ASCELA, a professional service company licensed independently in India, Singapore, and UAE, provides strategic advisory services to organisations and individuals in the Infrastructure development space.

Capability Statement | 2025



# ASCELA STRATEGIC ADVISORY - ABOUT US

ASCELA is a professional service company that provides advisory support to public and privately held organisations, helping them enhance efficiency through strategic analysis. The company is registered under separate and independent business licenses at India, Singapore, and UAE.

ASCELA is a member of the Dubai Chamber of Commerce, an associate member of the UN Global Compact (a special initiative by the UN Secretary-General), Dun & Bradstreet D-U-N-S® Registered (D-U-N-S® Registered Seal# 84-999-0674), and an ISO 9001:2015 certified company. ASCELA is also recognised by the DPIIT, Ministry of Commerce and Industry, Govt. of India, under the Start-up India programme (Recognition ID-DPIIT17959). ASCELA is an official preferred service partner for the Ministry of Finance, Government of UAE.



#### **Key Sectors**

#### **Strategic Advisory**



**Ports/ Shipping** 



Inland Waterways



Urban Transport



Logistics



Air Cargo



**Sports Advisory** 

Stadium/ Arena



Program Management

#### **Design & Build**



Commercial/ Residential



Warehouse



# ASCELA'S EXPERIENCE AND STRENGTH

**80+** 

Number of Projects

2018 ASCELA is Founded

2021 Our Middle East (Dubai) office is established

2023 Official Signatory of the UN Global Compact

2024 Attained ISO 9001:2015 certification

ASCELA Singapore office is established

Named among top 100

Management Consulting

 Management Consulting firms (by consultancy.me) Offices in Countries



35+

Clientele and Corporate Relations



Proudly a femaledominated workforce

Experience in 10 Countries



Public Sector Clients

25+

Projects with Government Entities

# OUR SPECTRUM OF MOBILITY & SUPPLY CHAIN ADVISORY SERVICES



#### **MARITIME SOLUTIONS**

- Port and terminal Market assessment
- Maritime shipping
- Smart Ports
- Liner and network assessment
- Business optimisation
- Tariff benchmarking





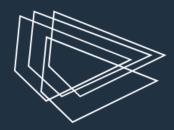
#### **TERMINAL INFRASTRUCTURE**

- Air and sea-port terminal planning
- Infrastructure gap assessment
- Assessment of ICD/ CFS/ MMLP/ Logistics park
- Return on Investment, sensitivity analysis
- · Techno-economic Feasibility



#### **LOGISTICS & SUPPLY CHAIN**

- Optimum supply chain solution
- Efficiency planning
- Smart operations Al and robotics
- Spatial planning and cost estimation
- Strategic phasing



#### TRANSPORTATION

- Assessment of regional road/rail/river logistics
- Rail transport and freight
- Urban mobility plan
- Business plan for urban logistics
- Strategy for Inland Waterways
- Trucking route optimisation



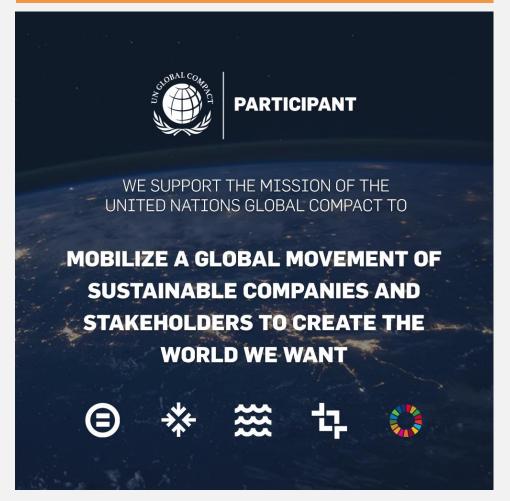
#### PROCESS OPTIMISATION

- Inventory management advisory
- Warehouse and transportation optimisation
- Digitisation and technology integration
- Supply chain design
- Analytics

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# ASCELA - CERTIFICATIONS AND ASSOCIATIONS

Signatory to the UN Global Compact



ASCELA is working with various recognised authorities and corporates in South Asia and the MENA region. ASCELA, as a signatory to the UN Global Compact, is committed to sustainable and responsible business practices.

