



National Press Associates

CERTIFICATE OF PUBLICATION

This is awarded to

A. Rama Lakshmi

For Publication of Paper Titled

**A STUDY ON ANALYSIS OF DELIVERY DELAYS AND
COST OPTIMIZATION IN FREIGHT FORWARDING
OPERATIONS**

For National Research Journal Titled

“National Research Journal of Human Resource Management”

Peer Reviewed Refereed Research Journal

Volume-13, Issue No: 1, Year: 2026 (January-June)

ISSN: 2394-059X Impact Factor: 7.25



Book Publisher



Website:

www.npajournals.org



National Press Associates

CERTIFICATE OF PUBLICATION

This is awarded to

R. Abarna

For Publication of Paper Titled

**A STUDY ON ANALYSIS OF DELIVERY DELAYS AND
COST OPTIMIZATION IN FREIGHT FORWARDING
OPERATIONS**

For National Research Journal Titled

“National Research Journal of Human Resource Management”

Peer Reviewed Refereed Research Journal

Volume-13, Issue No: 1, Year: 2026 (January-June)

ISSN: 2394-059X Impact Factor: 7.25



Book Publisher



Website:

www.npajournals.org



National Press Associates

CERTIFICATE OF PUBLICATION

This is awarded to

M. Nisha

For Publication of Paper Titled

**A STUDY ON ANALYSIS OF DELIVERY DELAYS AND
COST OPTIMIZATION IN FREIGHT FORWARDING
OPERATIONS**

For National Research Journal Titled

“National Research Journal of Human Resource Management”

Peer Reviewed Refereed Research Journal

Volume-13, Issue No: 1, Year: 2026 (January-June)

ISSN: 2394-059X Impact Factor: 7.25



Book Publisher



Website:

www.npajournals.org