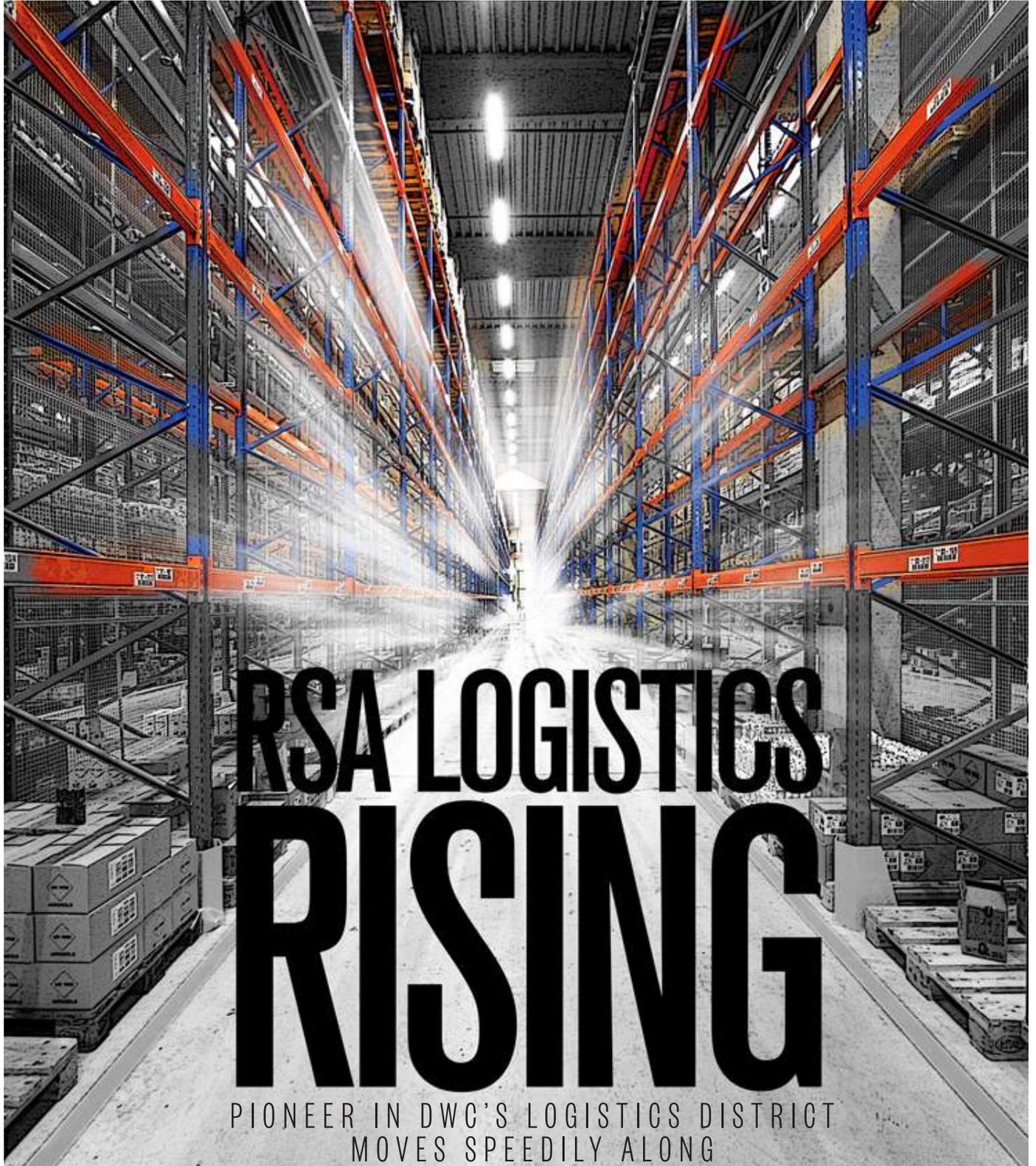


LOGISTICS NEWS



CONNECTING TRADE PROFESSIONALS WITH INDUSTRY INTELLIGENCE

MAY 2015



RSA LOGISTICS RISING

PIONEER IN DWC'S LOGISTICS DISTRICT
MOVES SPEEDILY ALONG

BEYOND A PORT HANDLING THE WORLD'S BIGGEST SHIPS

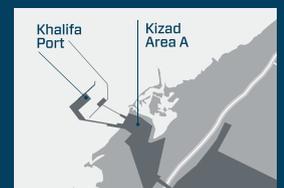


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THE MOST BARREN DESERT IN THE WORLD - NO PROBLEM



It is, without doubt, one of the harshest environments on earth: the Empty Quarter in the Kingdom of Saudi Arabia – the largest and most barren sand desert in the world, spreading itself over four Arab nations and covering 650,000 km² which is comparable in size to France. Temperatures range from 50° to -1°C in the course of a single day and the sand and dust are relentless. The nearest city is 1000 kilometres away. So the construction of the road cutting through the desert, linking Saudi Arabia to the Sultanate of Oman, called for an extraordinary solution. The response: a fleet of 95 Volvo machines was assembled. Together, they shifted over 130 million m³ of sand just to build the bridge of the road – an extraordinary feat in such harsh conditions, yet the quality and power of Volvo engineering was up to the challenge. The difficulties created by the remote isolation of the worksite were answered with excellent customer support from FAMCO, the authorised Volvo dealer in Saudi Arabia, which included the organisation of mobile 24/7 service workshops that moved forward with the construction operation. **Discover a new way.**



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HOT ON THE LOGISTICS TRAIL

The scorching summer is now well and truly on hand in the Middle East. As is indicative from the past, the sweltering heat is clearly something that experienced natives and expatriates across the region take in stride.

On the economic front, even as temperatures continue to soar, there seems to be no abatement in the level and pace of industrial activities in the region and work continues unimpeded. A random, cursory glance at such general, ready indicators as the traffic, the news media, the movement of freight containers in and out of ports, cargo movement at the airports and activities at shopping centres provide empirical evidence of undiminished, even frenzied, ongoings.

Things look good and the logistics sector is preparing for the long summer haul as we also found out in informal conversations with our peers in the business.

Our Cover Story for this May 2015 issue is RSA Logistics, the 3PL behemoth and the first tenant to go operational in Dubai World Central's Logistics District. In a short span of eight years since its inception, RSA Logistics has had a meteoric rise, becoming one of the leading players in the trade.

On another front, to get an insider's 'insights' into the nature and quality of services provided by RSA Logistics, we also spoke exclusively to a client Harshal Tidke, Senior Project Manager, Prime Power Strategic Accounts, Cummins ME who spoke about the customer-LSP partnership between the two.

The ubiquitous commercial vehicles, trundling the vast network of highways, roads and arteries across the region, particularly the Middle East, is the subject of this issue's Focus Feature. Elsewhere, we have also spoke exclusively to Qatar's Milaha Mari-

time & Logistics' Paul Virgo and France-based Huawei Rail Solutions' Rabi Ouali for their take in their respective areas of operations and their involvement in the region's transportation scenario.

In this edition we have added a new fixture, 'Last Page-In First Person' where we invite our guest writer to contribute to this page for his or her narrative, observations, professional or personal perspectives on any subject of interest related to supply chain & logistics. For this issue I am pleased to welcome Katharina Albert, Managing Director of Dubai-based Kat Logics - Simulation Solutions for her first-person perspectives on optimisation and material simulation.

Our bouquet of regular and ad-hoc news stories, interviews, articles, features, guest contributions and commentaries and Op-Eds from industry bigwigs rounds up our content in this issue.