#### Registered as Corporate Member or Associated with -









DUBAI CHAMBER OF COMMERCE

(Corporate Member)

DUN & BRADSTREET D-U-N-S®

The World Bank

Ministry of Finance, Govt. of UAE (Preferred catalogue

partner)

#### **Other key Empanelment and Alliances**





**Supply Chain and** 







Port of Antwerp-Bruges International (Strategic Partner)

Logistics Group (Corporate Member) FICCI (Corporate Member) Maxwell Stamp (KSA Strategic Partner) Consultancy ME (Strategic Partner)

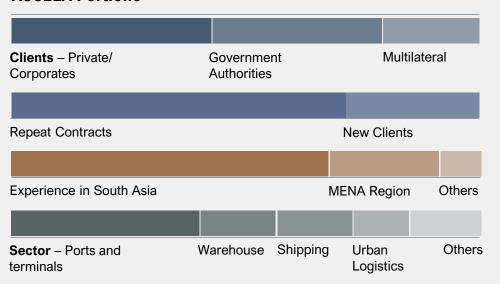


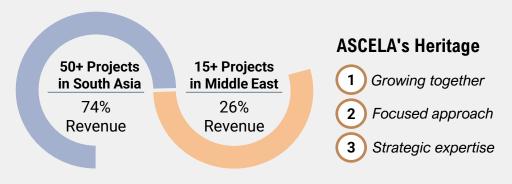


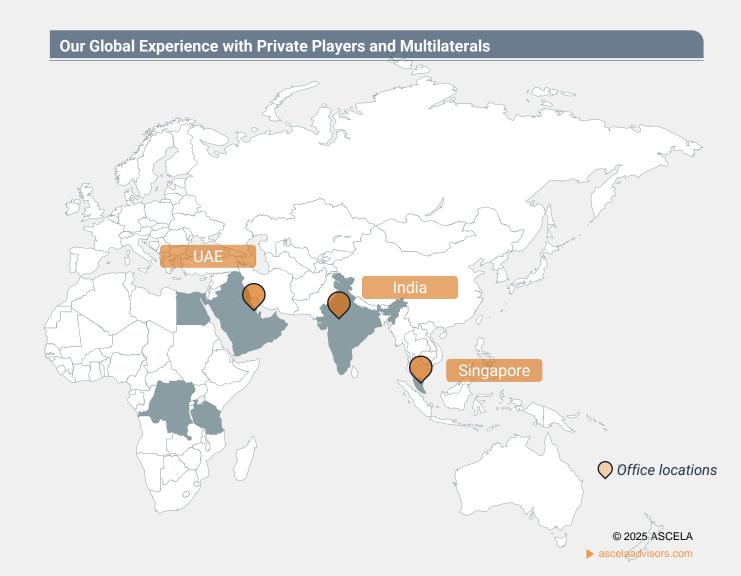
# DEMONSTRATED EXPERIENCE WITH GLOBAL PRIVATE PLAYERS AND MULTILATERALS

ASCELA Strategic Advisory team has been closely working with multilateral, like the World Bank and European Bank for Reconstruction and Development (EBRD), on key engagements

#### **ASCELA Portfolio**





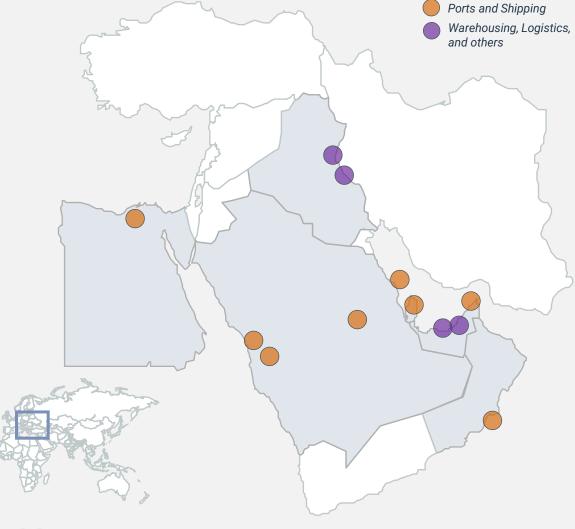




### **EXPERIENCE IN THE MENA REGION**

Ε

We offer a wide service offering to meet clients' growing needs. Some of our key services include strategic, market assessment, program management, transaction advisory.



