

Reskilling for Success: Importance of Learning and Development in Logistics Industry

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ABSTRACT:

The Logistics industry is facing significant problems with stagnant growth rate ,absence of skilled force also with the industry evolving in terms of technology and demand for expansion ,firstly the problems need to be sorted out so as to cope up with the industry pace To sort the problems one such stop solution is the phenomenon of reskilling. To make logistics HR / industry professionals educate on the importance of reskilling relating to the overall growth of the industry and the reskilling strategies that can be adopted to create a well rounded skilled workforce the article was written. With thorough qualitative narrative review approach adopted for the article writing , data was extracted from various sources like: Market research reports ,review articles and other literary sources ,the research started with the introduction /background for the study stating the problems and ongoing evolutions in the industry ,stretching it to understand the global market overview and scenario which clearly shows the positive and negative of the industry ,which ultimately outlines the key technological adaptations ,trends,competitive landscape ,limitations and challenges.Also ,it further analyzed the needs for the re-skilling in a complete and concise manner ,Furthermore it also enlightened or suggested that the re-skilling strategies that can be adopted in the logistics industry with the available existing review of literature .The research paper summarised the findings that the both internal (Absence Of Workforce) and external factor (Competition , Technological adaptation ,Growth Rate of the industry)are the primary reasons why logistics industry professionals needs to re-skill .These findings will surely help the logistics industry professionals to redefine their Learning and development strategies aiding the HR professionals for better talent development and nurturement via reskilling .

Contributions To Growth Of Knowledge:

- Readers will be able to relate how reskilling is completely related to industry success and growth,enhancing their business acumen and management .
- Readers will be able to craft or prepare reskilling strategies by themselves without any experts once they read my article ,thus enlarging the growth of their own knowledge.
- Readers will be able to understand how to perform Market analysis especially the college graduates etc.

Contributions to General Management:

- HR Professionals would be able to fine tune their Learning and development strategy as per the market and industry needs
- Logistics Industry Professionals once they read the article they would be able to plan their careers effectively
- HR professionals of the logistics industry will also be able to fine tune the talent development strategy and plan the recruitment cycle and numbers effectively .

Keywords: Technology ,Logistics ,Market ,Competitive ,Growth,Re-skilling.

1.INTRODUCTION:

Every Industry is undergoing new challenges and adoptions with the new era irrespective of their contributions to the GDP or NNP. In the case of Logistics industry which is a very high service based industry also serves the other industries in the manner where certain industries are reliant on logistics like :Quick Commerce, Retail, Manufacturing, etc...the importance of logistics industry becomes more profound with the growing adoptions, needs from other industries also.The sectors with the industry include transportation, warehousing, and value-added services like packaging, labeling, and inventory management. In addition, a growing number of startups are bringing innovative technology to the industry to improve efficiency. Currently, the logistics sector is fragmented, with as many as 1000+ active players. [1]

As the logistics industry is brewing with the new challenges and adoptions, it is necessary to upgrade the workforce. Also the Logistics Industry globally contributes 10 % of global GDP.[1']

In recent times ,the logistics industry is facing a stagnant growth of 5-9% CAGR also it is evident that the industry is undergoing huge technological transformation and companies are looking for innovative technological adaptation for better growth ,competitive advantage ,and excellent service management for enhancing the CSAT (Customer Satisfaction).[2']

One of the main reasons that hinders the logistics sector growth globally is the absence of a skilled workforce. In Fact, the logistics sector expansion and transformation require a workforce with advanced skills and expertise. Investing in training and development is a must to equip professionals with capabilities needed to address industry challenges and drive future growth. The problem is with the industry demand -supply gap in the workforce for the logistics industry irrespective of the location of nature of organization (SME's ,etc).One simple effective solution to solve all the problems is adopting a reskilling approach in the logistics industry with the strategies adopted below.[2].

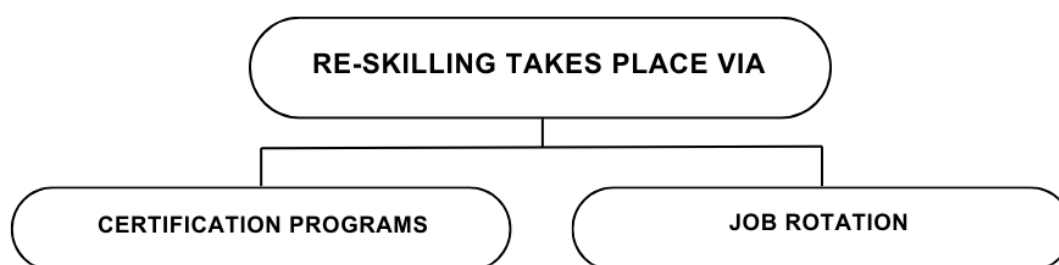
Reskilling converts the workforce into a highly skilled workforce. Re-skilling is the phenomenon of inculcating new skills to the employees /professionals adding the new feather to existing skill sets allowing them to do a wide array of tasks cross-functionally and within the singular business function. Reskilling is done for mainly 2 purposes either to move to a new position , industry (Job rotation / Career Transition) or to improvise the performance in the existing job or existing same business function in which you work itself. (Wahab SN ,Rajendran SD and Yeap SP, 2021).

