

Airport Cargo Community Systems The Mass Adoption Imperative

July 2026

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Executive summary

Airport Cargo Community System (ACCS) is no longer an emerging technology – it is the operating standard that the air cargo industry is rapidly converging towards. This is clearly reflected in the feedback and insights gathered from 180 air cargo professionals across 15+ countries including airports, airlines, freight forwarders, ground handlers, trucking companies, shippers, and customs authorities.

This market research report delivers the evidence that every airport, airline and ground handler leadership team needs to make an informed decision. It maps where the industry stands on the adoption curve, why organisations that have not yet moved are already absorbing the cost of operational delay, and what the measurable return looks like at each stage of deployment.

The hidden picture



77%
Awareness
out of
64%
Active usage

Mass awareness – beyond exploration to active adoption

77% of surveyed air cargo professionals are aware of ACCS. 64% are already active users of those. Most of these deployments have occurred within the last three years. This is not an emerging trend – it is a market in motion.

Active ACCS Users: 64% of aware respondents (equivalent to 49% of the total survey sample).

62%
Fear competitive
loss
61%
Cite rising
costs

The cost of not adopting is rising faster than the cost of adopting

62% of non-adopters cite loss of competitiveness as their biggest risk within 24 months, while 61% flag rising operational costs. These are not future risks – they are current pressures already being absorbed as the cost of doing business. Manual coordination, cascading delays, and invoice disputes are becoming quantifiable operational liabilities.

ACCS

Users span
all maturity
levels

Digital maturity is not a prerequisite — ACCS meets organisations where they are

One of the most persistent misconceptions about ACCS is that organisations require advanced digital maturity before participating. The evidence directly refutes this. ACCS users exist across all levels of technological maturity. The platform acts as a connecting layer that integrates with existing TMS, ERP, and cargo management systems through open APIs — without requiring organisations to replace their current infrastructure.

63%

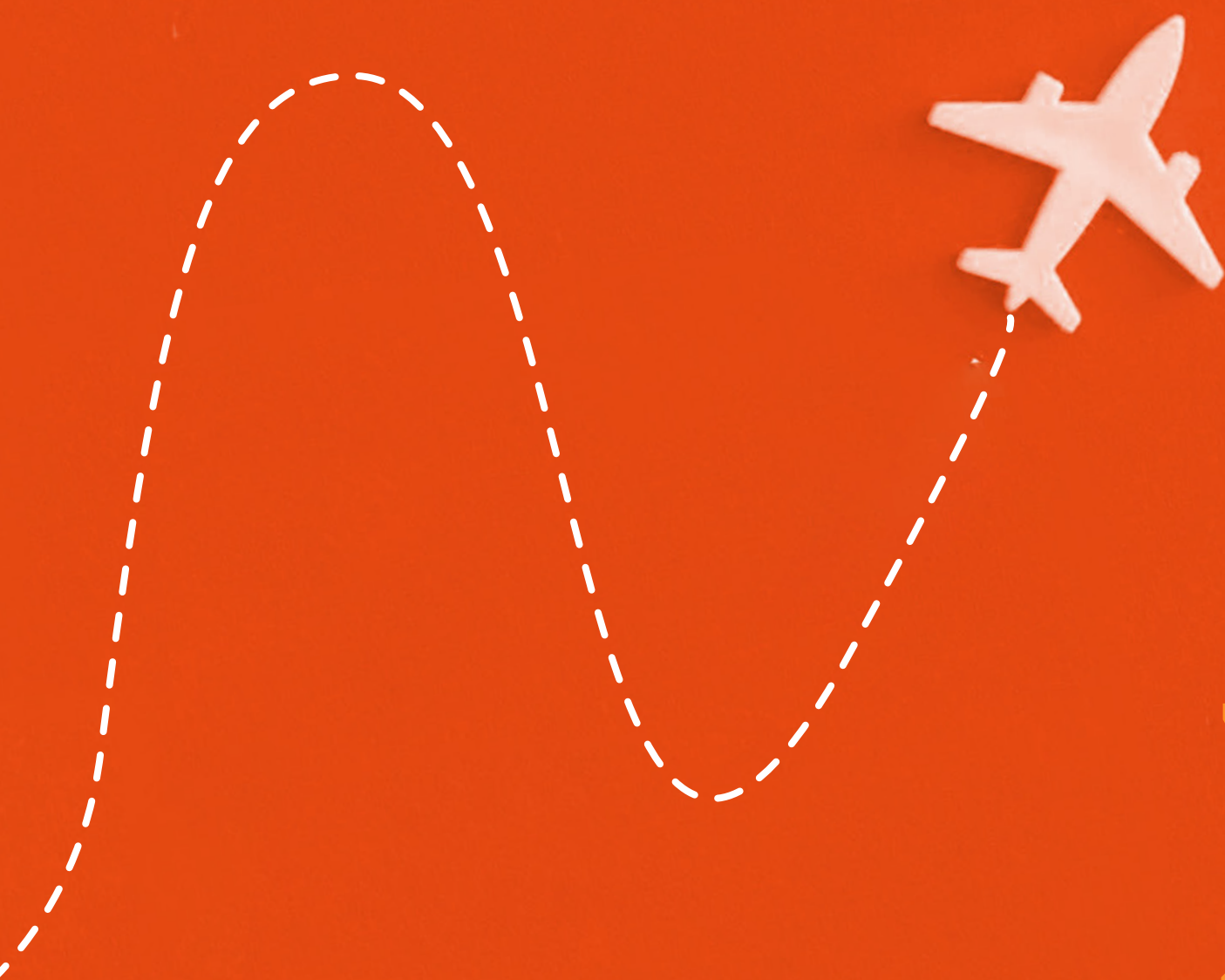
Confirm
benefits
outweigh
costs

The barriers are commercially addressable — not structural objections

The most cited barriers to adoption — implementation cost, unclear ROI, and integration complexity — are all commercially solvable. 63% of current users confirm that the benefits outweigh the costs. In addition, phased deployment models allow organisations to begin realising ROI within months of go-live rather than waiting for full ecosystem deployment.