Separately, I am also privileged and honoured to introduce Giorgios Retsinas, our newly appointed Editorial Director, who will oversee editorial operations for business publications at the BNC Group. Retsinas, a media professional with considerable experience, comes with good professional credentials and a career with leading blue chip publishers in his native USA and in the Middle East. His inclusion, insights and experience will no doubt be an asset to us!

It is my hope you will enjoy reading this edition. We are always keen and happy to hear from you so keep those comments and observations coming. Bouquets and brickbats equally welcome.



those comments and observations coming. Bouquets and brickbats equally welcome.

Malcolm Dias
Editor
malcolm@bncpublishing.net

MIDDLE EAST LOGISTICS NEWS

Editor
Malcolm Dias
Malcolm@bncpublishing.net

Managing Director
Walid Zok
Walid@bncpublishing.net

Director
Rabih Najm
Rabih@bncpublishing.net

Director
Wissam Younane
Wissam@bncpublishing.net

Group Publishing Director
Diarmuid O'Malley
Dom@bncpublishing.net

Editorial Director
Giorgios Retsinas

Group Sales Manager
Jayant Dey
Jayant@bncpublishing.net

Art Director
Rana Husam Shibliq
rana@bncpublishing.net

Marketing
Mark Anthony Monzon
Mark@bncpublishing.net

CONTRIBUTORS

Mark Millar, Joy Thattil,
Prakash PK Menon

SUBSCRIBE

subscriptions@bncpublishing.net

PO Box 502511 Dubai, United Arab Emirates
P +971 4 4200 506 | F +971 4 4200 196



For all commercial enquiries related to Logistics News Middle East contact
Jayant@bncpublishing.net
T +971 50 1971200

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ETIHAD CARGO DEBUTS PHARMA TRANSPORTATION PRODUCT

Etihad Cargo has unveiled TempCheck, its new cargo solution created to ensure stability of all temperature-sensitive pharmaceutical and healthcare products when transported around the world.

Supervised by trained and experienced service teams and ground handling staff, TempCheck incorporates the latest equipment, processes and operating procedures that keep all pharmaceutical products within a temperature controlled environment at every stage of the journey, from the cool room facility to the ramp, and from the aircraft to the customer.

The solution provides a range of temperature controlled (active) Unit Load Device (ULD) containers that are available for lease, for keeping products in cool, chilled or frozen states during transportation. These include pre-cooled thermo blanket protection (passive), for wrapping around temperature-sensitive cargo whilst being moved between the aircraft and the cool room facility.

It also prioritises ground handling and loading, ensuring that all cargo is

transferred between the cool facility and aircraft within 40 minutes. Cargo hold within the aircraft is temperature controlled and there are extensive cool room facilities at its hub in Abu Dhabi to provide customers with variable temperature storage options.

David Kerr, Vice President Cargo, Etihad Airways, commented, "Over the last two years, we have seen tremendous growth in the amount of pharmaceutical products successfully transported over our hub in Abu Dhabi as we continue to expand our passenger and cargo networks."

To meet this increasing demand, Etihad Cargo has also upgraded its temperature controlled storage facilities in Abu Dhabi, and has refurbished its existing cool rooms to meet pharmaceutical-safe specifications. Extensive new purpose-built facilities are also being established and are scheduled to be online in 2015, prior to the summer period.

Etihad Cargo currently offers a combination of belly-hold capacity and main-deck freighter services to 111 destinations internationally, operated by a fleet of 111 passenger and freighter aircraft.



Dubai Trade CCB for trade and logistics community

Dubai Trade has launched the Certified Customs Broker Programme (CCB), a new professional course for the trade and logistics community. The programme provides an insight into the Customs laws and regulations in Dubai for customs brokers, freight forwarders, traders, manufacturers, free zone companies and logistics and transportation service providers.

Eng. Mahmood Al Bastaki, CEO, Dubai Trade, said, "The programme not only saves time for traders but also provides details on the laws and procedures needed to using the Mirsal 2 platform on the Dubai Trade portal. It also provides guidance on the Customs Tariff & Harmonised System (HS) Codes and improves understanding of international conventions and delivery terms."

Trainees can enroll in the CCB Programme by visiting ccb.dubaitrade.ae and are certified on completing five modules over 40 working hours spread over five days and on passing a final examination.

The five modules include Introduction to Dubai Trade & Customs, Customs Law, Incoterms and Trade Related Documents, HS Code and Customs Related Procedures and Dubai Customs e-Services.



Agility's GCC Services Receives ISO 9001 Certification

Agility's GCC Services subsidiary in Basra, Iraq has received the ISO 9001 certification, making it the first integrated remote site services company to be certified in this Southern Iraqi city.

The certificate was awarded to GCC Services with UKAS accreditation by Bureau Veritas Certification, UAE, a global leader in Testing, Inspection & Certification, following a stringent site audit. The certification demonstrates GCC Services' commitment to continually improve its process to provide services that consistently meet customers' needs and expectations.

These services relate to site camps and include facilities management, catering services, life support services, and functions such as Human Resources, Administration, Procurement and Warehousing. GCC Services serves small and large scale projects and currently operates 33 hard structures, 28 camps and 22 warehouses in remote and high-risk areas of Iraq. The company has also constructed 17 temporary dining facilities, including the largest in Iraq, with over 10,000 meals served every day.

Rashad Sinokrot, CEO, GCC Services, commented, "With the security situation being what it has been over the past few years, it is no small feat to receive the ISO 9001 certification in Iraq. This independent verification underlines the technical and management capabilities of GCC Services and is a reassurance to our customers that their needs are being looked after by the best team in Iraq."

450,000

The air freight tonnage moved annually between India and the European Continent



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Oman Air and Cargolux set to make Muscat air - logistics hub



Oman Air has signed an agreement with leading cargo airline, Cargolux Airlines International, which according to officials will allow the Sultanate of Oman to act as a transit point for goods between India and Europe.

The pact was recently signed at Muscat's Seeb International Airport by HE Darwish Bin Ismail Bin Ali Al Balushi, Minister Responsible for Financial Affairs and Dirk Reich, CEO, Cargolux Airlines International.

India and Europe and there are plans to increase the flights to thrice a week and add Bengaluru, Mumbai and Hyderabad as destinations. "The ultimate goal would see Muscat as a hub for flights to as far as China and Africa. Together, we can achieve the vision of the Sultanate of Oman to really become a logistics hub. Muscat currently transports 120,000-150,000 tonnes of goods a year, but with the new airport, its potential will rise to 250,000-350,000 tonnes" he affirmed.

Based in Luxembourg, Cargolux will now use Muscat as its third hub in addition to its second hub in China. One cargo flight a week will operate from Luxembourg-Muscat-Chennai and back.

According to Reich, 450,000 tonnes of cargo per year is transported between

The initial agreement is for six months, after which it can be extended, according to Adulrahman Al Busaidy, COO, Oman Air. As part of the joint venture, Cargolux aircraft will be used on the Oman Air network. Oman Air and Cargolux will each split half the volume on the 747 aircraft, which is capable of carrying 240 tonnes.

According to officials, the agreement represents a contribution by air infrastructure to help Oman realise its potential as a logistics hub. "Today, we have taken the first step towards our journey to contribute to the great infrastructure in the Sultanate of Oman," Paul Gregorowitsch, CEO, Oman Air asserted.