Re-Skilling Takes Place via:

Certification Programs: The professionals enroll in a wide array of certification programs hailing a wide array of business functions like analytics, marketing, strategy, product development , finance etc...with the noble intention of career development and management. (Benayoune, A., Hamid, A. A., Rahman, N. S. F. A., Kalbani, K. A., & Slimi Z, 2022)

Job Rotation: The professionals are entitled to job rotations within the organization for various reasons like: Productivity enhancement, Performance enhancement, Better Task Efficiency,Better Organisational Performance which gives a complete 360 degree vision and exposure to the employees on various business functions like :Finance, Marketing, Sales, Research & Development , HR Transportation, etc..(Kushwaha M & Akira O ,2022). Kindly find the representation of the concept as mentioned below in the Figure 1.

Figure 1:Reskilling Methodology



Source : Author Work (The Figure 1 has been created by understanding the literature once it has been read and interpreted ,there is no scope of copy)

Reskilling is necessary to face industrial revolution 4.0 (DA Nugroho,2020) .To overcome the industrial challenges and proceed to industrial expansion and transformation in maritime logistics ,reskilling is mandatory and necessary (K Hussein and DW Song ,2022).

To be ready and to face industry transformation (especially technologically) employees and employers must adhere to developing new skills such as Programming ,data analytics etc which is eventually a reskilling method.(H Umar ,2024)

The Research Objective (RO) / Research Aims (RA) is to make logistics HR / industry professionals educate on the importance of reskilling relating to the overall growth of the industry and the reskilling strategies that can be adopted to create a well rounded skilled workforce .Many of the papers above have addressed reskilling only as a human resource developmental parameter in the logistics industry lacking to prove that reskilling is also a measure to solve the industry problems. Also there are very bleak evidences

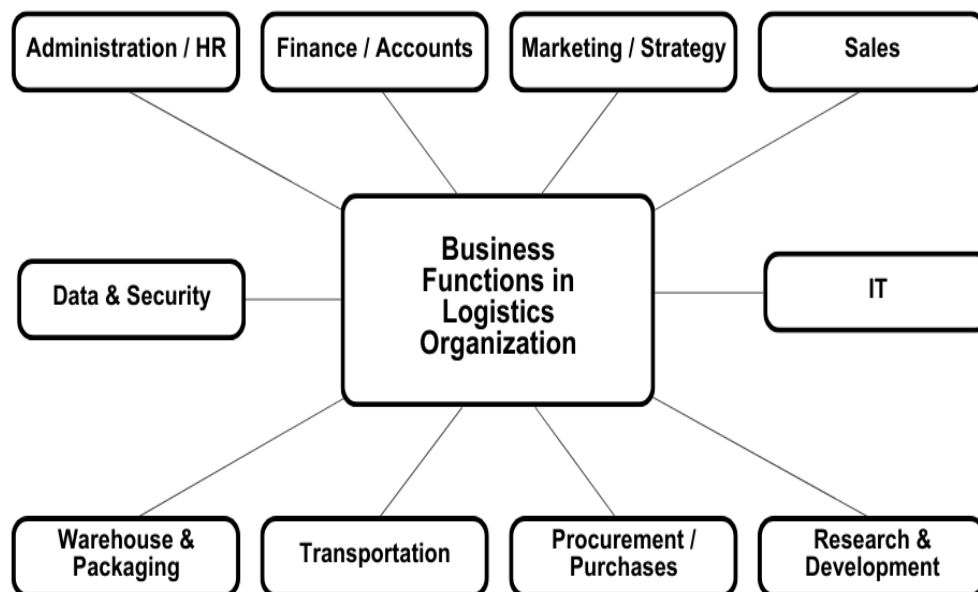
not full fledged ones that address the reskilling strategies which can be adopted in the logistics industry to create all rounded workforce .Also there are very bleak evidences relating reskilling as one of the simplest solution to sort the overall industry problems ,cope up with the overall industry developments and facilitate industry growth .Thus the paper aims to fill this gaps.Also how does reskilling relates to the success of industry growth would be the real question (RQ) to be answered from the research

Business Functions in Logistics Organization: (Dima IC, Grabara J and Modrak V, 2010) .

- 1.Administration / HR
- 2.Finance / Accounts
- 3.Marketing /Strategy
- 4.Sales
- 5.Research & Development
- 6.Procurement /Purchases
- 7.Transportation
- 8.Warehouse & Packaging
- 9.IT
- 10.Data & Security .

The above knowledge is picturised in the below Figure 2.

Figure 2:Business Functions In an Logistics Organisation

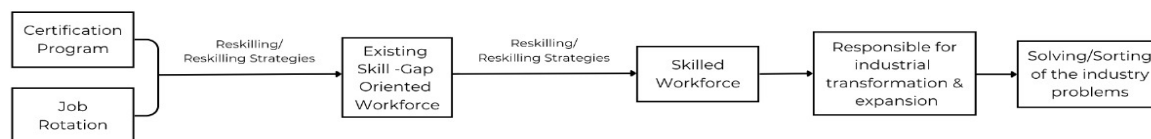


Source : Author Work (The Figure 2 has been created by understanding the literature once it has been read and interpreted ,there is no scope of copy)

Theoretical Framework Based On The Above Literary Sources

Please kindly find the theoretical framework as mentioned in the below Figure 3 for your references

Figure 3:Theoretical Framework



Source : Author Work (The Figure 3 has been created by understanding the literature once it has been read and interpreted ,there is no scope of copy).