The bell curve of ACCS adoption



| Section 1

The bell curve of ACCS adoption

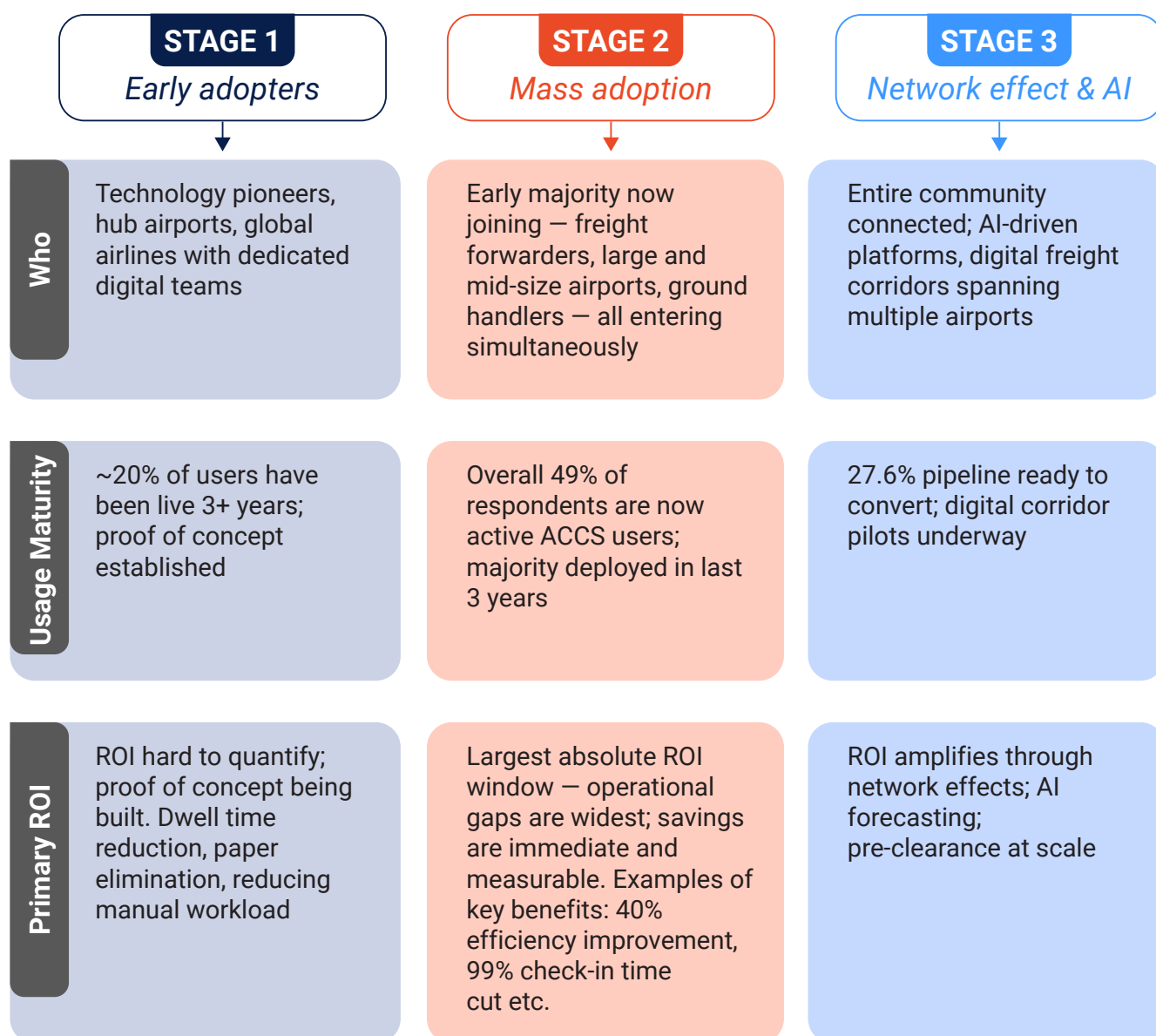
The industry stands at a crossroads — mass adoption is the path to greater value

For decades, air cargo operated on fragmented systems, manual coordination, phone calls, emails, and isolated digital tools. Every stakeholder worked hard but rarely worked on the same digital rhythm. Then the pressure changed. Rising cargo volumes, regulatory demands, real-time customer expectations, and the need for faster turnaround exposed the limits of disconnected operations.

Every major technology platform follows a predictable adoption curve. ACCS is no different and we can now place the global air cargo industry at a precise and consequential point on that curve. The data is clear: the industry is in Stage 2. Mass adoption is underway. Stage 3 is not a distant prospect, it is the default destination for every airport, airline and ground handler that acts in the next 12 to 36 months.