### Experience in Countries

7

15+ Projects

### **Key Services Offered**

- Market demand assessment for ports, terminals, and yards
- Tariff benchmarking
- Entry strategy
- Operational planning
- Warehouse optimisation

### **Strategic Partners in MENA Region**



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- Advisor (Dry Port Expert) to provide project preparation support to EBRD and the client for procuring the 10<sup>th</sup> of Ramadan Dry Port and Logistics Centre under PPP model (Year 2021-23)
- Supply chain audits and strategic operational planning for warehousing FMCG companies operating in the State of Kuwait (Year 2023 and 2024)
- Tariff benchmarking and financial feasibility assessment for a captive jetty at the port of Duqm, Oman (Year 2024)
- Feasibility assessment and tariff benchmarking for Offshore Supply Base and R&M shipyard infrastructure in Ruwais (Year 2024)

### **EXPERIENCE IN SOUTH-EAST ASIA**

We provide a comprehensive range of services designed to adapt to and meet the evolving needs of our clients.

Experience with Clients/
Authorities

25+

40+ Projects

### **Key Services Offered**

- Market demand assessment for ports, terminals, and yards
- Strategising financing options
- Policy analysis and action plan development
- Financial and economic assessment and feasibility studies





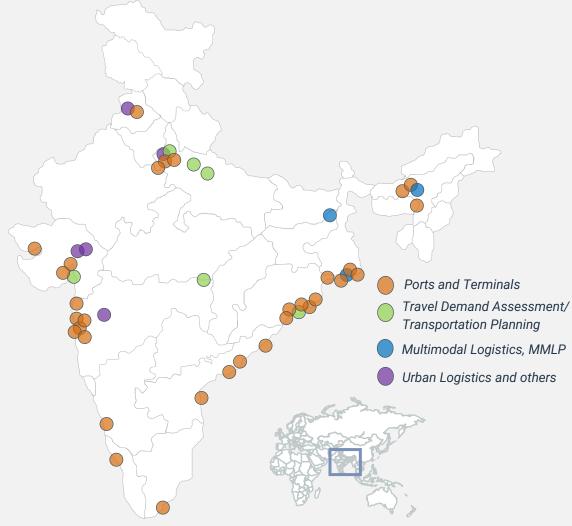


Intuitive Planning



Collaborative Approach

- Preparation of Integrated Water Transport Strategy for Assam Inland Water Sector under the Assam Inland Water Transport Project (AIWTP) (Year 2024)
- Market and Business Advisory, Financial and Economic Assessment, and Operation Planning for the Provision of Logistics Services through Delhi-NCR RRTS/RAPIDX Corridors (2022-23)
- Market assessment and demand forecast for setting up land-based LNG Regasification Terminal at Subarnarekha Port (Year 2023)







# ASCELA - SELECT EXPERIENCE IN INLAND LOGISTICS

The team has been involved in designing and developing some of the large-scale logistics and warehouse spaces at various locations in India.

#### **Sunstar NAB Warehouse Facility**

Design and Planning of warehouse for Sunstar at Greater Noida

#### **DB Schenker Warehouse Facility**

Design and Master Planning of Warehouse for DB Schenker at Badli, Haryana

#### **Cars24 Vehicle Storage Hub**

Warehouse planning and development for Cars24 at Gurgaon, Haryana

#### **DB Schenker Warehouse Facility**

Schematic Layouts and Design Services for Warehouse for DB Schenker at Farukhnagar, Haryana

#### **DB Schenker Warehouse Facility**

Design of Warehouse and Commercial Spaces for DB Schenker warehousing at Railway Colony, Kolkata, West Bengal

#### **Cold Storage for Reliance**

Design and development of Cold Storage Facility for DB Schenker at Badli, Haryana















# SERVICE OFFERINGS - SUPPLY CHAIN AUDIT

The team conducts rigorous Supply Chain Audits and Diagnosis to identify key risks and suggests data-driven mitigation strategies



Freight Spend Audit and Benchmarking

Supplier Performance & Risk Analysis

Warehouse Layout & Design Assessment



Consolidation Review

> Technology Utilization

> Supply Chain Maturity

# ASSESSMENT OF LOGISTICS INFRASTRUCTURE- ACTIVITIES (Illustrative)

ASCELA's team has a wide range of expertise in evaluations of all types of logistics facilities. Service offerings include market assessments, strategic advisory, design development, and operational planning.