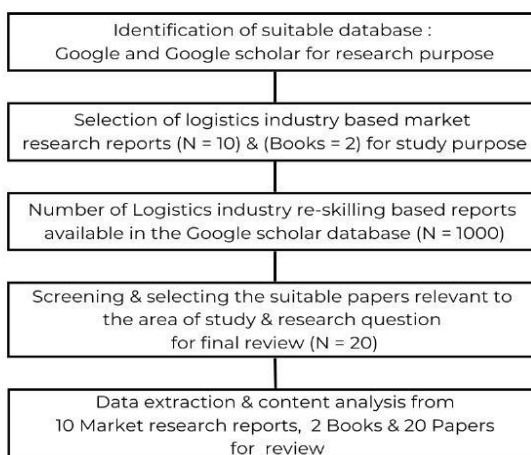
Thus my review and research findings will be an evident support for the above theoretical framework derived from the existing above literacy sources and it will extend the literature body by making logistics industry professionals understand the potential of sales in the logistics industry

2. RESEARCH METHODOLOGY:

There are plenty of methods like : narrative reviews,systematic reviews etc .The methods like narrative reviews /systematics review have different specialised applications for different study areas .Systematic reviews are placed over the narrative reviews in view of the evidence for the secondary research ,systematic reviews mainly focus on the narrow focused questions and the key contribution is summarising data .Also narrative reviews provide interpretation ,deeper understanding with full fledged critique. (**Greenhalgh T,Thorne S,Malterud K ,2018**).Systematic Literature Reviews are predominantly well suite for technical research fields such as Healthcare / Clinical ,Engineering (**DA Cook ,2019**).Based on the objective ,nature of the study and the outcome to be positioned into the minds of the target audience ,we have adopted narrative review methodology for the study .Though we do not have any objection to SLR(Systematic Reviews).With the Figure 4 below ,you can find the methodological framework for your references.

Figure 4: Methodological Framework

Methodological Framework



Source : Author Work (There is no scope of copy).

3.GLOBAL MARKET OVERVIEW:

Table1.Market Research Insights

Parameters	Insights
CAGR	9%
Size (2023)	8.8 Trillion
Size (2033)	20 Trillion
Largest Market Share Region	Asia -Pacific (42 %).
Driving Forces	E-Commerce Industry ,Manufacturing Industry & Sustainable Logistics.Governmental initiatives.
Key Technological Adaptations	Artificial Intelligence ,IoT,Blockchain,Augmented Reality.
Trends	Digitalization & Automations .
Limitations & Challenges	Absence Of Skilled Workforce,Good ,Consumer Perceptions,Infrastructural Constraints ,Operational Transparency.
Competitive Landscape	High -As Per The Micheal Porter's Five Analysis.

Source : Author Work (The Table 1 has been created by understanding the literature once it has been read and interpreted , there is no scope of copy)

The Above Table 1 depicts the global market points of the logistics industry, ,where we deduce the key market parameters in numerical forms with contextual highlights such as : Technological Adaptations Trends, Limitations & Challenges. Also the growth rate for the industry is 9 % which is very low as compared to the other industries such as Information Technology,Information Technology Enabled industries, Banking , Ed-Tech, Cosmetics & etc... [7]

4.THE NEED

As From The Table 1 we can deduce that the logistics industry is evolving in all aspects such as : Size, Technological Adaptations, Trends. Also the competitive landscape is high for the logistics industry with limitations and challenges.

a)Technological Adaptation:

We all know that there are technological interventions ,in every industry, as times and years have evolved. We the people have embraced the technology for daily utility, as technology has reduced the cycle time of the tasks. The Philosophy applies here as well in the logistics industry as in the industry there are plenty of tasks like demand forecasting, order management, vendor sourcing, packaging, Performance Management, Keyword Optimization, Content Creation, Predictions, all these things when done manually take a lot of time, thus many industries such as especially in Information Technology, the technological models like Machine Learning Algorithmic models are used for predictions and functional analysis.

Also The banks are relying on AI -based technologies for fraud detections and malpractices reducing their dependency on expert hiring. The Retail industry has adopted digital augmented reality for showcasing their products reducing operational and warehousing costs which in turn maximizes the profitability and revenue generation. (Wahab SN, Rajendran SD and Yeap SP, 2021).

The Logistics industry is also fastly adapting technological changes like UPS who adopted predictive analytics into their fleet management practices reported a 60 % reduction in breakdown delays. (Tovstolis I,2024)

DHL also adopted AI systems on advanced route planning strategies which improvised their transportation planning which avoided transport delays reducing the fuel wastages. (Macphersson Mutale and Bupe G MutonoMwanza, 2024)

Maersk, The Shipping giant integrated all the logistics and shipping processes into a cloud platform signifying operational transparency. (Koliadenko S, Golubkova I, Babachenko M L T & Burmaka L, 2020)

Also the logistics SME's (Small and Medium Scale Enterprises) in the developing countries require advancements in both institutional factors as well as external factors for technological adaption (S Das ,A Kundu ,A Bhattacharya ,2020).