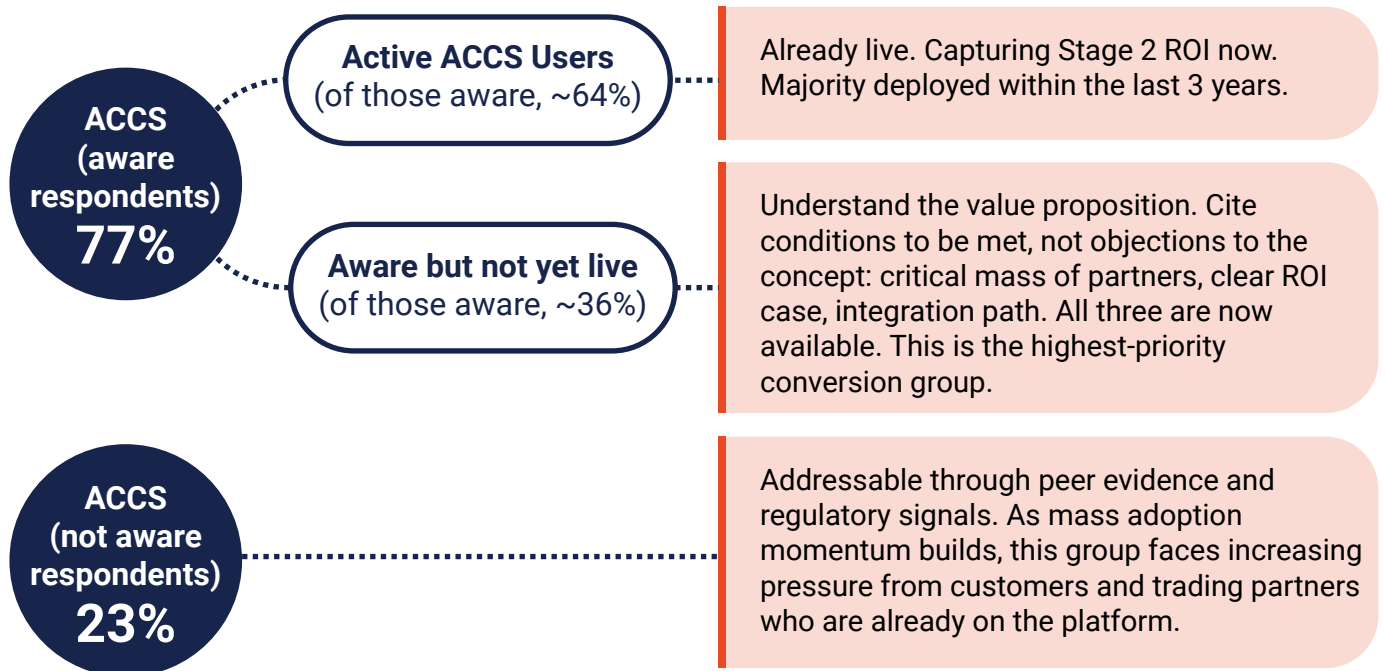
The three stages of ACCS adoption

Mapping the air cargo community's ACCS journey against the classic technology adoption curve reveals three distinct phases each with its own participant profile, primary value driver, and ROI signature.



The ACCS adoption journey today

The surveyed community breaks into three distinct groups each at a different point on the curve, each requiring a different conversation:



KEY INSIGHT

The organisations already live on ACCS are capturing immediate, measurable operational savings. The organisations that move now join them in the highest-ROI window. Those that wait will find that the community they are trying to join has already formed and some of the benefits available to early participants cannot be recovered later.

Key drivers behind the stage 2 adoption surge

The top three drivers – operational efficiency, real-time visibility, and regulatory compliance together account for over 56% of all adoption motivations. This convergence is the hallmark of Stage 2: it is no longer just innovators chasing competitive advantage, it is the mainstream responding to simultaneous commercial, operational, and compliance pressure.

THE THREE FORCES CONVERGING IN MASS ADOPTION

COMMERCIAL PRESSURE: Out of non-adopters 62% cite loss of competitiveness as their biggest risk if their organisation does not adopt an ACCS within 24 months. Shippers are already routing cargo away from airports without digital infrastructure.

REGULATORY MOMENTUM: The EU's ICS2 mandate (live 2024), US ACAS, and advance cargo reporting requirements across SE Asia are making digital data exchange a compliance baseline, not a competitive differentiator.

PEER EVIDENCE: 63% of current ACCS participants confirm benefits outweigh costs. The ROI case is no longer theoretical.

Challenges and roadblocks: what holds organisations back



Challenges and roadblocks: what holds organisations back

Understanding why some organisations have not yet moved is as important as documenting the value of those that have. The research maps a consistent set of barriers — but critically, each one is a condition to be met, not a structural objection to the concept. Non-adopters broadly understand what ACCS delivers. The gap is of confidence, not conviction.

The ranked barriers to adoption

Non-adopters were asked to rank the factors that most significantly prevented their organisation from adopting ACCS. The results below show the combined first-rank scores — the proportion naming each factor as their single most significant barrier:



BARRIERS ARE CONDITIONS — NOT OBJECTIONS

The top barriers — implementation cost due to poor existing digital infrastructure, unclear ROI, and integration complexity with limited participation from stakeholders — are commercially addressable. They reflect a knowledge and confidence gap, not a structural incompatibility. Crucially, 63% of current users already confirm the benefits outweigh the costs — providing exactly the proof non-adopters say they need.

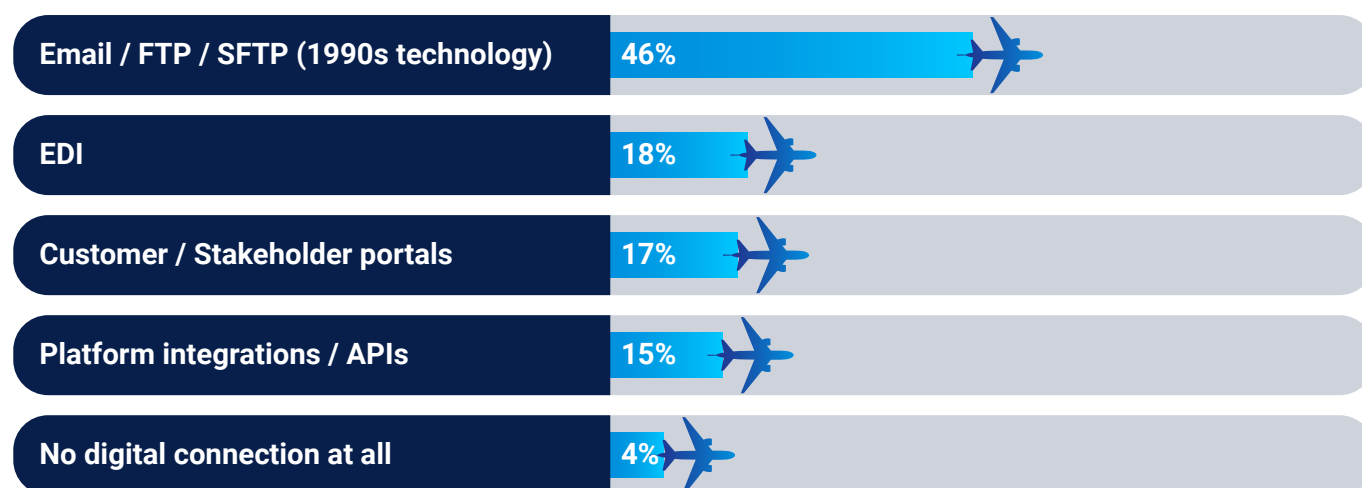
Myth Vs. Reality 01: The digital maturity misconception

The research reveals a striking gap between how organisations perceive their own digital maturity and the tools they actually use when they need to exchange information across organisational boundaries.

Critically, this gap also points to a significant opportunity: because most organisations are already partially connected, ACCS does not require a wholesale replacement of existing infrastructure. It requires a connecting layer — and that is precisely what it delivers.

Taken at face value, 80% of the sector claims moderate or low digitalisation. But look closer at how those same organisations actually connect with external stakeholders and the picture changes completely.

How organisations actually connect externally?



KEY INSIGHT

80% of air cargo stakeholders operate at moderate or low digitalisation – yet many still describe themselves as digital because they are operating using email or internal tool like ERP. The critical gap: the moment cargo crosses an organisational boundary, it reverts to email, phone calls, and paper – regardless of internal system maturity.

