

SUCCESS STORY · VT CONTAINER LINES, NAVI MUMBAI

The best result wasn't the 79%.

It was the morning their Ops Head realised nobody was waiting outside his cabin for approval any more.

THE STARTING POINT

Technically strong people. No shared method for the customer-facing half of the job.

VT Container Lines is an NVOCC operating out of Navi Mumbai — FCL, LCL, reefer and project cargo moving through Nhava Sheva and gateway ports across India. Their promise to customers is "You Grow, We Grow." A relationship-first company in a market where almost everyone else sells on rate alone.

The backoffice team is the engine room: documentation, bookings, tracking, and every query that lands from shippers, CHAs, transporters and shipping lines. They knew the work. What they didn't have was an agreed way of handling the human side of it — so each person improvised, and the results depended on who picked up the phone.

- Emails that answered the question asked, but not the worry behind it — so three more emails followed
- BL corrections and cut-off queries handled reactively, after the customer had already escalated
- Bad news held back until it became a crisis, instead of flagged early
- Every judgement call routed upward, because nobody was sure they were allowed to decide

WHAT WE DID

Three modules. Nine hours. Built entirely from their own work.

No borrowed case studies. The scenarios participants worked on were VTCL's own client emails — a missed vessel cut-off, an angry BL correction, a hazardous cargo classification dispute. Nobody could argue the examples weren't realistic.

1 Customer Experience in Logistics

What customers actually buy when the cargo itself is a commodity — and how to handle a complaint without getting defensive.

LISTEN MODEL

2 Professional Client Communication

Email, WhatsApp or phone — when to use which. Plus a live clinic where the team rewrote real client emails in the room.

ACKNOWLEDGE · ACTION · TIMELINE · FOLLOW-THROUGH

3 Handling Difficult Customers

De-escalation, deciding what to own and what to escalate, and delivering bad news *before* the customer discovers it.

HEART · OCE · PHONE-FIRST

WHAT CHANGED

Management noticed the behaviour first. The numbers came later.

- **They stopped waiting to be told.** People began taking decisions inside their own remit instead of routing every judgement call upward. Ownership replaced permission-seeking.
- **They started talking to clients like partners, not order-takers.** Clearer updates, earlier flags, fewer defensive replies.
- **They started chasing vendors properly.** Follow-up with shipping lines, transporters and CHAs became proactive — because the team now saw vendor coordination as part of delivering to the client, not as somebody else's problem.

+38% Query response Faster turnaround to clients	−79% Documentation errors Caught at source, not at customs	−92% Demurrage & detention claims Straight to the bottom line
−63% Repeat corrections Right the first time	63% → 89% Customer satisfaction CSAT score	−90% Escalations to management The team handles it

WHY IT WORKED

Three things — and none of them were the slides.

We used their material, not ours

The emails the team rewrote were emails they had actually sent. Real cargo, real ports, real clients. Relevance is what makes people lean in.

We gave tools, not inspiration

Short frameworks that survive contact with a Friday evening crisis. Motivation fades in a fortnight. A method on a card doesn't.

We built in the follow-through

A 30-day plan with one tracked metric and a weekly huddle. Training that ends when the trainer leaves is entertainment.

Does this sound like your team?

Capable people, working hard, but every decision landing back on your desk. We design behavioural and communication programmes around your business — your customers, your processes, your language. Start with a conversation. No cost, no obligation.

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