Location & Site Suitability Assessment

Market Assessment

3 Design Development and Operation Plan

4 Financial Assessmen 5 Digitization and Automation

Sustainability

7 Strategic Advisory and Bio Support



## Location & Site Suitability Assessment

**Location Appraisal** 

Topographic Land Assessment

Other Technical Surveys



#### **Market Assessment**

**Hinterland Mapping** 

Impact Assessment

Estimation of potential traffic from the catchment

Commodity-wise TLC Assessment using Cost Simulation Models

Demand-Supply Gap assessment and Traffic Forecast



### **Operation and Strategic Plan**

**Operations Planning** 

Strategic phasing of development

Warehousing Performance Optimisation

**Demand Assessment and Forecast** 

Work Line Assessment

**Inventory Planning and Management** 

- Determining the trends of development in the hinterland
- Suitable development depending on the site conditions and surroundings
- Identifying future plans for competing facilities in the hinterland

- Mapping existing industries located in the region
- Future outlook for industrial growth in the region
- Existing / upcoming complementary infrastructural facilities in the region

- Identifying opportunities that may be proposed for investment
- Attaining the optimal layout for the facility greenfield or brownfield
- Inspecting the likely challenges and likely mitigation strategies



# ASSESSMENT OF LOGISTICS INFRASTRUCTURE- ACTIVITIES (Illustrative)

ASCELA team also has specific expertise in the digitization and automation of warehouses, keeping sustainability needs as a focus.

Location & Site
Suitability Assessmen

Market Assessment

3 Design Developmen and Operation Plan 4 Financial Assessment 5 Digitization and Automation

6 Sustainability

7 Strategic Advisory and Bid Support



#### **Financial Assessment**

**CAPEX and OPEX Assessment** 

Revenue/ Tariff Rationalization

Financial Feasibility Assessment

Sensitivity Analysis

Commercial Due Diligence for Lenders



### **Digitation and Automation**

Smart Warehousing Plan

Warehouse Management System, Transport Management, Order Management System



### Sustainability

Health, Safety and Environment (HSE) parameters



### **Strategic Advisory and Bid Support**

Profiling of existing supply chain

Fitment in Client's Portfolio

Risk Identification and Evaluation

**Target Clientele** 

Support in Bid Proposal Documentation

**Project Approval Support** 

- Phase-wise likely CAPEX and OPEX for target development
- Figuring what could be the effective tariff for the development, compared to the tariff of competing facilities
- Identifying the financial IRR and its sensitivity

- Examining the trends in automation / Green Infrastructure of similar facilities across global best practices
- Key takeaways for the proposed facility
- Inspecting the impact of using automation

- Pointing out the risks of the target development
- Recommending a suitable investment as per the Client's Portfolio?
- Support in queries / clarifications raised by lenders



## **KEY RECENT ASSIGNMENTS**

STRATEGIC ADVISORY







# SELECT RECENT ASSIGNMENTS SOUTH-EAST ASIA REGION

## Business Plan/ Financial Assessment Select Assignments

#### **Business Plan/ Financial assessment**



#### **Business Plan for RRTS Cargo Operation (2022-2023)**

#### **The World Bank Group**

Market and business advisory, financial and economic assessment, and operation planning for the provision of logistics services through Delhi-NCR RRTS/Namo Bharat Corridors

**Market Assessment (2018-19)** 



#### **KPMG Advisory Services Limited; NHIDCL**

Market and traffic assessment, and financial assessment for Multi-Modal Logistics Park (MMLP) at Jogighopa, Assam



#### **Integrated Water Transport Strategy (2024 - ongoing)**

#### **AIWTDS; Port of Antwerp Bruges International (PoABI)**

Preparation of integrated water transport strategy for Assam Inland Water sector under the Assam Inland Water Transport Project (AIWTP)

**TEFR study (2020-21)** 



#### **AMNS; C2S2 Consulting Solutions Services Pvt Ltd**

Market assessment for an integrated steel plant and technical feasibility study for the associated jetty facility at Paradeep Port, Odisha.