ACCS adoption is achievable regardless of digital maturity levels

The natural assumption that ACCS requires significant IT investment and high digital maturity before an organisation can participate is one of the most persistent misconceptions in the market. The data does not support it.

Common Assumption	What the Evidence Shows
We need to replace our legacy systems first	ACCS is designed as a connecting layer, not a replacement. It integrates with existing TMS, ERP, WMS, and cargo management systems via open APIs and standard EDI – organisations connect what they have.
We need high API capability to join	The platform supports multiple connection methods: API, EDI, web portal, and even basic email-based workflows for smaller operators. Participants start at their own technical level and migrate up over time.
Our staff aren't ready for this level of technology	The most successful implementations report that 30% adoption grew to 90% within 12 months. When staff see direct operational benefits – fewer phone calls, no paper queues – adoption follows naturally.
Implementation will take years and huge investment	Phased rollouts begin with high-impact, low-complexity modules: e-AWB, truck slot booking, milestone visibility. Early ROI is realised within months, not years – one US operator saved \$2.1M in year one.
We're too small / not digital enough	Smaller operators can begin with lightweight modules. Many successful cargo communities started with few processes and progressively matured over time. The value comes from visibility, coordination, and standardisation.

THE STRATEGIC INSIGHT

INTERNAL SYSTEMS (TMS, ERP, WMS) CREATE AN ILLUSION OF DIGITALISATION: The real test is cross-boundary data exchange and there, the industry is still running on legacy rails.

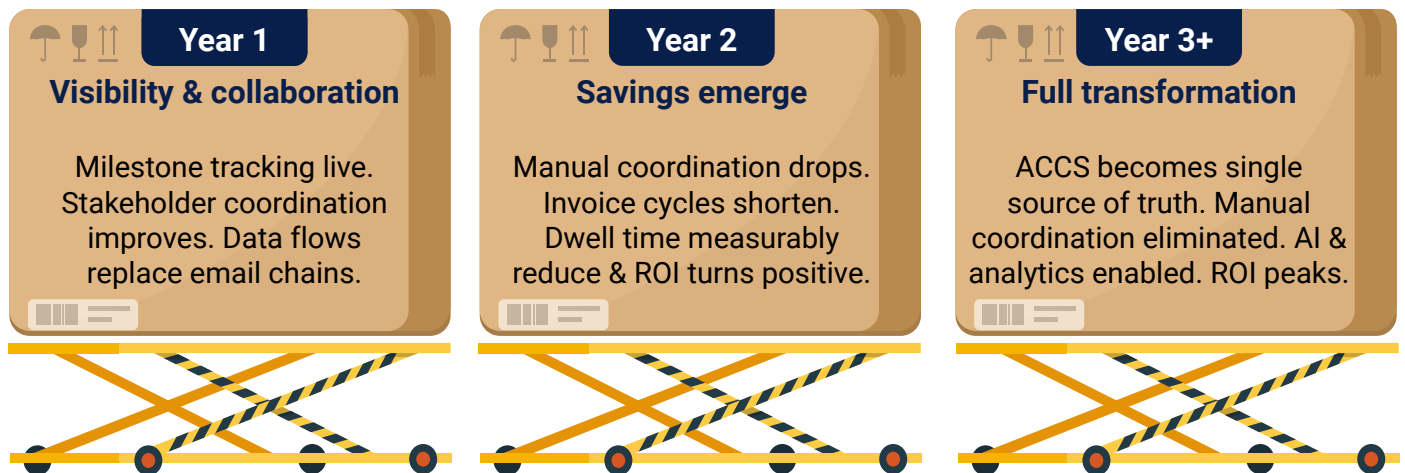
ACCS DOES NOT DEMAND THAT YOU FIRST BECOME A FULLY DIGITAL ORGANISATION: It meets organisations where they are, connects what they already have, and delivers measurable value from day one regardless of where they start on the digitalisation curve.

Myth Vs. Reality 02: The ROI you are missing - stage-wise value evidence

Every month without ACCS is not a neutral position; it is a month in which the operational costs of fragmentation continue to compound, the ROI that Stage 2 delivers remain uncaptured, and the data infrastructure required for Stage 3 remains unbuilt. The table below maps what that deferred value looks like, stage by stage, across eight measurable dimensions.

Critical finding: the largest absolute ROI is available in Stage 2 right now i.e., where organisations move from manual fragmentation to connected community operations. The efficiency gap they close in this stage is the widest gap in the system. The savings are immediate, measurable, and documented.

The value realisation curve — benefits by year



KEY INSIGHT

ACCS benefits compound over time. Organisations in year one see collaboration and visibility improve. Organisations in year three see cost reduction, trust, and full process digitisation. The expected timeline for meaningful monetary return is 6–18 months from go-live and most current users have not yet reached it.

Value by stakeholder — highlights

Stakeholder	Headline value delivered
Airports	Landlord – Orchestrator. 45% report carbon reduction. Revenue up via throughput.
Airlines	AWB and HAWB data quality improved. Revenue leakage reduced. ULD control enhanced.
Freight Forwarders	57% confirm benefits outweigh costs – highest positive signal of any group.
Ground Handling Agents	Dwell time down, dock planning enabled, electronic gate passes live. 15% reduction in Manpower Cost.
Trucking Companies	Operational Efficiency up from 15% to 40%.
Shippers / BCOs	Check-in time: 2.5 days to 10 minutes. 15% fewer empty truck runs.
Customs Authorities	99% of permits processed within 10 minutes.