US\$ 1.6 billion

The value of project awarded to DSE in 2014



Khaldoun Tabari

Drake & Scull Engineering (DSE), the engineering subsidiary of Drake & Scull International (DSI), has announced that it has been awarded a contract worth US \$ 91 million for MEP (Mechanical, Electrical & Plumbing) works on an upcoming mixed-use hotel and residences building development to be constructed on the Palm Jumeirah in Dubai.

Under the terms of the

DRAKE & SCULL ENGINEERING AWARDED PRESTIGIOUS MEP CONTRACT

agreement, DSE will complete the supply, installation, testing, commissioning and handover of detailed MEP works for the hotel. The upscale project, located on the man-made island, consists of three separate buildings of G+7 floors constructed over a common basement and will include a 360-room five star hotel and two residential buildings. The scope of work extends to the pools and associated landscaping and will be completed by 2016.

Khaldoun Tabari, CEO & Vice-Chairman, DSI commented, "We achieved nearly

US \$ 1.6 billion in project awards in 2014 across MENA, Europe and Asia and are glad to maintain our streak of winning major projects in our key markets. The project award is a noteworthy addition to our projects' portfolio which grew by 20% in 2014 and touch an all-time high figure of approximately US \$4.0 billion."

Ahmad Al Naser, Managing Director, DSE, remarked, "The MEP contract for the mixed-use development is an important win for DSE as it is a very prestigious and iconic

addition to the world famous Palm Jumeirah landscape. The project win adds to our strong track record in the MENA hospitality business, especially in the UAE where we have delivered prestigious landmarks."

According to him, DSI's engineering division continues to be driven by sound fundamentals and has been able to sustain its momentum by securing a significant number of projects in the last decade. "We are hopeful of winning major projects and quite optimistic about the regional

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DC AVIATION AL-FUTTAIM GAINS BUSINESS AT DWC

In just over a year since it became fully operational at its Dubai World Central (DWC) base, DC Aviation Al-Futtaim (DCAF) has seen a considerable increase in the movement of business aircraft taking off or landing at its state-of-the-art facility where it provides aircraft management, VIP aircraft and passenger handling, maintenance as well as business jet charter.

The privately-owned facility, which includes a 5,700 sq. m. hangar, 1,300 sq. m. of exclusive lounge area and a dedicated ramp parking area spanning over 7,700 sq. m. witnessed a three-fold increase in aircraft movements in the first three months of this year compared to the same period in 2014.

The GCC region, India and major European cities were the top destinations for the majority of the aircraft movements handled by DCAF's hub at DWC during this period.

"We have seen an overwhelming interest from aircraft owners and operators in our aircraft and passenger handling services resulting in a significant increase, month-on-month in 2014. This trend has

continued in the first quarter of this year," affirmed Holger Ostheimer, General Manager, DC Aviation Al-Futtaim. "This is a great momentum on which we intend to build upon by furthering our investment in infrastructure and human resources to ensure we maintain the highest possible quality standards for safety while exceeding excellence in customer service," he added.

According to DCAF, business aviation in the Middle East is a cyclical sector and therefore performance levels fluctuate over a 12-month calendar year with noticeable dips during low-season and spikes during high season. "We are confident that the rest of the year will witness a steady growth in the number of private and business aircraft movements at DWC perhaps slowing down a bit during Ramadan and the summer months before picking up again during September onwards according to the trends witnessed last year," said Ostheimer.

In anticipation of the increased activity at its facility at DWC, DCAF has already put in place the necessary tools and resources to expand its line maintenance capabilities to include the Challenger



Holger Ostheimer



604/605 series aircraft. It currently supports the Airbus 320 series and the Bombardier Global Express type of aircraft amongst others.

The DCAF hangar has enough space to accommodate four ACJ or BBJ type aircraft of the heavy business jet category as well as two ultra-long range business jets such as the Falcon 7X, Bombardier Global Express or Gulfstream G550.

GWC excels in Fine Art

GWC Fine Arts continue to expand on their asset pool, an expression of the firm's continued commitment to provide institutional and private collectors, museums and galleries with the highest international standards of fine art logistics in the State of Qatar.

Recently, GWC Fine Arts unveiled two new trucks specifically designed for the fine art movements in accordance with the highest European standards. The 10-tonne and 20-tonne trucks are fitted with air ride suspension to absorb shocks at point of impact, keeping the contents inside stable. The interior has also been fitted



with specialised flooring, and the walls have been lined with industry-specific load bars, allowing crates to be lashed and fixed to the walls, further reducing movement of the truck contents. With the additional temperature control measures in place within the vehicles, the artwork may be transported as needed without exposure to external factors and influences.

"GWC has become one of the rare firms in the region equipped to take on the highly specialised activity of transporting works of art by constantly adding to its warehousing and transportation assets," explained Ranjeev Menon, CEO, GWC Group. "It is one of the key factors that have

developed the faith in our services as evidenced by the frequent contracts we continue to receive from some of Qatar's most renowned museums, galleries and art collectors," he added.

Among the exhibitions coordinated by the firm was the 'Here There' exhibition at Al-Riwaq gallery, one of the initiatives of the Qatar-Brazil Year of Culture 2014. A travelling exhibition, GWC Fine Arts coordinated with its team to bring 52 crates of artwork from the previous site in Oslo, Norway. Many of the art pieces were abstract in nature requiring specialised packing and installation skills, both to preserve the pieces as well as display them as the original artists intended.

DP WORLD acquires Canadian Container Terminal



Sultan Ahmed Bin Sulayem

DP World Limited recently announced its agreement to acquire Maher Terminal's Fairview Container Terminal (Fairview) in Prince Rupert, British Columbia, Canada from Deutsche Bank. Fairview presents growth opportunity in a market with attractive and growing demand.

Fairview is a purpose-built terminal with an efficient sea-rail link and has a current capacity of 850,000 TEUs, with a just announced Phase 2 expansion that will take the capacity to 1.35 million TEUs. The concession period runs to 2034 with an extension to 2056 after the completion of Phase 2. Total consideration payable is US \$ 457 million for the total outstanding stock of Fairview on a cash-free, debt-free basis (subject to customary adjustments). The completion of the transaction is subject to applicable Canadian regulatory approvals and is expected to occur in the second half of 2015.

Sultan Ahmed Bin Sulayem, Chairman, DP World, commented, "We are delighted to extend our global footprint with a second terminal in Canada. The value proposition is compelling and the addition of capacity to our portfolio will contribute to DP World's continued growth and the delivery of shareholder value."

DP World Limited has been a significant investor in Canada, as operator of the CENTERM terminal in Port Metro Vancouver. The transaction will provide significant benefits to Canada, including the Province of British Columbia, to the City of Prince Rupert, to First Nations communities and to importers, exporters and consumers.

The implementation of the phase 2 expansion, expected to be completed in the first half of 2017, will add capacity and efficiency to Canada's Asia-Pacific Gateway and Corridor. Expansion is projected to create more than one-half million hours of construction work and more than 500 FTE jobs.

DP World will undertake feasibility assessments in relation to development of the lands intended for further expansion which could potentially increase the capacity to 2.45 million TEU. The agreement will allow the Canadian Terminal access to DP World's world-class productivity-enhancing best practices in container terminal development and operation, access to DP World's state-of-the-art supply chain security and safety practices and, increase in employment levels in Canada. There will be substantial Canadian participation in the management of Fairview.

Mohammed Sharaf, Group Chief Executive Officer, DP World, remarked, "Fairview Container Terminal offers the fastest access for vessels travelling between Asia and North America. The terminal also offers the highest productivity rates on the West Coast and an efficient rail link to the hinterland. The long-term concession and ability to build beyond the current phase 2 of expansion presents a good opportunity for DP World."

