alignment, and long-term planning. Today, I spend more time ensuring that the organization is moving in the right direction. That said, the core principles of leadership—discipline, consistency, and accountability—have not changed. What has changed is how these principles are implemented across a larger and more complex organization.

### In a sector where operational efficiency and adaptability are crucial, how do you ensure your leadership style drives both performance and resilience within your teams?

We place a lot of emphasis on building structured systems, clear KPIs, regular monitoring, and operational visibility. This helps teams stay focused and maintain performance standards.

At the same time, adaptability is equally important because no two days are the same in this industry. Unexpected delays, external disruptions, and changing customer requirements are common.

To address this, we encourage teams to take ownership and make decisions quickly when required. They are trained to handle situations independently but within a defined framework.

Another important aspect is staying connected to the ground. I make it a point to regularly interact with teams and understand their challenges. This helps ensure that decisions taken at the top remain practical and relevant.

### Growth often brings complexity. How do you maintain clarity in decision-making while managing scale and ensuring alignment across departments?

As organizations grow, complexity increases naturally. The challenge is to ensure that this complexity does not lead to confusion.

Alignment becomes easier when there is clarity. We also ensure that communication flows regularly across departments so that there are no silos.

Data plays an important role here. Decisions backed by accurate and timely data reduce ambiguity and improve consistency.

At the same time, we encourage open discussions. If something is not working, it should be addressed early rather than allowed to escalate.

### What role does culture play in your leadership strategy, and how do you cultivate a sense of ownership and accountability among your workforce?

Every organisation, whether big or small, develops a culture over a period of time. We can also call it the DNA of the organisation.

We try to build a culture where people take ownership of their responsibilities. This starts with giving them clarity about their roles and trusting them to deliver.

We also believe in recognizing consistent performance and effort. When people feel that their work is valued, they become more committed and responsible.

Another important element is consistency in behavior from leadership. Culture is not built through policies alone; it is built through everyday actions and decisions.


### The transport industry demands quick responses to changing conditions. How do you balance strategic foresight with real-time decision-making as a leader?

Balancing long-term thinking with immediate action is essential in this industry.

On one hand, you need a clear strategy, where the company is headed, what capabilities need to be built, and how the business will evolve over time.

On the other hand, operations require quick and practical decisions every day.

We manage this by building strong systems and clear processes so that teams can take real-time decisions without confusion. When the foundation is strong, execution becomes faster and more consistent.



Empowerment starts with clarity. Every leader in the organization must clearly understand the company's direction, priorities, and expectations.

We also rely on both data and on-ground inputs. Data helps identify patterns and trends, while real-time feedback ensures that decisions remain relevant.

**Can you share how you empower your leadership team to take initiative while maintaining a unified vision for the organization?**

Empowerment starts with clarity. Every leader in the organization must clearly understand the company's direction, priorities, and expectations.

Once that alignment is in place, I believe in giving them the freedom to make decisions. Micromanagement limits growth and slows down execution.

We maintain alignment through regular communication and reviews, but day-to-day decisions are taken by the respective leaders.

We also believe in allowing room for learning. Not every decision will be perfect, but that is part of building a strong leadership team.

The idea is to create leaders who can think independently while staying aligned with the overall vision.

**With increasing competition and innovation in the sector, how do you stay ahead as a leader and inspire your team to embrace change?**

The industry is evolving with new technologies, changing customer expectations, and increasing competition. Staying ahead requires continuous learning and adaptability.

We keep evaluating how we can improve efficiency, adopt relevant technologies, and enhance service quality.

At the same time, we are careful about how we implement change. It has to be practical and should add real value to operations.

For the team, communication plays a key role. When people understand the purpose behind a change, they are more willing to accept and adopt it.

As leaders, we also need to set the example. If leadership is open to change, it creates confidence across the organization.



**Leadership often involves navigating challenges and uncertainties. What has been one defining challenge in your journey, and how did your leadership approach help overcome it?**

One of the most defining challenges was managing a phase of rapid growth while ensuring that operations remained stable.

Growth brings opportunities, but it also puts pressure on systems, processes, and people. During that time, we had to focus on strengthening our foundation.

Instead of reacting to individual issues, we worked on improving systems, building stronger teams, and enhancing coordination across functions.

This required patience and a disciplined approach. We focused on long-term solutions rather than short-term fixes.

That phase reinforced an important lesson, growth should always be supported by strong fundamentals.

**Looking ahead, how do you envision your leadership evolving as your company continues to grow, and what legacy do you aim to create within the organization?**

As the company continues to grow, the leadership team's role will become more focused on strategy, people development, and building scalable systems.

The aim is to create an organization that can operate efficiently without depending on individuals. Strong processes and capable leaders are key to that.

In terms of legacy, I would like to build an organization that is known for its reliability, discipline, and values. Our Group Logo is the symbol of trust.

It should be a place where people take ownership of their work, contribute meaningfully, and grow along with the company.

Ultimately, the goal is to create something sustainable, an organization that continues to perform and evolve, regardless of external challenges. ■