Value by adoption stage — highlights

ROI Area	Stage 1 (0–12 mo)	Stage 2 (12–36 mo) – NOW	Stage 3 (36 mo+)
Truck Dwell Time	2–3 hrs – <1 hr via slot pilots	2–3 hrs – <30 min; 45% of ACCS users report reduction	Near-zero idle time; AI-optimised slot allocation
Operational Cost	Proof-of-concept; hard to quantify	\$2.1M/year savings (US transporter); operating efficiency up 15%-40%	60–70% electronic dispatch; minimal human intervention
Processing Speed	Paper elimination; basic milestones	Check-in: From 2.5 days to 10 minutes (99% reduction)	Automated customs pre-clearance: 99% of permits in <10 min
Cargo Visibility	Single-airport milestone tracking	59.1% of users confirm improved end-to-end visibility	Corridor-level: origin to destination without data break
Collaboration	Internal community trust established	68.2% improved stakeholder collaboration; 48.8% trust strengthened	Community-wide SLA enforcement; automated exception management
Invoicing & Disputes	FWB quality baseline set	55.9% fewer shipment misunderstandings; faster settlement	Automated proof-of-service artefacts; escrow settlement
Compliance	Early regulatory alignment	55.4% improved customs compliance; live digital audit trail	Pre-clearance trusted traders; automated regulatory filing
Sustainability	Paper reduction begins	43.4% reduced carbon footprint; empty trucks cut 15%	Scope 3 emissions automated; ESG reporting from ACCS data

The price of inaction – risks over the next 24 months

Non-adopters rate loss of competitiveness as a "high" or "biggest" risk without ACCS. The same organisations that cite cost and mandate as barriers to adoption are acutely aware that inaction carries its own cost, they are caught between the pain of change and the fear of being left behind.

Non-adopters recognised concerns and risk arising due to inaction:

Rated : High

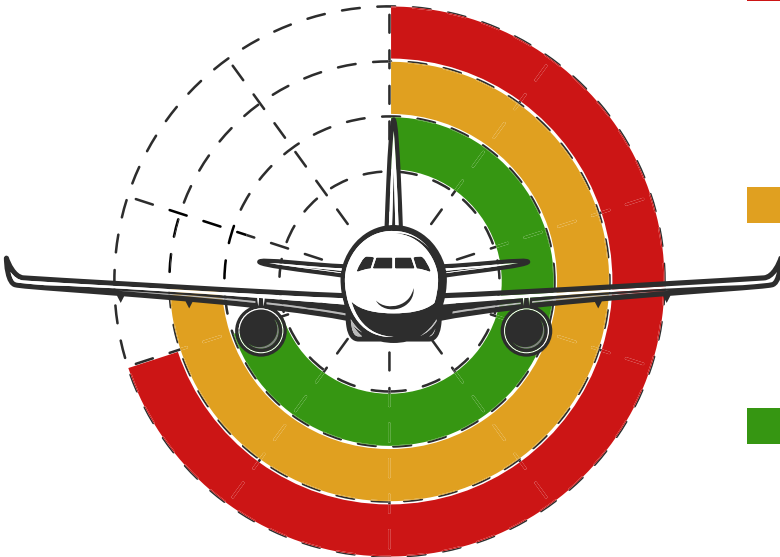
- Loss of competitiveness
- Higher operation cost due to manual work

Rated : Medium

- Lower visibility causing more disputes and claims
- Reduced customer satisfaction

Rated : Low

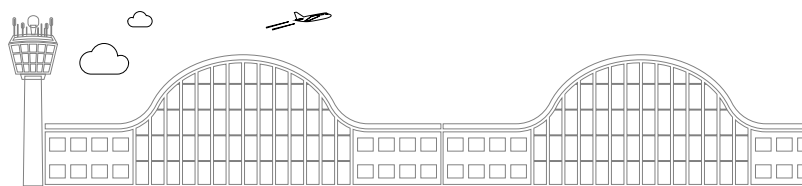
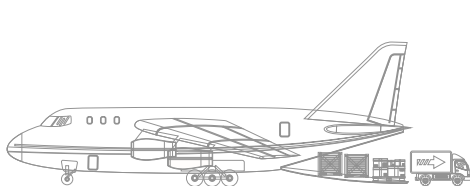
- Meeting compliance
- Increased delay and dwell time



Myth Vs. Reality 03: The community participation threshold

One further dynamic shapes non-adoption: the network-effect logic of community platforms. Non-adopters do not join gradually; they join when the community around them reaches a threshold. The survey data quantifies this precisely.

Minimum community participation required before adoption considered worthwhile:



40.3%

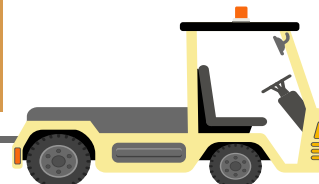
respondents said they would adopt only when minimum 50% of cargo volume is functional on ACCS

36.1%

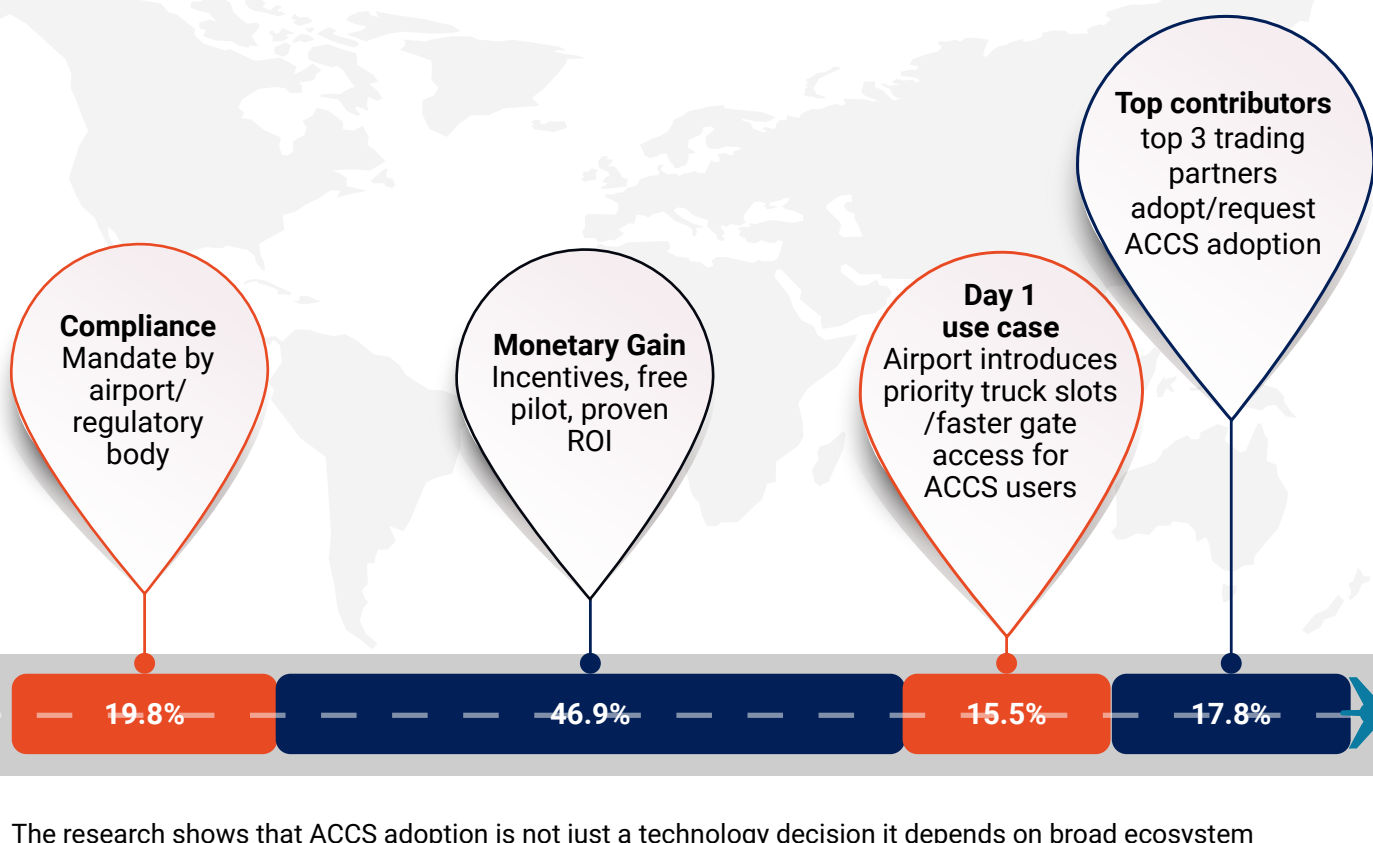
respondents said they would adopt only when 70% of cargo volume is functional on ACCS