Aramex subsidiary acquires stake in Turkish IT Company

InfoFort, a subsidiary of Aramex and the leading records and information management solution provider in the Middle East and Africa, announced the acquisition of a 51% stake in Turkey-based CBKSoft Software, the leader in the Turkish electronic content management (ECM) market, developing custom software solutions to empower businesses and improve the bottom line. Aramex first entered the Turkish market in 1998 and now has 12 offices across the country. The acquisition of CBKSoft provides significant opportunities for Aramex and InfoFort to continue their regional expansion, taking advantage of increas-

sition of CBKSoft demonstrates Aramex's commitment to expand into high-growth markets to deliver shareholder value and incremental growth and revenue." Abed Shaheen, CEC, InfoFort, remarked, "InfoFort believes that corporations need to securely, efficiently and professionally store their records in order to ensure confidentiality and business continuity. We will continue to stress the need to our existing and potential clients to invest in digitisation and in automating paper driven processes and the acquisition of CBKSoft will make this service even more accessible to them." Salih Kanli, Chief Executive Officer of CBKSoft, said, "Our



ing demand for innovative information management and business solutions. Commenting on the acquisition, Hussein Hachem, Chief Executive Officer of Aramex, said, "We're excited to join forces with CBKSoft as we expand our reach in one of the world's fastest growing emerging markets. The acqui-

reach across Turkey, in addition to the range of information management solutions we provide, has resulted in significant competitive differentiation for our business and brand. We believe InfoFort is the right partner for us to expand our presence, both locally and in the Middle East and Africa."

US\$457 million

The investment made by DP World for the Fairview Container

that could break the Supply Chain

SIX CHALLENGES

Consumerism is on the march. It has spread into the far reaches of the world from the BRICS (Brazil-Russia-India-China-South Africa) to the MINTs (Mexico-Indonesia-Nigeria-Turkey) to the six favoured emerging markets CIVETS (Colombia-Indonesia-Vietnam-Egypt-Turkey-South Africa) By Craig Stephens, Vice President, International Consulting, Epicor Software Corporation, USA

You don't need to be a supply chain expert to know that the sector has undergone some radical changes over the past decade. These have ranged from the onslaught of cheaper manufacturing bases in the East and the lengthening of the supply chain, to the rise of traditional manufacturing bases in the West, once again, as costs rise in China.

The advent of new technology has further propelled the sector's evolution. It has enabled the supply chain to become more collaborative, support new specialisms and respond to changing demands. Against this backdrop of continuous change, irrespective of whether ready or not, there are hardships. The sector faces the following six challenges which, if not addressed, have the potential to break the supply chain:

1) The 'March of Consumerism' Challenge:

The world has become one big marketplace with consumers calling the shots, and so it needs 'one big supply chain' to underpin it. You only have to look to the online retail market as an example. While not exactly new, online shopping has reached a point of extreme scale and maturity, with competition constantly increasing. The scene is the same for business to business trading. Supply chains stretch further across the globe than ever before, and the volume of online B2B trading is steadily increasing, leading to some

serious operational challenges. Companies that are not ready to tackle these challenges will be left behind.

2) The 'Where to Source From?' Challenge:

Constantly diverging supply chain options are creating more complex sourcing decisions for supply chain professionals. For example, changing factors such as risk, cost, logistics and sustainability, all impact the ability to accurately measure the total supply cost of products and services across a global market.



Craig Stephens

3) The 'Big Data' Challenge:

Everyone's talking about 'Big Data' and its impact on the supply chain. but be aware: it won't solve all your problems! It's easy to be swept along by the promise that big data is going to answer all of your questions about supply chain performance (and even those you didn't think you needed to ask) but the reality is that big data, to a degree, is a misnomer. The challenge isn't managing the data, the challenge lies in realising the insight that the data offers. With the right tools in place, organisations can gain visibility into the supply chains to identify areas of concern as well as areas of potential

growth in order to make them more streamlined.

4) The Risks of 'App-isation' Challenge:

The lure of enterprise apps promising to make supply chain operations more intuitive and agile can be attractive, but professionals should also be aware of the risks. Apps for the supply chain need to offer stability, be rigorously tested, undergo stringent security and error testing and integrate with legacy IT systems if they're to offer value. While apps will help supply chains enormously, supply chain professionals need to weigh up the risk. Apps should not be seen as a replacement for core enterprise supply chain management systems.

5) The 'Supply Chain Inequality' Challenge:

While demand planning is not getting easier or harder, it does remain challenging. The ability to manage demand as dynamically as possible depends on how strong customer relationships are and how willing those customers are to share their own forecasts with the supply chain. We have seen recent, high profile examples of retailers such as Tesco, Premier Foods and Heinz, criticised for holding their suppliers at arms-length. Supply chain professionals should try to spend as much time with their customers as they do with suppliers for this reason. It must be a two-way relationship and customers must appreciate that an arms-length, David and Goliath-style relationship with key suppliers will not pay in the long term.

6) The 'We're not out of the Woods Yet' Challenge:

The downturn caught many organisations out and in general, made people more cautious. That risk-averse attitude and legacy lives on and will continue to do so despite the ongoing signs of recovery. While banks are starting to lend again, it's with much closer scrutiny of the borrower and their requirements. This means that organisations need to be more innovative in finding ways to fund their supply chain innovations. Equally, supply chain professionals and their customers have learned much from the downturn. They are subsequently asking far tougher questions of their supply chain partners, setting them in good stead for the future.

'EPICOR ALLOWS COMPANIES TO BENCHMARK PERFORMANCE'

Epicor Software Corporation, founded in 1972, is an ERP software vendor headquartered in Austin, Texas, USA and focused on supply chain and manufacturing companies. Epicor has approximately 20,000 customers across 150 countries worldwide, most of which are focused on manufacturing and supply chain

Logistics News Middle East spoke exclusively to Anish Kanaran, the company's Dubai-based Channel Director for the Middle East, Africa & India, in a wide-ranging interview on the company and the impact its ERP software solutions is having on the Supply Chain & Logistics space in the region.

ANISH KANARAN CHANNEL DIRECTOR, MIDDLE EAST, AFRICA, INDIA

Anish joined Epicor in 2011 and brings along with him more than 17 years' experience from the regional Enterprise Resource Planning (ERP) industry. Anish is responsible for managing the entire sales organisation, including the direct sales force as well as the channel partners that Epicor works with throughout the region.

Prior to joining Epicor, Anish spent three years with Microsoft and was handling new business acquisition for Saudi Arabia. Anish has a decade long experience in managing Sales, Business Development and Channel Management for global ERP solutions such as MS Dynamics, ORION, BaaN, Intuit and SAGE. Anish has an undergraduate degree in Engineering and Computer Science.



Tell us about Epicor's general portfolio of offerings within the supply chain & logistics (SCL) space?

Epicor offers an extensive range of supply chain management solutions as part of its end-to-end ERP solutions to support with effective distribution. Based on a service-oriented architecture, Epicor Supply Chain Management (SCM) is complemented by an array of enterprise capabilities, including customer relationship management, supplier

relationship management, supply chain execution and sourcing solutions.

Epicor SCM provides the tools needed to manage every aspect of inventory control, the order fulfillment process, interaction with customers, purchase management as well as supporting relationships with suppliers. Similarly, for the distributor who produces or assembles his own items, Epicor goes beyond traditional assembly and kitting functionality by offering a comprehensive

production control solution.

Epicor SCM also allows companies to benchmark performance through integral business intelligence and supports the needs of the agile distributor through flexible business process management and visual workflow tools.