#### Market Assessment (2021-Ongoing)

#### TATA Consultancy; Jawaharlal Nehru Port Authority (JNPA)

Market and traffic assessment for updating the master plan of Jawaharlal Nehru Port



#### **Market Plan and Financial Assessment (2022-23)**

#### JM Baxi Group; Merizen (erstwhile BMT India)

Market and traffic assessment, and financial assessment for the development of Coastal Berth and Shallow Water Berth (CWB) at JN Port in Mumbai.



#### Market Plan and Financial Assessment (2021-22)

#### Shapoorji Pallonji; Merizen (erstwhile BMT India)

Market, financial, and marketability assessment for development of the Floating Storage and Regasification Unit (FSRU) at Mumbai Harbour



#### Market Assessment (2023-ongoing)

#### **Indian Oil Corporation Limited; Merizen**

Market assessment and demand forecast for setting up landbased LNG Regasification Terminal at Subarnarekha Port



# SELECT RECENT ASSIGNMENTS - MENA REGION

### Market and Demand Assessment Select Assignments

Market and Traffic/ Demand Assessment (contd..)



#### **Market and Financial Assessment (2023-Ongoing)**

#### Dahej Harbour & Infrastructure Limited (DHIL); Merizen

Traffic Assessment & Pre-feasibility Study for Expansion of Captive Facility for Dahej Harbour & Infrastructure Ltd.



#### **Project Consultant (2021)**

#### **COEN+PARTNERS, TYPSA, and Eldorado**

Development of Riyadh's Sport Boulevard at Riyadh, Kingdom of Saudi Arabia



#### **Value Proposition and Tariff Benchmarking (2024)**

#### Lloyd's Register; RAK Ports

Establishing a clear value proposition for RAK Ports through baselining, competitive benchmarking, and value creation by analyzing tariff structures and identifying potential revenue opportunities.



#### Market Assessment (2024-ongoing)

#### **Theme Logistics and Management**

Detailed market assessment for Cement and Agricommodities, to set up a grinding unit in the vicinity of Khalifa Bin Salman Port, Kingdom of Bahrain.



#### **Perspective Plan and Transaction Support (2021-23)**

#### **EBRD**; GALDP; Synergy Consulting

Advisor to provide project preparation support to EBRD and the Client for procuring the 10<sup>th</sup> of Ramadan Dry Port and Logistics Centre under the PPP model



#### **Market Assessment (2021-22)**

#### **Essar Group; Synergy Consulting**

Market and strategic assessment for the development of select multipurpose terminals at four MAWANI-owned ports in the Kingdom of Saudi Arabia



#### **Tariff Structure and Financial Assessment (2024-ongoing)**

#### C2S2, Vulcan Green Steel

Delivering expert services encompassing tariff structure development and financial assessment to optimise operational efficiency.



#### **Tariff Benchmarking and Financial Assessment (2024)**

#### **LR, RAK Ports**

Delivering expert services encompassing tariff structure development and financial assessment for Saqr Ports (RAK Ports)



### **OUR KEY BUSINESS ASSOCIATES** AND SELECT CLIENTS

Government **Authorities** 

15+ Projects



**Private Port/ Terminal Operators** 

10+ Projects









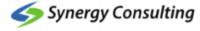
**Technical Associates** 











**Multilaterals and Other Institutes** 











**Logistics Service Providers** 











**Strategic Partners** 

10+ Projects















# PROJECT DESCRIPTION

**SELECT WORKS** 





### **SNAPSHOT OF KEY PROJECTS**

Preparation of Integrated Water Transport Strategy for Assam Inland Water Sector under the Assam Inland Water Transport Project (AIWTP)

Preparation of Integrated Water Transport Strategy for Assam Inland Water Sector under the Assam Inland Water Transport Project (AIWTP)

#### **KEY ACTIVITIES PERFORMED**

- ✓ Situational analysis of the waterways sector in Assam.
- ✓ 20-year macro-level demand forecast for cargo and passenger services in Assam IWT (NW-2 and NW-16) and the potential for water tourism.
- ✓ Benchmarking with national and international IWT system(s) to draw lessons and good practices.
- ✓ Infrastructure gap assessment concerning "as is assessment" and "demand forecast" of various clusters/zones, projects, and sub-projects as navigational infrastructure, river and landside infrastructure, river dredging and reclamation, river training.
- ✓ Project prioritization, phasing, structuring, implementation strategy and framework.