Lack of technology skills in the employees lead to delays and problems in technology adaptation in Logistics SME's [Small and Medium Enterprises] . (P Evangelista ,A Mckinnon ,E Sweeney ,2013)

The Logistics industry, predominantly big players such as Maersk,DHL, UPS, they adopted and embraced the technological interventions thus they optimized their business processes. Still the growth rate is in the singular digit model (9 %) globally forecasted for the period (2023-2033).

The above collective evidences clearly signifies that only the big players in the market are with the trends and developments, the other players who belong to the other market segments are not aligning with the technological adaptations especially SME's because they have the infrastructure constraints like skilled manpower etc..

Thus it calls for the reskilling of the employees in all business functions like Operations, HR, Transportation and etc such that the employees belonging to the various business functions re-skill in Technology, Coding (Python), Cloud Systems such that they re-skill and create such systematic technological models for their respective companies such that it reduces the operational costs, employee costs recuperating more cash inflow and less cash outflow.

b) Growth:

Table 2.CAGR Information

Sector	Global CAGR (Compound Annual Growth Rate)
Information Technology	10 %(2023-2032)
BFSI	12 % (2022-2032)
Healthcare	13% (2023-2032)
Ed-Tech	15% (2023-2032)
Telecommunication	7 % (2024-2032)
Manufacturing	2% (2024-2030)
Logistics	9% (2023-2033)
Real Estate	4%(2022-2030)
Energy	3% (2024-2030)

Source : Author Work (The Table 2 has been created by understanding the literature once it has been read and interpreted , there is no scope of copy)

The above Table 2 depicts the Global CAGR growth rate of the prominent sectors that contribute to the global gross domestic product. The Table 2 deducts that the logistics industry is also one of the industries whose growth rate is singular. The CAGR (Compound Annual Growth Rate) is a financial parameter that defines the growth rate of any industry / organization / sector. It is obvious the numerical parameter needs to be in a double /triple digits percentage rather than a mere singular percentages. Thus to improvise the growth percentage of the organization, organizations need to reskill their employees with the cuddling edge technological trends and interventions across the business functions in the logistics industry.

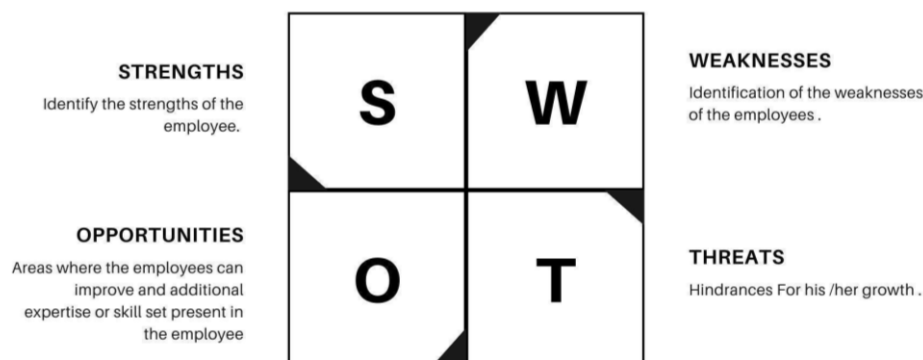
An HR professional needs to have the knowledge of financial models & tools to hire the top finance talents. A Finance Professional needs to have the research & development acumen to instigate innovative cost friendly solutions. Also The Operational Professionals need to have accounting and budget acumen to reduce operational costs. A Sales professional needs to have a proper acumen on transportation & packaging roles to satisfy the selling needs of the consumer while pitching.

The above example practices instigates Building The High Performance Team Approach for every logistics company in the industry which in turn makes employees all rounders excelling in all the subunits and functions which enhances the productivity,employee performance & organizational performance ultimately leading to growth of the organization and industry annually. [7]

c) **Absence Of Skilled -Work Force:**As per the various market research reports,we summed and deduced from Table 1 that the logistics industry has the absence of skilled workforce which hinders the growth of the industry. [7]

In order to generate a skilled workforce ,reskilling is very important. Re-skilling is a process of transferring new skills in addition to the existing skill set within the same job role.Understand the Employees background and perform the SWOT Analysis of the employees. (Radulov L, Nikolaev A,Davies S, Michie R & den Hoed W ,2020).

Figure 5.SWOT Matrix



Source : Author Work (The figure 5 has been created by understanding the literature once it has been read and interpreted ,there is no scope of copy)

Table 3. SWOT Table

Parameters	Description
Strengths	Identify the strengths of the employee.This signifies the strengths of the employees.
Weakness	Identification of the weaknesses of the employees .
Opportunities	Areas Where the employees can improve and

	additional expertise or skill set present in the employee
Threats	Hindrances For his /her growth .