What sets Epicor apart from its competitors?

Epicor liberates its customers to think about their business from a fresh

perspective, to focus on core growth activities, and to be inspired by the possibilities. Our attention to industry-specific details, visionary innovation, and commitment to mutually-beneficial relationships sets us apart from the competition. Epicor software solutions drive the company that are innovating business today and that's what sets us aside from our competition.

Some of our specific differentials include an agile business architecture based on 100% SOA (service-oriented architecture) to help companies quickly adjust to changing business conditions, a modern interface that fits into today's workplace, global functionality to conduct business worldwide and still meet local regulations, and about a third of the cost of ownership compared to larger ERP systems.

One of the other points of differentiation is our addition of a social voice to ERP by integrating status updates, news feeds and broader communities to provide an even more powerful tool to achieve best-in-class business performance. These technologies will further empower knowledge workers by leveraging contextual information to improve the quality of interactions.

With the ever increasing complexity of managing a global supply chain, Epicor solutions use business intelligence and the automation of processes to approve accuracy and service levels. Epicor solutions also help to manage the increasing volatility of changing market demands. It also supports internal and external collaboration leading to better business decisions, as well as helping to control costs or growing capabilities to increase revenue for the company.

The features and capabilities that Epicor brings to the market in its technologies have been tested and proven over 40 years and in thousands of installations worldwide.

Which industry verticals within the SC&L field does Epicor have the greatest bearing (specialisation)?

Within this industry, we specialise in automotive distribution, consumer goods distribution and pharmaceutical, chemical and allied products distribution verticals.

EPICOR'S CLIENTELE IN THE MIDDLE EAST

Client portfolio includes some of the most prominent business enterprises in the Middle East and around the world.

In the ME region, Epicor has 400-plus customers and key customers include Mabani Steel and Knightsbridge Chemicals, the Eriango Group, the Yusuf Bin Ahmed Kanoo Group, Al Khalij Enterprise, OWS Auto, Tropina Foods, Dolphin Group, Barakat Foods, National Foods Industries, APTEC Distribution, DNO International, EMDAD and the Thomsom Group.

Tell us about Epicor's customised solutions for the SCL industry.

In the ME region, we offer our flagship software, Epicor ERP. Last year we released the latest version - Epicor ERP 10. It offers a range of supply chain management capabilities built within a single business platform. It is a comprehensive solution with purchasing, sourcing and procurement, inventory control, advance materials management and warehouse management.

Epicor ERP 10 also introduces a number of new applications and technologies that will transform the way companies operate. The visionary blend of rich global functionality is built on agile technology that eliminates complexity to make ERP easier to use, more collaborative and more responsive than ever before, while supporting today's business imperatives.

How is Epicor faring in the region and what are your expansion plans?

We have had a strong presence in the Middle East since 1996 and we serve over 450 customers across the entire Middle East from our regional headquarters in Dubai Internet City.

In the Middle East, we have seen tremendous growth in our business over the last few years and we are looking forward to further expand by signing new partners and adding more

customers across the entire region.

Can you outline the opportunities and challenges confronting Epicor in the region?

Huge investments by local government in projects such as infrastructure, healthcare and education within the region has created a steady demand for IT products and services. This in turn has created enormous opportunities for enterprise solutions providers like Epicor.

A shortage of technical resources is the biggest challenge that all technology companies are facing within the wider Middle East region and Epicor is no exception.

What is the vision - short term, long term, for Epicor in the region?

Our vision is to be the leading provider of industry-specific business software that drives growth and profitability for our customers.



Epicor SCM provides the tools needed to manage every aspect of inventory control, the order fulfillment process, interaction with customers, purchase management as well as supporting relationships with suppliers

New Heights in *LOGISTICS*

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The journey that started with a single truck seems a distant memory. Since 1965 our fleet grew over 1,800 trucks and 2,200 various types of trailers such as flatbed, low bed, extendable and semi-hydraulic. In addition to other types of trailers such as conventional hydraulic, SPTs and SPMTs. Our terminal and storage capacity is over 2 million SQM with more than 6.9 million MT of exports a year.

Our formula of success is to keep everything 'in-house' starting with employing the right calibers, owning state of the art equipment and utilising the latest technology. Then, we are left with the daily task to integrate all of our resources to offer our clients a holistic logistics & SCM solution.

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SWISSLOG

fortifies with Forte acquisition

Forte's expertise in conveyor systems, case and piece picking and sortation solutions, particularly in the e-commerce and multichannel retail segment, will strengthen Swisslog's offering in North America.

Swisslog recently announced the completed acquisition of Forte Industries, a warehouse automation system integrator located in Mason, Ohio, USA. This acquisition will support Swisslog's strategy in the North American market with a complementary product and service portfolio.

Forte's expertise in conveyor systems, case and piece picking and sortation solutions, particularly in the e-commerce and multichannel retail

Swisslog and Forte will deliver significant benefits to our customers that are far beyond the individual offerings. In addition, the acquisition will support Swisslog's market strategy and particularly its positioning in the e-commerce and multichannel segments," affirmed Markus Schmidt, President Swisslog Warehouse & Distribution Solutions North America.

Forte will continue to operate within its well-established business model as a separate unit of Swisslog Warehouse &

Distribution Solutions (WDS) North America from its Mason, Ohio headquarters.

"The Forte brand has always stood for excellence and innovation and I believe the synergies between our respective teams will result in an even more powerful proposition to our rapidly expanding client base," emphasized Gene Forte, founder and previous owner of Forte.

The acquisition will support Swisslog's market strategy and particularly its positioning in the e-commerce and multichannel segments — Markus Schmidt, President Swisslog Warehouse & Distribution Solutions North America.

segment, will strengthen Swisslog's offering in North America. The Forte customer base extends across multiple vertical industries and will enhance Swisslog's offering to both e-commerce and pharmaceutical segments.

"We are convinced that the combination of



Markus Schmidt



A.K. Shultz

Forte Industrial Equipment Systems is a US-based consulting, systems integration and software technology firm focused on optimizing distribution centers for many of the world's fastest growing companies. Forte plans, designs and implements material handling automation systems with its warehouse execution software (WES) as the core of each solution.

With the completion of the acquisition, founder and owner Gene Forte transitioned management of the company to AK Schultz, previously Vice President Customer Service Swisslog North America. Schultz has more than 15 years of experience in engineering and the automated material handling industry and has held management positions within Swisslog for more than a decade.



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THE RISING WITH PRUDENCE

A leading 3rd Party Logistics Services Provider and a pioneer in the Logistics District of Dubai World Central, a resurgent RSA Logistics is revving up for the long road ahead

With strong partnerships with German chemical logistician TALKE and the French logistics mogul GEFCO, a 5-star certification by DMCC (Dubai Multi Commodities Centre), an ardent follower of green initiatives, and a dedicated pursuit to increase its footprint and grow across the region, family-owned business, RSA Logistics has indeed come a long way up the ladder in the Logistics Services Provider (LSP) business. Established in Dubai in 2007, it is today one of the region's top player, offering a comprehensive suite of logistics services including contract & project logistics, freight forwarding, distribution and supply chain management, among many others.

The company, a one-stop entity that delivers modern, integrated solutions to its clients, supports many of the world's top brands from a wide spectrum of industries such as electronics, power generators,

automotive, chemicals, petrochemicals and retail.

It was the first company to start operations in the Logistics Enclave of Dubai World Central (DWC), in 2009, going on to develop business verticals in chemicals, automotive, oil and gas and projects. The company currently owns and operates 170,000 square meters of logistics space.