#### **KEY OUTCOMES**



Integrated Integrated Water Transport Strategy for Assam (2023-2043)

Potential for Smart and Sustainable Waterway Navigation



- Implementable Action Plans for IWT Development in Assam
- Integration with alternate modes
- Phase-wise growth strategy



**Year**: May 2024 – ongoing

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Location: Assam,

India

Client: AIWTDS; The World Bank Group





Assessing Logistics Services Opportunities through the Rapid Rail Transit System (RRTS)/Namo Bharat Trains in Delhi/NCR, India

Assessing Logistics Services Opportunities through the Rapid Rail Transit System (RRTS)/Namo Bharat Trains in Delhi/NCR, India

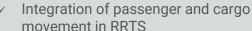
#### **KEY ACTIVITIES PERFORMED**

- ✓ Identified and quantified freight products in the Delhi-SNB, Delhi-Meerut, and Delhi-Panipat RRTS influence areas that could benefit from using NCRTC corridors as part of its delivery network.
- Characterised potential spare capacity for urban/regional logistics services
- ✓ Technical and financial feasibility assessments.
- ✓ Identified the efficiency and sustainability impacts of potentially utilizing the RRTS spare capacity for urban/regional logistic services.
- ✓ Financial and Economic Assessment of the envisaged additional investment for cargo operations.

#### **KEY OUTCOMES**



Suitable business models and contractual designs to attract private partnerships





- Strategic Operational Plan for Freight Movement
- ✓ Key potential end users
- Phase-wise growth strategy







PPP Transaction for 10<sup>th</sup> Ramadan Dry Port, the Arab Republic of Egypt - Financial and Commercial Consultant -Due Diligence

PPP Transaction for 10<sup>th</sup> Ramadan Dry Port, the Arab Republic of Egypt - Financial and Commercial Consultant - Due Diligence

#### **KEY ACTIVITIES PERFORMED**

- Examined legal documents and research pertaining to the Project, as provided by the Client.
- Support to client and project team as a Dry Port expert.
- ✓ Identified gaps in the assessments of the EIB Study, if any, which were required for preparing the Project but not covered under this Engagement's scope of work.
- Generated a requisition of supplementary documents necessary for the execution of the Engagement's scope of work, outlining the specific requirements from the Client and pertinent stakeholders within the Government of the Arab Republic of Egypt.

#### **KEY OUTCOMES**



- Potential for PPP for 10th Ramadan Dry Port
- Potential bankability issues relevant to international financiers and investors



- Bankability issues related to the structure and documentation of the Dry Port project
- ✓ PPP engagement framework







Supply Chain and Logistics Demand Assessment for warehouse of a FMCG company operating in the State of Kuwait

Supply Chain and Logistics Demand Assessment for warehouse of a FMCG company operating in the State of Kuwait

#### **KEY ACTIVITIES PERFORMED**

- Assess and diagnose existing warehouse business flow and highlight the supply chain and warehouse challenges and gaps.
- ✓ Implement effective inventory management practices to maintain optimal stock levels while minimising carrying costs.
- Estimate detailed Demand Forecast and conduct replenishment planning per the Sales Demand and Future Budget.
- Develop and manage the logistics budget, tracking expenses and identifying cost-saving opportunities without compromising service quality.

#### **KEY OUTCOMES**



Optimization of Warehouse practices and procedures

Estimated KPIs and developed KPI
 Dashboard for enhanced supply chain visibility



- Demand Forecast and Replenishment Planning
- WMS and TMS implementation and optimization
- ✓ Distribution network optimization



**Year:** 2023-24

Location: The State of

Kuwait

Client: ENY FZCO





## Market Advisory Services for multi-purpose terminals at eight MAWANI Ports in the Kingdom of Saudi Arabia

Market Advisory Services for multi-purpose terminals at Eight MAWANI Ports in the Kingdom of Saudi Arabia

#### **KEY ACTIVITIES PERFORMED**

- Identification of demand and supply of different EXIM and coastal commodities by the industries in the hinterland and identification of leading countries/ regions of import/ export and preferred port of import/ export.
- ✓ Studied existing port development, cargo profile, and cargo handling facilities of competing ports.
- Traffic forecasts considering the impact of competition and the impact of key issues at ports.
- ✓ Investigated the existing cargo and vessel-based tariffs being charged by the present operators.
- Assessment of the existing equipment and facilities being provided for cargo handling at select terminals and analysis of the availability and likely demand of other support infrastructure.