Source : Author Work (The Table 3 has been created by understanding the literature once it has been read and interpreted , there is no scope of copy)

Once The SWOT Analysis is done ,prepare the reskilling strategies for your logistical organization. The Future of HRM in the logistics and supply chain sector involves overcoming major challenges such as :skill gaps ,integrating HR Goals into business outcomes (HRBP -Human resource business partner) which provides space for innovation and growth ,thus allowing the leaders to plan employee development programs such as reskilling which aligns with the future skill requirements of the digital economy (Ogedengbe DE,Oladapo JO, Elufioye OA, Ejairu E and Ezeafulukwe C ,2024).

d)Competitive Landscape:

Every Industry is competitive in its own dynamics ,the logistics industry is vast as it has lot of market segments such as

By Mode:

Table 4.Transport Segment

Mode	Example:
Road	Trucks, Lorry
Rail	Indian Railways
Air	Airways (Cargo)
Water	Cargo Ships

Source : Author Work (The Table 4 has been created by understanding the literature once it has been read and interpreted , there is no scope of copy)

Table 5. Five Porters Analysis Table

Micheal 5 Forces Parameters:	Insights:
Threat Of Entry	As D2C Brands are evolving and rising in our country, they directly sell their products to consumers via online channels like :Digital Marketing Channels, E -Commerce Channels and etc. Also E -Commerce platforms look for quick logistics partners with profitable and sustainable business model, also huge money is required if you are planning to start the shipping organization as vessel costs are high. Also globally the challenges faced by a new entrant is to establish relationships with the already existing business relationships, thus the threat of entry is moderate.
Threat Of Substitutes	As The Logistics Industry has a lot of segments in every segment competitors are more, as one sells low at a low price and one sells at a high, thus switching possibilities are very high leading to more

	substitutes. Thus the threat of substitutes is high
Bargaining Power Of Suppliers	Suppliers are intermediates in the business, though they are intermediates in the business, they have a higher bargaining power in the global scale as suppliers enjoy the geographical advantages for certain products. Thus Bargaining Power of suppliers is High
Bargaining Power Of Consumers	Consumers obviously compare the prices while formulating the purchasing decisions, it is obvious that they will negotiate and bargain to the maximum extent with the supplier to reduce the purchasing costs via comparative studies during the communication process. Thus The Bargaining Power Of Consumers is high.
Rivalry	As The Companies are very huge in the industry, thus the rivalry fierce for strategic advantages. Competitive Rivalry is high

Source : Author Work (The Table 5 has been created by understanding the literature once it has been read and interpreted , there is no scope of copy)

As The Competition In the Logistics Industry is extensive according to Five Porter's Analysis thus its essential for every organization to reskill the employees for strategic and competitive advantage.

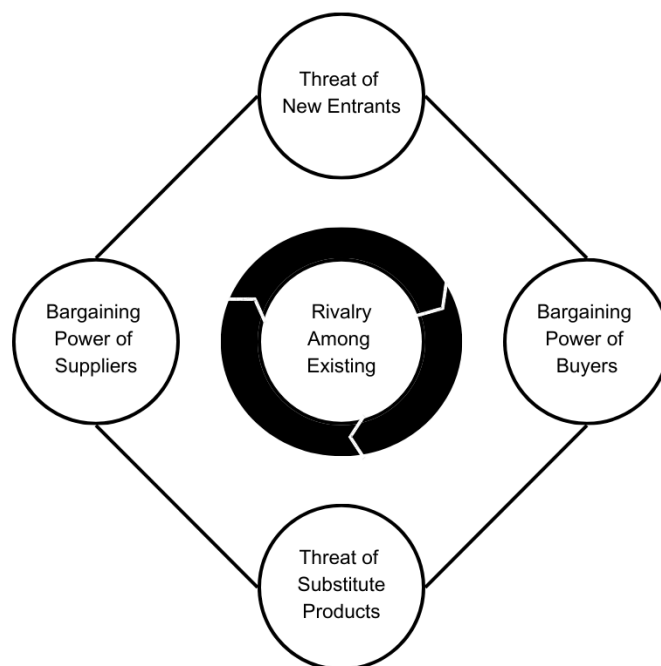


Figure 6. Five Forces Chart

Source : Author Work (The Figure 6 has been created by understanding the literature once it has been read and interpreted ,there is no scope of copy)

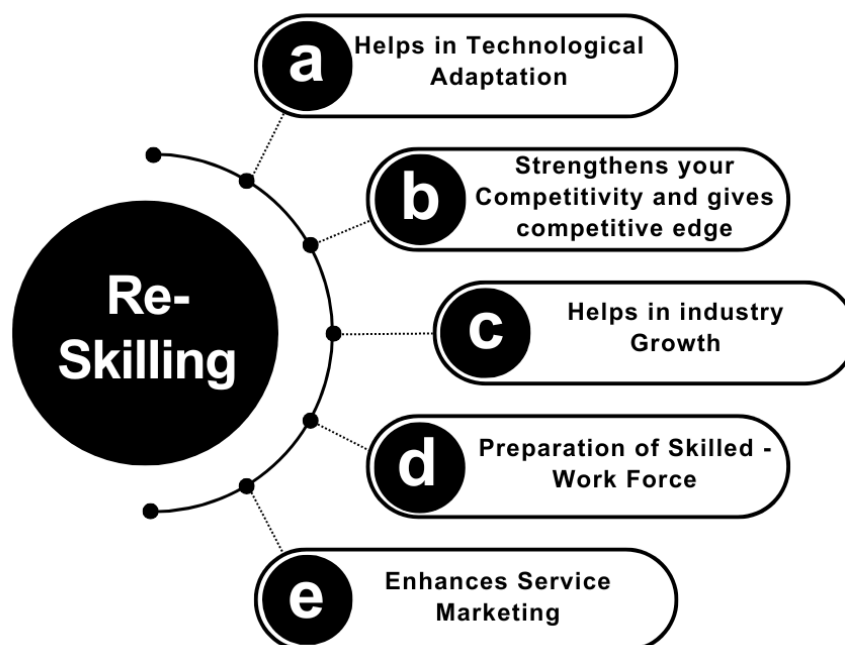
Employees are the heart of the organization re-skilling them up to industrial trends and standards will eventually help you to build a sustainable & competitive business model. Also Re-skilling them with the appropriate technology and practices will also reduce the operating & vendor costs. Thus Reskilling is

necessary across all the business functions in the logistics organizations to achieve the sustainable competitive advantage. [12]²

e) Service Marketing:

The Art Of Servicing is very important as consumers are god to every business ,In a fast paced industry, like logistics / ed-tech etc where servicing is the ultimate mojo for consumer retention and revenues, all the professionals irrespective of any business function needs to tailor the art of serving the consumers, it is noticed from many reports that people tend to get stressed while working in the middle of poor emotional intelligence stress comes out, thus effective stress management with the reskilling strategies for customer service professionals is necessary. The Good The Service ,the better the service marketing & revenue income. (Huma, S., Ahmed, W., Ikram, M., & Khawaja, M. I ,2020)

Figure 7.Benefits Of Re-Skilling



Source : Author Work (The Figure 7 has been created by understanding the literature once it has been read and interpreted ,there is no scope of copy)

Below Are The Few crafted Examples Of Job Rotation / Career Transition -(Re-Skill Training Strategies)- For The Logistical Industry as per the Reskilling definition mentioned in the work of (Wahab SN ,Rajendran SD and Yeap SP, 2021).

Table 6.Job Rotation / Career Transition -(Re-Skill Training Strategies)

Business Function:	Strategies
Transportation & Warehouse	Inculcate the blue collar (transportation & warehouse professionals) with sales skills as they look after the movement of good and services, as they move goods from one place to another in the midst they talk with consumers while they explain new products and services, thus its very useful and necessary to include the sales training to them.

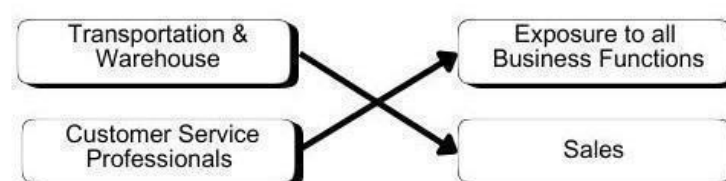
Business Function:	Strategies
Customer Service Professionals	The Customer Service professionals need to be trained in all and every aspect of business functions so that they answer the consumer enquiries in the best manner without any dependencies, in case of need an internal transfer can also be done as customer service professional is completely familiar with the process thus he can be a cost effective solution to the company.

Source : Author Work (The table 6 has been created by understanding the literature once it has been read and interpreted , there is no scope of copy)

The above Re-skilling strategies exhibit career transition as in the 2 cases of a transportation and warehouse professional is given skilled in the area of sales and business development, thus making him career ready and transitioning him to the role of sales & marketer. Also a certification program or degree program enrollment can be added if he doesn't possess any qualification.

The Customer Service Professionals are the first face of the organization, they get toned of queried from the consumers, effective servicing is needed for promoting better service marketing as service marketing In a fast paced industry, like logistics / ed-tech etc where servicing is the ultimate mojo for consumer retention and revenues, all the professionals irrespective of any business function needs to tailor the art of serving the consumers, it is noticed from many reports that people tend to get stressed while working in the middle of poor emotional intelligence stress comes out, thus effective stress management with the reskilling strategies, also giving the exposure of all business functions to the consumer service professional will help us close the query ticket system as soon as possible thus enabling faster and clean response, also reskilling the consumer service professional in all aspects will be fruitful for internal transfer when there is a requirement in the organisation.

Figure 8.Job Rotation / Career Transition -(Re-Skill Training Strategies)



Source : Author Work (The Figure 8 has been created by understanding the literature once it has been read and interpreted ,there is no scope of copy)

Below Are The Few crafted Examples To Improve Job Performance In the same business function -(Re-Skill Training Strategies)- For The Logistical Industry as per the Reskilling definition mentioned in the work of (Wahab SN ,Rajendran SD and Yeap SP, 2021).

Table 7.Reskilling Strategies To Improve Job Performance in same business function

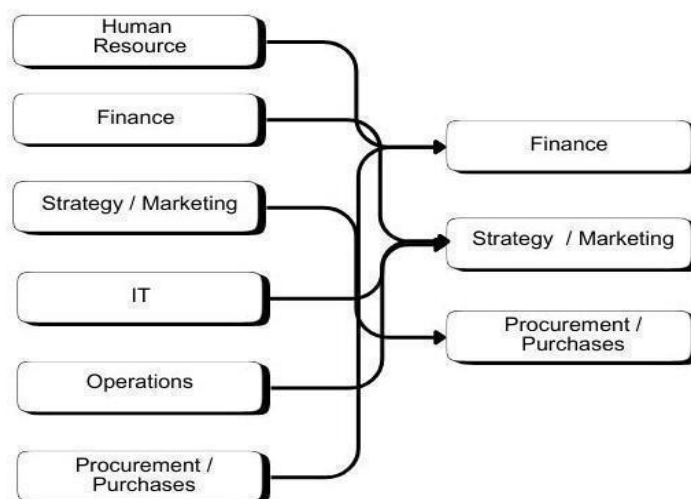
Business Function:	Strategies
Human Resource	Inculcate the HR professional with other business functions oriented training and exposure like Finance training such that the HR professional is able to hire top talent or identify top talent within the organization for every business function (Finance) or any other etc such that HR