Driving the company in the direction of growth is the new generation managing director, Abhishek Shah, who, while looking back at the journey, states that it had its share of challenges. "Over a decade back, when my father and uncle started the company with modest operations in the South side of Jebel Ali Free Trade Zone, the reality was different from what was originally anticipated," he says.

After taking over as managing director, Shah did what he was good at. He decided to redefine and structure the business to give it a



definitive orientation and focus and to grow it organically and externally through appropriate tie-ups. “Later that year in 2005, I decided to initiate discussions with Dubai World Central (DWC) which progressed through 2006 and in 2007 finally sealed our partnership,” he says.

The partnership bore fruits soon enough. According to Shah, though, DWC’s Logistics District was in its infancy at that stage, RSA Logistics was the first to commence operations in the enclave. “At that time, Dubai was well on track to economic expansion facilitated by such

A few years into our operations, I decided to redefine and structure the business to give it a definitive orientation and focus and to grow it organically and externally through appropriate tie-ups

mega projects as the proposed opening of the brand new Al Maktoum International Airport in July 2008 and the investment in logistics and industrial infrastructure. Since then, DWC has taken big strides and made remarkable improvements,” he says.

While the initial venture served to meet the needs and fill the gap at the time when businesses were booming in the region and there was a paucity of firms offering freight, warehousing and logistics services to this burgeoning sector, the financial meltdown that began in 2008 was sobering and like many other businesses at that time, RSA Logistics too had to grapple with a lot of hardships. “Things began to look better in 2010 and we have not looked back

ABHISHEK AJAY SHAH MANAGING DIRECTOR, RSA LOGISTICS

Abhishek Ajay Shah is the Managing Director of RSA Logistics and a Member of the Board at the Chemicals Logistics JV RSA-TALKE. He manages the entire team across RSA Logistics and is responsible for the overall planning and execution of corporate strategies. In just over five years in the position the company has seen multiple folds of growth.

Abhishek has a dynamic management and leadership style. His responsibilities includes strategic planning, financial reporting, business development, regional and global expansion. He has overseen the brand development across different levels, working in several areas covering operations, sales and development and technology. Abhishek holds a degree in Civil Engineering with Business Management from Warwick University.



RSA LOGISTICS FACILITIES

RSA Logistics continues to aggressively expand its services through the Middle East and East Africa. RSA began operations in Kenya in January 2013 after acquiring a local company, Trade Winds International, whose local expertise has helped RSA leverage its 3PL space in the local market. RSA Logistics' investments in Kenya include a modern integrated warehousing facility complete with racking facilities and an efficient IT platform to integrate the WMS offering with all other services.

since. RSA Logistics steadily grew from an upstart brand to a name to reckon with as is the case today," says Shah.

The company also made strategic decisions to partner with key and well-established global logistics operators that enabled to leverage its in-house strengths and use them to its advantage. "We were also able to offer a wider range of services in many other industry verticals including project logistics, energy both upstream and downstream, chemicals and hazardous goods, automotive and more," he says while asserting that the core offerings constitute Contract Logistics and all associated services including storage, warehouse and distribution, International Freight Forwarding and the entire gamut of activities and local transportation.



JOINT VENTURE

Partnering in a JV with German Logistics giant ALFRED TALKE Logistics Services, RSA TALKE a state-of-the-art chemicals storage facility is located in DWC. Separately, the company has commissioned a 17,000 square meters facility that house modern integrated warehousing units dedicated to the hi-tech and automotive industry with temperature controlled chambers that enable world-class solutions to customers.





FF I am unfazed by competition. Competition from my perspective is not a challenge, in fact it actually is a motivator and helps to spur us on

LOGISTICS
RING

Shah's dynamic management and leadership style came along with a thirst to expand through collaborations and he started his search for partners who shared a similar wavelength. He did not have to wait too long when, in May 2013, his company signed a 50-50 Joint Venture with TALKE, a German chemical logistician based near Cologne. The result was RSA-TALKE, a state-of-the-art chemicals storage facility in Dubai Logistics District.

"They were looking at making a foray into the local market a long time and this proved a long sought-after opportunity. For over 65 years, TALKE has always excelled and remained steadfastly focused only in the chemicals & petrochemicals sector. We have consolidated and grown this business having met all the necessary regulatory and safety requirements. Dow Chemicals now use us to store their plastics and related chemicals and products," says Shah.

Next came the partnership with GEFCO, a French company into the 'Finished Vehicles Logistics' segment. Through its five key areas of expertise - Overland, Overseas, Warehousing & Reusable packaging, Finished Vehicles Logistics, and Customs and Tax representation, GEFCO delivers global, innovative solutions in both domestic and international and inbound and outbound logistics for a full range of industrial requirements. "We will be working closely with GEFCO not on a client-vendor relationship basis but on a partnership basis to offer outstanding and value-added services," Shah points out.

While it has been just over five years in the position for Shah, he has further expansion on the back of his mind. He says, "We would like to increase our footprint and grow across the region. While continuing to grow organically locally in the UAE, we would also like to extend our reach outside of the country and the way forward I see is strategic partnerships where we and our partners leverage our strengths and USPs to provide our clients value propositions."

And for him, the UAE is a key region. "We foresee much potential in the UAE given its strong commercial fundamentals, prudent



economic policies, its leadership role and financial buoyancy. We have a lot at stake here," he notes.

Committed to grow in an ethical manner, Shah asserts that his company is not just about business, but also focuses on elevating mankind and conserving environment. "We are very conscious about the environment and do everything possible at all levels to preserve our ecology and lowering our carbon imprint. Additionally, we also have QHSE (Quality, Health, Safety & Environment) adherence policies in place for employees to ensure their personal safety and well-being," he says.

The company also has philanthropic projects underway in each of the three countries of operations - the UAE, Kenya and India. It supports the Al Noor Charity Foundation & Training Centre for children with special needs. In Kenya, it works closely with farming communities in the vicinity of its operations to support children's education and in India it has partnered with a local foundation to provide education to underprivileged, marginalised children and victims of drug or physical abuse.

"We will continue to stay the course, stay committed to our business and perform to the best of our abilities. We now have traction and momentum and now is the time to consolidate on our gains. Expansion is on the cards and we hope to be in many more countries within the next five years," says Shah.