23.6%

respondents said they would adopt only when 90% of cargo volume is functional on ACCS



Non-users were asked what would most likely trigger the community to adopt. Their answers reveal very different motivations and a critical implication for how ACCS platforms must position themselves.



The research shows that ACCS adoption is not just a technology decision it depends on broad ecosystem participation. Since 76% of non-adopters are hesitant to commit without significant industry involvement, successful implementation requires a coordinated airport-community approach rather than isolated company deployments. This makes trade bodies, airport operators, customs authorities, and government-led digital initiatives critical to driving adoption. Positioning ACCS as shared airport or national infrastructure builds confidence that enough stakeholders will participate to create real operational value. Kalé supports this through anchor-partner onboarding, ecosystem-wide rollout planning, and phased activation strategies that encourage early participation across the cargo community.

At the same time, adoption barriers must be reduced through continuous awareness, training, and onboarding programs. Industry workshops, regulator-led digital initiatives, cargo community forums, and hands-on support help smaller operators understand that participation does not require major IT investments or advanced technical capabilities. Flexible commercial models, simplified integrations, and visible success stories from early adopters further strengthen trust and encourage wider adoption. The findings suggest that long-term success depends on addressing four factors together ecosystem participation, commercial viability, technical simplicity, and institutional support as part of a single, coordinated transformation effort.

KEY INSIGHT

No single magic bullet unlocks mass adoption: Unlocking adoption requires working of all four levers simultaneously — community scale, commercial terms, technical integration, and governance credibility. Addressing three of the four is not close enough; the outstanding condition will become the reason organisations hold back.

Transformation journey with ACCS



Section 3

Transformation journey with ACCS

What changes for each stakeholder?



- Passive landlord – provides infrastructure, not coordination
- Stakeholders operate on incompatible siloed platforms
- No shared visibility; reactive, phone-driven decisions
- Manual truck arrivals, dock congestion, paper gate passes

BEFORE

- Active ecosystem hub and cargo community orchestrator
- Single platform: airlines, handlers, forwarders, customs
- Real-time slot management, demand forecasting, digital docs
- Positioned as national trade facilitator and policy catalyst

AFTER



- Data locked in proprietary portals; forwarders juggle 20+ logins
- Late/incomplete FWB & FHL messages; manifest mismatches
- ULD assets circulate with no community-wide tracking
- Load planning reactive; ramp rework, weight discrepancies

- Community-verified data via one neutral ACCS entry point
- Structured pre-acceptance; FWB/FHL quality enforced at source
- ULD visibility across terminal; automated alerts for returns
- IATA ONE Record aligned; Cargo IQ reporting automated



- Receives late instructions by fax, email, and bilateral EDI
- Unannounced truck arrivals; first-come, first-served docks
- Paper-based acceptance; discrepancies found at build-up
- SLA performance tracked manually or not at all

- Advance cargo pre-advice; dock doors allocated proactively
- Digital gate passes (QR codes); paperless landside access
- Discrepancies flagged digitally at acceptance, shared instantly
- Community-verified milestones power SLA and dispute reporting



- Status assembled via manual airline portal logins per shipment
- ~30-document paper trail; single missing field stalls a shipment
- Reactive exceptions – customer often discovers delays first
- No digital differentiation; margin erodes in commoditised market

- Real-time milestone tracking across the community platform
- Electronic AWBs, manifests, release messages, customs data
- Automated alerts; proactive exception management
- Digital positioning on high-value corridors; competitive edge



BEFORE

AFTER

- Excel-based dispatch running 24/7; no cargo readiness data
- Drivers arrive hours early; routine idle time and fuel waste
- One delay cascades – ~7 days for network to fully recover
- Multiple airport platforms = multiple custom integrations

- ACCS data feeds live into TMS; single dispatch dashboard
- Trucks dispatched at right time – idle time and overtime cut
- Advance status enables proactive rescheduling before cascade
- Significant savings (reduced overtime, claims, idle time)



- Visibility lost the moment cargo crosses the airport boundary
- Data scattered across carriers, forwarders, handlers, customs
- Shipment check-in: 2.5-day manual, two-person process
- Reactive disruption response taking days or weeks to resolve

- End-to-end digital thread from factory gate to final delivery
- Single-entry submission shared across all community parties
- Shipment check-in reduced to ~10 minutes (99% faster)
- Cloud scenario modelling cuts disruption response to hours



- Physical docs presented at counter; manual officer review
- No pre-arrival risk assessment – sequential bottleneck
- Lowest ACCS adoption of any group (12.5% active users)
- Progress requires political mandate, not commercial logic alone

- Pre-arrival digital data enables risk profiling before landing
- Pre-clearance and green-lane for trusted/AEO traders
- Digital audit trail replaces paper chain – tamper-resistant
- Active trade facilitator role; dwell times under 2 hours (Dubai/SG)

ACCS as the foundation for AI & digital corridors



ACCS as the foundation for AI & digital corridors

Individual ACCS implementations deliver real value at the airport level. But the full potential is only realised when they interoperate – when the data generated at the origin airport can follow the shipment to the transit hub and the destination, providing corridor-level visibility.