#### **KEY OUTCOMES**



Potential for privatization of MWANI Ports in KSA

Commodity-wise demand and development potential



Traffic Forecast and Development Phasing

Additional Infrastructure Requirements



**Year**: 2021 - 2022

Location: Kingdom of

Saudi Arabia

**Client**: Essar Ports; Synergy Consulting





Value Proposition and Tariff Benchmarking for Bulk commodities at Mina Saqr port.

Value Proposition and Tariff Benchmarking for Bulk Commodities at Mina Saqr port, UAE

#### **KEY ACTIVITIES PERFORMED**

- Understanding competitor's service offerings, and how their tariffs are structured for various services like cargo handling, docking, storage, and other port services.
- Understanding how changes in tariff structures might affect the port's profitability, market share, and overall competitiveness.
- ✓ Benchmarking DUKC charges of Mina Saqr port at a global level to determine whether the existing pricing strategy aligns with market demands.
- ✓ Analysing the impact of an increase or decrease in tariff rates on the competitive positioning of the port.

#### **KEY OUTCOMES**



- Potential Tariff Structure for export of bulk commodities
- Dynamic UKC tariff optimization and competitive impact



- Pricing Gaps and Cost Impacts due to Competition
- ✓ Potential for STS tariff optimization
- Potential Ship Booking Systems



Year: 2024

Location: United Arab

Emirates

Client: Lloyd's

Register, RAK ports.





# **OUR PEOPLE**

OUR TEAM





### **OUR CORE LEADERSHIP TEAM**





### **Nivesh Chaudhary**

Managing Director – Strategic Advisory

Nivesh is an Infrastructure professional with around two decades of experience in consulting and advisory across various infrastructure sub-sectors, including Ports, and Logistics and Supply Chain. He has worked on various large-scale multidisciplinary domestic and international consulting engagements for promoters and decision-makers in India, Singapore, Germany, Indonesia, Arab Republic of Egypt, UAE, Oman, Kingdom of Saudi Arabia, Bahrain, Namibia, and Kenya.

Nivesh was associated with companies like EY (Ernst & Young), AECOM, Drewry Maritime Advisors, and CRISIL (S&P Global) in the past.



### **Nitin Srivastava**

Director – Design & Build

Nitin Srivastawa is an Architect/ Project Management professional with more than 18 years of experience in design and build services with a specialisation in stadium design and hospitality. He has successfully completed residential, industrial, and recreational projects of repute in the South Asia region. Nitin has designed stadium for the Commonwealth Games and for other key international sports events. He has served in Singapore, Australia, and Qatar.

Nitin has been associated with companies like CES, Populous, Cushman & Wakefield in the past.



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# OUR CORE LEADERSHIP TEAM AND KEY ADVISORS



**Cdr Rupendra Kaushik** 

Senior Advisor, Strategic Advisory

Marine, Naval, Shipyards, Shipbuilding, Shipping, Project Management, Heavy Engineering and Technology consultant with over 34 years of professional experience. Have been providing consultancy services since 2011 related to TEV studies, Market Analysis, M&A advisory, Project Management, Business Plan, Operations, Marine Engineering & Technology, PSI studies, etc.



### Sangeeta Singh

Senior Advisor, Strategic Advisory

An economist with over 30 years of experience. She has strong expertise in economic modeling, regulatory economics, and economic impact assessment. Key experiences include advising clients in the areas of micro and macro-economic analysis, economic impact assessment, demand forecasting, cost-benefit analysis and socio-economic returns on investment.



**Vandana Chaudhary** 

Director – Analytics

Vandana is a database professional with around 15 years of experience in market analysis, supply-demand analysis, database management, trade flow assessment, vessel line-up tracking, and price tracking. She has worked with Noble Agri (COFCO International) in the past. Vandana is currently also developing and managing ASCELA's proprietary data analytics tool.



### Rajan Narayan

Regional Director- Strategic Advisory, MENA

Highly experienced logistics specialist with over 18 years of experience in the Ports and Shipping Sector. Strategic advisory work to consultants and contractors in the marine, logistics and ports sectors. Responsible for tendering, bidding, and business development/contracting for ASCELA in South Asia and MENA region.





### **CONNECT WITH US**



### **Nivesh Chaudhary**

Co-Founder and Managing Director

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