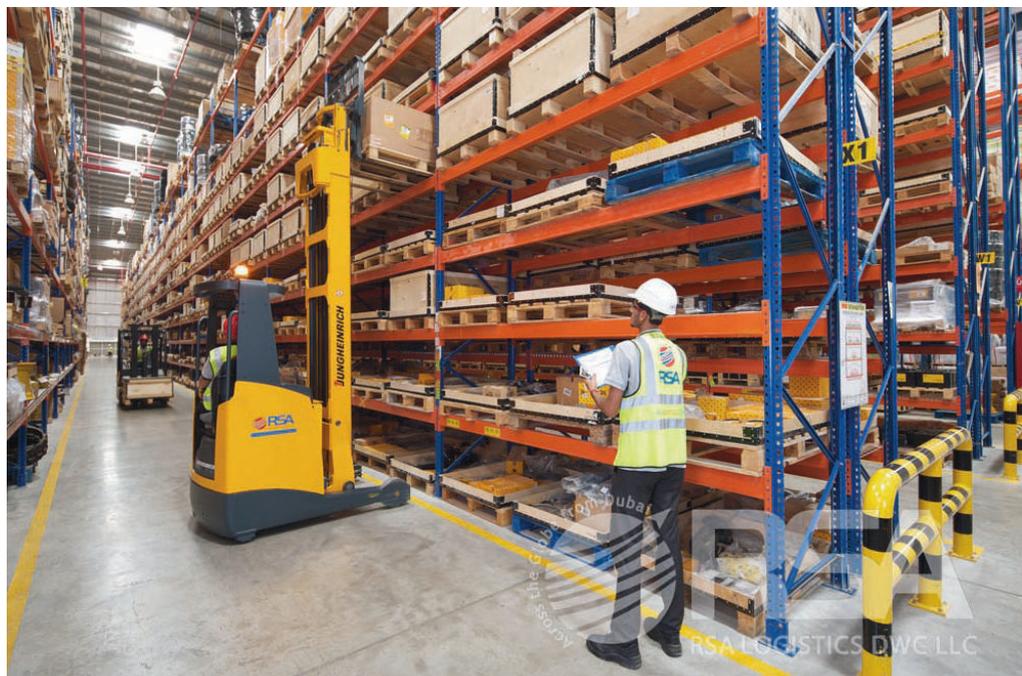
Considering only force majeure to be challenge and taking his competition as his motivator has only yielded in a fair business existence for RSA Logistics and recognition too has come its way. The company was given a 5-star certification by DMCC's Tradeflow, a dedicated online platform for registering possession and ownership of commodities stored in UAE-based storage facilities. "We were one of the first to be certified and highly rated by traders and trade financing institutions for our storage and redistribution facilities which implied that all rigorous criteria related to warehousing were well complied with," says Shah.

RSA LOGISTICS FACILITIES

RSA's state-of-the-art multi-temperature warehousing facilities in DWC are ISO certified and rated 5-star by the DMCC. Total flexibility in picking, packing and shipping enables the company to optimally store products in cartons, pallet flow racks, dedicated pallet racks or in bulk. All products are made available for shipment on the same day.

The company provides cost-effective, secure and sustainable road transportation solutions managing and monitoring all key points of interface, cross border movements and product visibility, with product and temperature tracking maintained every step of the way. By managing both the system and the third-party suppliers who deliver the goods, the company is able to improve its customers' asset utilization and operational efficiencies.

In global freight services, RSA Logistics has the potential to reach almost every region on the globe with a reliable and time-tested global agent network, a dedicated team applies local and regional market knowledge to every shipment, moving freight from door-to-door with precision. The company has the required contracts with ocean liners and airlines to be able to offer guaranteed service and timely deliverables. The company's operations are further enabled by a user-friendly software that allows for event-based tracking of shipments.



'What began as an agreement has blossomed into a partnership'

RSA Logistics and Cummins Middle East enjoy a symbiotic relationship on the logistics front. Harshal Tidke, Senior Project Manager, Prime Power Strategic Accounts, Cummins ME speaks about how the relationship has evolved over the years

Columbus, Indiana-headquartered Cummins is a global power leader engaged in the design, manufacturing, distribution of service engines and related technologies, including fuel systems, controls, air handling, filtration, emission solutions and electrical power generation systems.

The presence of Cummins in the Middle East began in 1956 and its regional entity - the Area Business Office (ABO) at Jebel Ali covers 12 countries including the GCC and the Levant and has reported revenues of approximately US \$300 million in 2014. RSA Logistics has played a long-standing role in providing logistics solutions to Cummins ME since 2009.

Logistics News Middle East met with Harshal Tidke, Senior Project Manager, Prime Power Strategic Accounts, Cummins ME at the RSA Logistics Offices for his take on their relationship and what keeps it ticking and growing stronger.

How long has Cummins been working with RSA Logistics?

RSA has been working closely with Cummins Middle East for all of our logistics operations for over 5 years now, since September 2009 to be more precise.

What is the nature of the contract? Have you outsourced all of your logistics activities to RSA Logistics?

We have an on-going contract with RSA Logistics as a result of which they have been entrusted with providing comprehensive logistics services for Cummins' non-core sector including power generators and mobilisation activities. Activities include providing covered storage facilities for our parts, open-yard areas, the handling, stuffing and re-stuffing of containers, and most importantly, the facilitation of documentation and inventory management including generating reports.

Why did you partner with RSA Logistics and what do you regard as the LSP's USP?

What began as an agreement has evolved and

blossomed as a partnership and now we closely work on all logistical aspects. While we focus on our core business, RSA Logistics pays attention to all logistics & transportation functions ensuring that the equipment and inventory required at the desired location is delivered on time, all the time, in the most efficient and professional manner. They have the resources, assets, manpower, systems, efficiencies, local and regional knowledge, strategies, options and other attributes required to streamline logistics operations.



Harshal Tidke

RSA Logistics is also the first to commence operations in DWC's Logistics' District and that was a USP in my opinion. It was certainly a plus point in their favour.

How would you describe your partnership?

As you rightly observed, our agreement is about a partnership; it is not a client-vendor relationship. RSA Logistics is our extended logistics arm. We entered a partnership at the height of the economic meltdown and as the Iraq war was winding down and a 'Reconstruct Iraq' programme was in place. Despite the financial crisis, which implied the competition to acquire our business was intense, we decided

to award the contract to RSA Logistics.

We are pleased with the quality and efficiency of service we receive from RSA Logistics. This is evidenced from the fact that I have just one employee overseeing businesses exceeding US \$ 20 million annually with all the assistance we can get on the logistics front from RSA Logistics.

How has RSA Logistics added value and vindicated the trust reposed in them?

We are pleased with RSA Logistics' responses to our logistics requirements. They have proved themselves over & over again. We have mobilised equipment into the African continent, in Afghanistan, in Iraq and in other locations on an ad hoc basis with support from RSA Logistics.

They have also been in the lead with regard to providing all the equipment and inventory we need on a timely and orderly manner for mobilising our projects in Afghanistan and Iraq, where the situation is very volatile and precarious.

RSA Logistics also provided us a value proposition in their bid and we are pleased with the services rendered.

Are you seeking to expand the partnership, looking at new avenues to grow the relationship?

At Cummins, we have a clear roadmap as far as our vision for the region is concerned. We have expansion in mind. Firstly, we will be doing maintenance of our units here in the region. This would help us save time and costs.

Secondly, we also propose to establish a 'Test Centre' here where we can test our equipment and demonstrate our capabilities to existing and potential future clients. Thirdly, we also have plans to make this region a 'Parts Hub' & 'Distribution Centre'. All these make a strong case for extended and expanded logistics processes and we are confident RSA Logistics, will rise to the fore as they have proven in the past.

We now have synergies and a good working relationship. We are comfortable working with and importantly, understand each other. That is mutually beneficial for us.

Commercial Vehicles Industry in high gear in the Middle East

Trucks and commercial vehicles play an important part in our economy by transporting products that are critical to day-to-day life. Transportation plays an important & central role in the growth of a business. Movement and deliveries of goods both within and outside of a country is key to the development of that nation's economy.



These innovative solutions have a clear purpose - to help improve truck productivity and durability, and consequently customer efficiency and profitability

Transportation is the backbone of most businesses, having a direct impact on a nation's economy. Most distribution and redistribution of merchandise within a nation takes place on the ubiquitous and numerous commercial vehicles that trundle the country's highways and byways and are indeed an indispensable medium for wider supply chain & logistics fraternity.

With its many attributes, brand characteristics, advantages, capacities, fuel & cost efficiencies and other parameters, these mobile behemoths have reserved a pace of high value in the logistics and supply chain sector and one that stands out is Volvo's heavy-duty trucks.