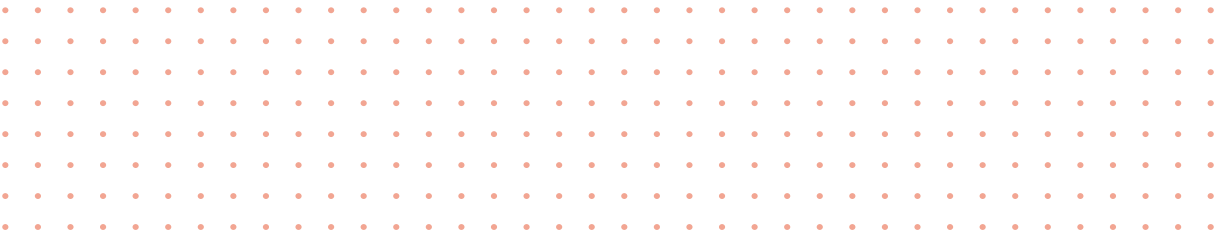
Next-generation capability	ACCS foundation required
AI-driven load forecasting	Community-wide, standardised milestone data
Automated resource scheduling	Real-time data layer across all stakeholders
Pre-arrival customs risk assessment	Advance cargo data integration with authorities
Digital freight corridors	Interoperable ACCS instances across airports
IATA ONE Record alignment	Structured event model at community level
Proactive disruption management	Predictive data vs reactive event response

The business case for AI in air cargo – why ACCS is the pre-requisite?

AI in logistics is only as useful as the data it runs on. Right now, for most of the air cargo community, that data is fragmented, delayed, and inconsistently formatted. ACCS is not just an operational upgrade – it is the data infrastructure layer that makes meaningful AI possible. Supply chain and operations is already the joint top function for AI adoption across the industry, cited by 18% of surveyed organisations. That number will only grow. But none of the high-value AI applications below work reliably without a clean, standardised, community-wide data foundation – which only a mature ACCS can provide.

 **AI Use Case 1 – Predictive load forecasting:** Without ACCS, load planning remains reactive, with handlers receiving cargo information too late to optimise resources efficiently. With real-time community-wide data, AI can forecast inbound cargo volumes hours or even days in advance, helping airports reduce congestion and improve capacity planning. The real challenge is not AI itself – it is having a standardised data foundation to power it.

 **AI Use Case 2 – Automated dispatch & fleet optimisation:** One major US logistics provider is already shifting from manual coordination to data-driven dispatch through ACCS integration. With real-time cargo readiness data flowing into its Transportation Management System, AI can automatically optimise driver schedules, trigger dispatch actions, and notify stakeholders reducing operational disruptions, improving recovery time from delays, and delivering potential annual savings of \$2.1 million.





AI Use Case 3 – Pre-arrival customs risk profiling: Customs clearance is consistently identified as the most persistently manual step in the cargo chain, and one of the top three contributors to dwell time globally. When ACCS delivers structured advance cargo data to customs authority's commodity descriptions, declared values, shipper and consignee history, routing AI risk-scoring engines can profile consignments before the aircraft lands, concentrating manual inspection on genuine high-risk cargo and enabling pre-clearance for trusted traders.



AI Use Case 4 – Intelligent document validation: An average air freight shipment requires approximately 30 documents. In markets without ACCS, the majority remain paper-based. Even where digitisation exists, a missing decimal point in a 300-character data string can bring an exchange to a halt. AI-powered document validation checking e-AWB completeness, flagging FWB/FHL mismatches, auto-correcting address formatting requires a structured, community-standardised data environment to operate at scale. ACCS provides the intake layer; AI provides the quality assurance at throughput no human team can match.



AI Use Case 5 – Proactive disruption management: Today, exception management in air cargo is reactive: offloading, delays, and discrepancies are discovered late, often by the customer rather than flagged in advance. A mature ACCS generates the continuous event stream acceptance timestamps, build-up completions, transfer events, departure confirmations that AI anomaly detection models need to identify disruptions before they cascade. The control tower existed internally; ACCS extends that intelligence into the airport community itself.



AI Use Case 6 – Dynamic pricing & yield optimisation for airlines: Revenue leakage from billing discrepancies and manifest errors is a persistent pain point for carriers. AI-driven automated rating generating invoices directly from ACCS-sourced, community-verified milestone events eliminates the bilateral disputes that currently extend resolution timelines from days to weeks. With a clean event log as the single source of truth, yield management models can also identify patterns in acceptance quality, special handling uplift, and seasonal demand that are invisible in fragmented, siloed data.

The AI readiness gap

The constraint is not AI capability, the models exist and are commercially accessible. The constraint is data infrastructure. A real-time, standardised, community-wide data layer covering milestones, documentation, slot events, customs status, and exception triggers is the pre-requisite for every AI application listed above. ACCS is that layer.

Airports and operators that invest in ACCS today are not just solving the operational problems of the present. They are building the data foundation that determines what AI can do for them tomorrow. Those that delay is not just falling behind on efficiency they are falling behind on the infrastructure that will define competitive advantage in the next decade.

Roadmap to implementation: from decision to ROI



Roadmap to implementation: from decision to ROI

The roadmap below distills the implementation principles from live deployments across airports, ground handlers, and cargo communities at different stages of digital maturity and from Kalé's direct experience in 200+ airports and ports across 50 countries.

