



Nikhil Agrawal

Building a Tech-Powered Platform for Efficient and Reliable Export Processes

Kaushal Kumar | The CEO Magazine

Global trade is evolving fast — but exporters still face daily chaos: scattered documentation, shipment delays, endless follow-ups, hidden currency charges, and zero visibility. Nikhil Agrawal, CEO of Pazago, saw this gap not just as inefficiency but as a systemic issue demanding transformation. Built from the ground up by shadowing exporters and mapping real workflows, Pazago is a single, tech-powered platform that simplifies and streamlines every step of export operations — from documentation to logistics, forex, and tracking. With a mission to enable seamless, reliable, and efficient global trade, Nikhil's vision is clear: to become the trusted operating system for cross-border B2B trade and empower Indian businesses to thrive globally.

From Chaos to Clarity

Nikhil Agrawal grew up in a business-driven environment, where dinner table conversations often revolved around challenges faced by entrepreneurs. Watching his father navigate the highs and lows of running a business gave him an early understanding of risk, resilience, and problem-solving. This early exposure shaped his mindset and pushed him towards entrepreneurship, not for the sake of titles, but to solve real-world problems at scale.

As he explored the export space, one pattern stood out: global trade was unnecessarily complex. There was no real-time visibility into shipments, frequent quality issues with no structured resolution process, and outdated systems driven by manual coordination and fragmented intermediaries.

“The sector needed a fundamental shift — from relying on relationships and manual processes to operating with data, automation, and process discipline,” Nikhil notes. Pazago was born from this reality. The mission was



Nikhil Agrawal - CEO - Pazago

simple: bring order to the chaos and make global trade scalable, reliable, and efficient.

Building the Operating System for Exporters

Pazago is a comprehensive operating system for Indian exporters. It streamlines documentation, logistics, forex, compliance, and communication. One standout feature is the “Export Order Recipe”, which helps exporters predefine every stage of their order, reducing errors and speeding up execution.

The team behind Pazago didn't jump into coding. “We started by shadowing exporters and mapping

workflows,” Nikhil explains. “Pazago was born from their lived realities, not a boardroom.” This commitment to user-first design is what makes the platform both intuitive and impactful.

What Sets Pazago Apart

What sets Pazago apart is its focus on execution. “What's not working? What's slowing our users down?” asks Nikhil. This customer-centric approach ensures that the platform remains flexible and scalable. Pazago constantly evolves based on feedback from exporters, staying ahead of industry demands. Its adaptability positions it as a leader in the digital transformation of global trade.

By maintaining a deep connection with users, the company has built a system that's not only flexible but also scalable. Its ability to evolve based on real-time feedback is a cornerstone of its success. Success for Pazago is about simplifying global trade, removing friction, and enabling businesses to thrive in a space that's traditionally been slow to innovate.

Building a Culture of Ownership

For Nikhil, building a strong, motivated team has been one of his greatest accomplishments. At Pazago, he has created a culture of ownership and speed within Pazago. Everyone is empowered to think and act like a founder. He shares,

“A leader's real job is not to make every decision; it's to set the bar, remove roadblocks, and keep the team focused on the 'why'.”

At Pazago, there's no room for bureaucracy. Everyone is empowered to make decisions, and there's a strong focus on clarity and transparency.

The Road Ahead

Looking ahead, Nikhil envisions a future where digital systems dominate global trade. “Compliance will tighten, margins will compress, and only those with efficient



systems will thrive,” he explains. Pazago aims to evolve into a full-stack ERP system for exporters, managing everything from documentation to logistics and compliance. The future of the industry is evolving rapidly. With over 100 exporters on board and expanding operations across key Indian cities, Pazago is ready to lead the charge.

“Ideas are easy; execution is rare. The only way to win is to be obsessed with your user, move faster than your comfort zone allows, and build real solutions, not just slides. If you're solving a real problem and you're relentless about it, the market will eventually catch up.” — Nikhil Agrawal