Business Function:	Strategies
	Professional is job prorated
Finance	Inculcate the Finance professional with other business functions oriented training and exposure like Operational Research or Strategy such that the finance professional is able to build cost effective cash flows/ sustainable business models in the organizations.
Strategy	Inculcating the Strategic Professional with Transportation & Warehousing oriented training / exposure such that strategic professional also contributes to the effective fleet management & operational planning.
IT	Inculcate the IT professional with Consumer Psychology / Marketing oriented training such that they build the user friendly systems through which embedded marketing of the logistics organization takes place.
Operations	Inculcate the operations professionals with strategic thinking on delivering and creating cost effective workflows,the inculcation of strategic management for operations professionals will help them to run business effectively and make them think ahead of competitors.
Procurement / Purchases	Inculcate The Procurement / Purchase professionals with Market research techniques which will help them to think proactively for their buying decisions.

Source : Author Work (The Table 7 has been created by understanding the literature once it has been read and interpreted , there is no scope of copy)

The above Table 7 signifies Reskilling to improve the existing job performances in the same business function being in the current role without any transitions in order to inculcate the high performance objective and creating all - rounders in the organisation leading to multi-taskers and knowledgeable candidates who can improvise the organisational and financial performance of the respective organisations based on the reskilling concept mentioned in introduction.

Figure 9.Reskilling Strategies To Improve Job Performance in same business function

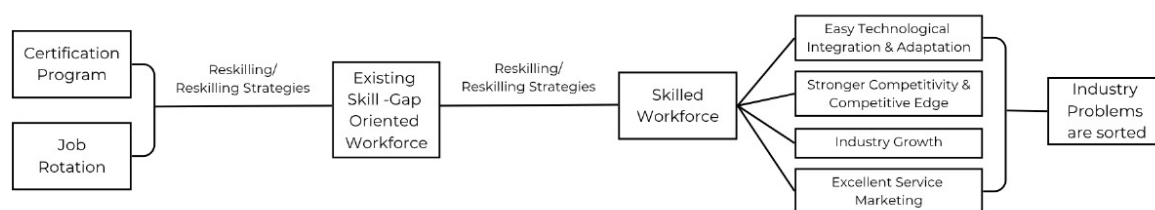


Source : Author Work (The Figure 9 has been created by understanding the literature once it has been read and interpreted ,there is no scope of copy)

Model & Complete Phenomenon:

Figure 10 .Model & Complete Phenomenon

Based on the evidence above ,we can clearly state that reskilling leading to the formation of a skilled workforce completely supports and drives industrial growth and expansion ,leading to all the solving of all the industry problems enabling success for the industry .The Figure 10 depicts the complete model and phenomenon answering the Research question.



Source : Author Work (The Figure 10 has been created by understanding the literature once it has been read and interpreted ,there is no scope of copy)

5.DISCUSSION

In the review article ,we aimed at educating the logistics HR industry / industry professionals on the importance of reskilling relating to the overall growth of the industry and the reskilling strategies that can be adopted to create a well rounded skilled workforce .Thus Our findings indicate and educate the HR industry / industry professionals that there is a strong need for reskilling of the logistics industry professionals as from the market research reports ,it is evident that new technological adaptations are arising ,also the competitive landscape is high for the logistics industry with the growth rate being stagnant for the logistics industry it is necessary that reskilling has to be done to sort the industry problems majorly to eradicate the absence of skilled workforce .Also reskilling is basically done in 2 ways; either via certifications programs (Benayoune, A., Hamid, A. A., Rahman, N. S. F. A., Kalbani, K. A., & Slimi Z, 2022)

And job rotations (Kushwaha M & Akira O ,2022).Reskilling by definition means inculcation of accumulation of new skills adding to a new feather of skill sets ,allowing the employees to do wide array of tasks in single business function or within cross function with a sole aim of performance development in the existing job or by changing the job for better prospectus (Wahab SN ,Rajendran SD and Yeap SP, 2021) is itself a clear evidence of Human resource development enabling human resource to develop in the career.Also reskilling has various for benefits the organization itself such as skilled workforce ,better service management ,helps in technological adaptation ,gives competitive advantage and etc as discussed.Also with the existing literature review definitions mentioned in the article plenty of reskilling strategies have been framed by us which can be incorporated uniquely within the organisation for better performances and growth. The Future of HRM in the logistics and supply chain sector involves overcoming major challenges such as :skill gaps ,integrating HR Goals into business outcomes (HRBP - Human resource business partner) which provides space for innovation and growth ,thus allowing the leaders to plan employee development programs such as reskilling ,up-skilling which aligns with the future skill requirements of the digital economy (Ogedengbe DE,Oladapo JO, Elufioye OA, Ejairu E and Ezeafulukwe C ,2024).Thus with the above literature's its clearly evident that our findings are fitting into

the previous studies ,also in our current study in which we have extended the concept of re-skilling strategies as a key and unique addition and finding to the existing literature , which only states and relates reskilling as human development / human resource parameter ,as we needed to answer the research question .