Phase	What Happens	Expected Outcome
Readiness assessment (Weeks 1–4)	Value stream mapping of current cargo processes across all community stakeholders. Identify digital gaps, regulatory requirements, and quick-win modules. Define governance model and community engagement plan.	Clear baseline of current state. Stakeholder buy-in secured. Platform selection brief prepared with community-specific requirements.
Neutral governance setup (Weeks 4–8)	Establish the community governance body – neutral, representative, with defined data rights, transparency rules, and dispute resolution framework.	Trust foundation built before any technology is deployed. Competition-law compliant data-sharing framework in place.
Phase 1 Deployment (Months 2–5)	Launch high-impact, low-complexity modules first: e-AWB and manifest quality, truck slot booking, real-time milestone visibility. Onboard the 60–80% of cargo volume stakeholders as the first cohort.	First operational ROI visible within 90 days. Truck wait times begin falling. Paper processes start transitioning. Community confidence built.
Change management & training (Months 2–6, parallel)	Structured staff training and change management running in parallel with technical deployment – not as an afterthought. Operational staff demonstrate the platform on their actual workflows.	Adoption rate accelerates. Staff resistance reduces. One South Asian airport moved 30% – 90% adoption within 12 months using this approach.
Integration & scale (Months 5–12)	Connect ACCS to existing TMS, ERP, WMS, and cargo management systems via open API and standard EDI – no system replacement required. Extend to full community. Onboard customs authorities.	Full community live. Community data quality improves. The platform begins generating the clean, standardised data required for Stage 3 AI and analytics.
Stage 3 Preparation (Months 12+)	Activate AI-driven capabilities: load forecasting, automated resource scheduling, predictive exception management. Explore bilateral data-sharing with partner airports. Align to IATA ONE Record standard.	Stage 3 ROI unlocked: automated dispatch, digital freight corridors, pre-clearance for trusted traders. Full return on community investment realised.

The seven implementation principles

Principle	Why it matters for your community?
Start with the process, not the platform	Value stream mapping before technology selection reveals the actual pain points and regulatory requirements. The technology should enable improved processes – not be imposed on broken ones.
Phase the rollout – quick wins first	Begin with e-AWB quality, truck-slot booking, and real-time visibility. Let early ROI build community confidence and momentum before introducing complex integrations.
Neutral governance before anything else	The governing entity must be neutral – not an airline, not a forwarder, not a ground handler. Without a trusted governance framework, data-sharing concerns stall adoption regardless of technology quality.
Involve all stakeholders early – including smaller ones	Community systems only deliver full value when the entire community participates. Excluding smaller operators creates data gaps that undermine the platform's value for everyone.
Invest in change management equally with technology	Operational staff with decades of manual-process experience require structured training and genuine investment. Where change management matched the technical build, adoption followed. Where it was an afterthought, it stalled.
Prioritise integration, not replacement	ACCS connects and enriches the systems stakeholders already use. For trucking companies and forwarders, ACCS data should flow into their existing operational systems – not create a new platform to manage.
Use pilot data to prove value in each stakeholder's language	Generic value claims do not move sceptical freight forwarders or reluctant ground handlers. Operational data showing their specific dwell time reduction, cost saving, or dispute elimination does.

Conditions that must be met before organisations commit



**The window is
open but not indefinitely**

Conclusion

The window is open but not indefinitely

Air cargo is entering a new era of connected, intelligent and collaborative operations. What was once viewed as a future ambition is now becoming the industry standard, with airports, airlines and ground handlers rapidly embracing digital community platforms to improve speed, visibility and efficiency.

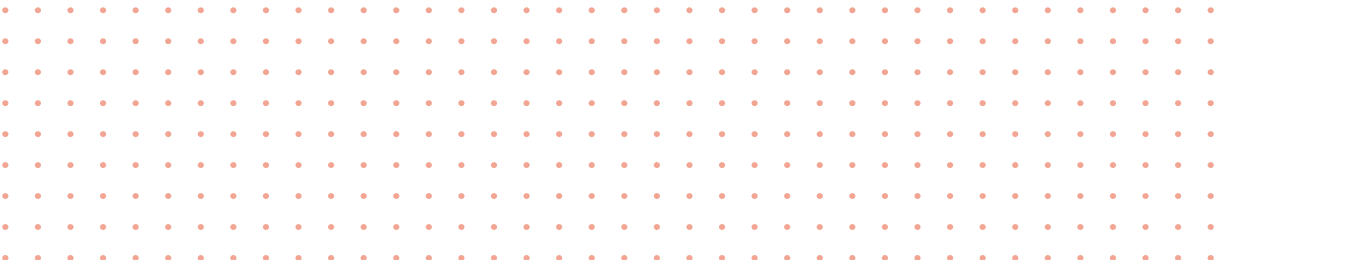
This research confirms a strong and positive industry shift: adoption is accelerating, ROI is already proven, and organisations at every stage of digital maturity can participate successfully. The evidence is clear — community-based cargo operations are delivering measurable operational and financial value today while creating the foundation for AI-enabled and automated cargo ecosystems of the future.

For industry leaders, the opportunity is no longer about whether digital transformation will happen, but how quickly they can position themselves to benefit from it. With proven implementation models, growing stakeholder participation and clear business outcomes, the path forward has never been more achievable.

"The question facing the airport cargo ecosystem is not whether to adopt a community-based operating model. It is whether to lead that transition or be left behind by it."

Transport Intelligence / Kale Logistics Solutions Research, 2026

About This Research: Primary research conducted January–March 2026 by Transport Intelligence (Ti) in partnership with Kale Logistics Solutions. Quantitative survey of 180 air cargo professionals across 7 stakeholder segments, supplemented by in-depth qualitative interviews. The sample was purposively designed to reach professionals already engaged with digital topics in air cargo. Awareness and active-user figures are derived from the surveyed sample. All percentage statistics are sourced directly from the validated survey dataset. Stage characterisation (Stage 1, 2, 3) and the bell curve framework represent Ti analytical methodology applied to the survey data.





About Kale Logistics Solutions

Kale Logistics Solutions (Kalé) is a global vertical SaaS company, providing a suite of software solutions for the logistics industry. It counts several Fortune 500 companies including large airports, and seaports as its customers. Kalé has offices in India, UAE, Kenya, Netherlands, Australia, Indonesia, Saudi Arabia, Benin, Ivory Coast, Abidjaan, Republic of Congo, Colombia, Japan, Canada and USA. Engaging with 5500+ clients in 50 countries, Kalé is a major player in the logistics industry. Kalé has been the champion and flag-bearer of paperless trade in the logistics industry with initiatives like the world's most comprehensive cargo community systems for both Air (Airport Cargo Community System) and Maritime (Port Community System).

About Ti

Transport Intelligence (Ti) is one of the world's leading providers of expert research and analysis dedicated to the global logistics industry. Utilising the expertise of professionals with many years of experience in the express, road freight and logistics industries, Transport Intelligence has developed a range of market-leading web-based products, reports, profiles and services used by many of the world's leading logistics suppliers, consultancies, banks and users of logistics services.

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