6.FUTURE DIRECTIONS OF RESEARCH

My Article directs all the professionals /researchers to perform empirical analysis via surveys to understand the existing reskilling quotient of the logistic industry professionals so as to tailor the learning and development strategy .Also it further directs the researches and professional to conduct market analysis of the logistics industry to understand the dynamic changing landscape of the industry which will help the researchers to understand how to place reskilling of the employees in the best manner to cope up with the market and macroeconomic conditions.The market research can be conducted through surveys,focus group interview methods involving the logistics industry professionals My research also directs professionals /researchers to perform Skill-Gap Analysis (via surveys ,case studies ,longitudinal research methods) from time to time to understand the skill- gaps and skills contained by any employee working in any business function across the logistics industry .While **(Wahab SN ,Rajendran SD and Yeap SP, 2021)** adopted the secondary methodology to study the upskilling and reskilling requirements in the logistics industry ,role wise specific upskilling and reskilling needs were not articulated or covered ,which is an integral part of the academic literature ,this encourages the researchers to perform job analysis and evaluation of the logistics industry empirically via survey research so as to understand which type of reskilling strategy whether : Certification /Job rotation to be adopted.

While **(Baseza Wonderfull Totobay, Sookdhev Rajkaran and Cebile Ntul,2024)** adopted the survey method to conduct the research on reskilling and its impact on profitability ,the research did not penetrate deeply on how does reskilling improves profitability ,how does reskilling reduces the cost of hiring and etc ,it is clearly noted that the” how “ factor and a deep investigation is missing ,which opens the door for detailed investigation in the area of reskilling linking to financial ,economical in a detailed manner .Thus empirically and via survey research we (logistics industry professionals need to imply detailed investigative research while studying the area of reskilling and its impact and fill to answer the “ how “ questions .

While **(Abessamad EL Mahdaoui,2025)** described the role of smart technologies in business logistics with the examples of Large Scale Enterprises ,there was no mention of SME's (Small and Medium Enterprises) their stance and adoption on the Smart technologies .We as researches must also focus on the positions of SMEs in the logistics industry .There has to be a detailed survey research involving the SME's on evaluating their position in the logistics industry with regards to the technological adaptation ,skillability ,SWOT and etc.

7.PRACTICAL IMPLICATIONS

We have inferred that there are plenty of reasons to implement reskilling strategies for the logistics industry professionals ,as it benefits both industry as well as the employees and organisation .It is clearly advisable for the logistics HR professionals and industry professionals to initially conduct the employee SWOT Analysis to understand the strength ,weakness ,opportunities and threats of the employee so as to prepare the better learning and development / re-skilling strategy .Also HR Professionals need to take surveys in the organisation to understand the training needs and map with the reskilling and industry objectives.

Also reskilling is mainly done to move to a new position / or improvise the existing job performance (**Wahab SN ,Rajendran SD and Yeap SP, 2021**) .To generate a skilled workforce ,re-skilling is important **((Radulov L, Nikolaev A,Davies S, Michie R & den Hoed W ,2020)**.With the Reskilling strategy (Job rotations) also contributes to employee development and skill development it is completely a practical implication to human resource development **(Kushwaha M & Akira O ,2022)**.

We advise all the HR professionals of the logistics industry to understand the training needs of the organization from time to time so as to facilitate re-skilling of employees for better all round development of the employees and the industry as well.

8.CONCLUSION

Reskilling has benefits to both the organisation and Employees individually. Reskilling has plenty of implications to all the stakeholders such as : Education Institutions & Logistics Industry Professions and Logistics Organisations .Reskilling plays a major role in shaping the industry success and dynamics as it gives major advantages financially ,economically and strategically .We as industry professionals should intent to implement all the reskilling strategies as mentioned to witness the growth by all aspects .Empirical studies must be encouraged to understand the financial and economic implications of the re-skilling in much more deeper so as to broaden the academic literature.

9.RECOMMENDATIONS

1. I urge the start ups ,SME(Small & Medium Enterprises) & other players to invest in reskilling strategies in order to build a core strong high performance workforce which will make the industry grow .SMEs can engage into governmental partnerships such as in the case of Naan Mudhalvan in Tamil Nadu region where the TN Government takes the full responsibility of the training costs on behalf of the organisations ,also the The Government teams up with the training partner to provide training to SME's or the developing organizations .Each and every specific country have different and wide array of economic policies ,the Ministry of Human Resource & Development can initiate the governmental partnerships with SMEs for training and development purposes ,along with the training partner

2. Aim For Creation Of Multiple Revenue Streams :Create Multiple revenue streams such that the financial performance and CAGR of the industry improves sharply.

3. Academia -Industry Bridge:All The Companies must sign MoU with the institutions for training the fresh students during their graduation tenure itself in order to reduce their training costs.The MoU must include the training and development plans such as : Syllabus preparation in alignment with industry standards ,training the freshers in soft and technical skills .Proving Placement opportunities such as Jobs /Internships to the students such that the academia-industry bridge is fruitful and beneficial for generations and stimulates a win-win situation.

4. Ed -Tech Platforms : Ed Tech Platforms should initiate the corporate training to all the logistics organizations in the area of Data, AI, Analytics, Cloud. Establish a strong partnership /MoU with the organizations to build a strong reskilling ecosystem.

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