The Swedish brand is a leading global

truck manufacturer based in Gothenburg, Sweden and is the world's second largest heavy-duty truck brand. Volvo Trucks first arrived in the Middle East in the 1960s. Since then, the company has cemented its position in the Middle East's construction and long haulage industry through consistently and continuously driving progress and developing enhanced solutions.

Speaking exclusively to Logistics News Middle East, Lars Erik Forsbergh, President, Volvo Trucks Middle East, emphasises that the GCC is a key market for Volvo Trucks commercial vehicles. "With major construction projects such as Dubai EXPO 2020 and the FIFA 2022 world cup in Qatar taking place in the region, there is substantial demand for our construction and long haul vehicles," he affirms.

Volvo Trucks deliveries in the region have been progressively increasing. In 2014, countries such as the UAE and Iraq contributed considerably to the company's positive results in the region, increasing in deliveries by 49% and 67% respectively compared to 2013. In 2014 deliveries in the

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region rose by 24% compared to 2013 and parts sales increased by 27%.

The UAE, Saudi Arabia, Oman and Iraq are amongst the top countries in terms of deliveries in the region for Volvo Trucks Middle East. Some of the significant deals for 2014 included a delivery of 250 FH 4x2 tractor heads, all equipped with I-Shift gearboxes to a major construction firm in Dammam, Saudi Arabia, as well as a delivery of 100 FH 6x4 tractor heads to a construction company in Dubai, UAE.

Volvo Trucks in Iraq delivered 282 FMX units to Baghdad Municipality, which included a mix of FMX 6x4 and 4x2rigid trucks equipped with different types of superstructure, including vacuum tankers, garbage compactors and tipper bodies. A further 100 units of FH tractor heads 6x4, with flatbed general cargo semitrailers, were delivered to the Ministry of Transport in Baghdad.

Volvo Trucks Middle East enjoyed a successful year in 2014. The company experienced a 24% increase in deliveries, facilitated by the launch of the new FH, FM and FMX models at the beginning of 2014. Spare part sales were also up by 27% compared to 2013.

“This year, we will continue to build on last year’s success with an ongoing focus on offering our regional customers the highest possible safety, reliability, fuel-efficiency and driver comfort,” asserts Forsbergh.

The new range of commercial vehicles is the direct result of investment in research and

development, new technologies, and aerodynamic designs, according to Forsbergh. These innovative solutions have a clear purpose - to help improve truck productivity and durability, and consequently customer efficiency and profitability,” he adds.



Lars Erik Forsbergh

The Volvo FH has been Volvo Trucks’ flagship model for almost 20 years, accounting for more than 60% of total global sales and the new model is already set to achieve better result having been named International Truck of the Year in 2014.

“The new Volvo FM is a real all-rounder, the best truck in its class on the market, taking

reliability and productivity to the extreme. Rounding off the trio, the even more robust Volvo FMX construction truck is loaded with new features such as an advanced rear air suspension that benefit the truck and its load as well as the drivers. The new range will be amongst our top sellers this year. All three new models offer a range of features ideal for the region’s construction and long haulage industry,” said Forsbergh.

Volvo Trucks has established a strong presence of truck service centres in Saudi Arabia and will be planning to expand through a Greenfield project - a production line for the new FH, FM and FMX models located in King Abdullah Economical City. The production line is a joint venture between Volvo Truck Corporation and Zahid Tractor, Volvo Truck’s exclusive distributor in the Saudi Arabia. The production line is scheduled to open in Q4 2015.

Another development was in Oman. With stable business growth in the country for the past ten years, and with a well-established dealer network and professional truck service centres throughout, the importer in Oman is planning investments in new dealer facilities in Muscat for 2016. The substantial investment into the country is to service its booming construction industry.

“There are various lucrative opportunities within the region,” said Forsbergh.

According to Forsbergh, the brand vision is to become the world leader in providing sustainable transport solutions. “We have already taken major steps towards achieving this. The

transport solutions offered by Volvo Trucks include a mix of pioneering the latest product technology whilst enhancing customer's productivity, allowing them to increase uptime and optimise service and maintenance for the duty cycle," he emphasised.

Speaking about the machinery that is unique to Volvo trucks, Forsbergh stated that Dynafleet, the telematics system, can reduce wear and tear whilst increasing safety and maintaining profitability and fuel efficiency which is essential for a successful business.

"Whilst the innovative I-Shift gearbox is the first transmission of its kind which has been specifically designed for heavy long haulage and construction applications, there is also 7 % fuel efficiency, especially when combined with Volvo Trucks leading aerodynamics to ensure minimal internal energy loss while optimising fuel consumption," said Forsbergh.

"Our I-Shift gearbox is now a standard feature on most Volvo Trucks and this has been highly appreciated as proven by sales in

this region. The number of Volvo trucks sold with the I-Shift gearbox, represented 40% of total Volvo Trucks sales in the Middle East compared to sales of 24% in 2013, he further added.

The company also encourages the customisation of trucks through its Bodybuilder Instructions program. Volvo Bodybuilder Instructions serves the need of professional bodybuilders and workshops all



The challenges of running a large rail network are immense as operators strive to offer the best passenger experiences while ensuring safety and security

over the world. With superstructure instructions in several languages, chassis

drawings, wiring diagrams, data sheets, accessories and much more available, this is a prime resource when customising a Volvo truck for a specific purpose.

The company is also committed to Corporate Social Responsibility. The Volvo Group is still the only automotive manufacturer that is a member of Climate Savers and the unique strategic cooperation will now increase. In addition to a promise to reduce emissions from vehicles and production during the 2015 to 2020 period, Volvo Group will implement a number of activities aimed at accelerating the development toward lower and ultimately zero carbon emissions throughout the transport and construction sector.

"We have recently renewed our ongoing partnership with the World Wide Fund for Nature (WWF). Our commitment to the WWF will generate concrete progress and demonstrates that we are serious about our emission reduction efforts that adopt our vision of sustainable and zero emission transportation in the future. Climate Savers imposes very high demand on the Volvo Group, and we are proud to be able to continue the cooperation," concluded Forsbergh.



IVECO MAKES INROADS IN THE ME

Since 1975 long established IVECO's truck business has been continuously on the upshot. Today, the company expects to have a double digit growth in 2015 exceeding 2014 sales by 30%

IVECO, the Turin-based Italian commercial vehicles manufacturing company, has had a long history in the Middle East. It opened its first Representative Office in Cairo, Egypt in 1975. The Dubai office was set up in 2008 and oversees sales, dealer support and after-sales support functions across the region.

Logistics News Middle East met exclusively with Marco Torta, Area Manager, IVECO for the GCC for an update on the company's progress in the region to date.

Sales in the GCC are very important for IVECO and represents around 30% of the total sales in the whole Africa & Middle East area according to Torta who hastened to add that the projection for the next coming years is to increase the brand's

tippers and Daily Hi-Matic light range vans with Class Exclusive 8-speed automatic gearbox. The third generation of the IVECO Daily was recently named the "International Van of the Year 2015" at the Transpotec Logitec Trade Fair, dedicated to the transport and logistics sector, in Verona, Italy.

The company is geared for expansion. It plans to reinforce its current representation and open offices in unrepresented territories in the region. Interestingly, the setting up of a manufacturing plant in the region is also under study confirmed Torta.

In his estimation, the area shows macroeconomics factors that will assure a constant growth at least for the next 5 years. Of course this is a good opportunity to increase brand sales. "Our challenge is to have an

Some dealer-partner relationships go back over 25 years.

Torta believes that the falling oil prices will not affect the market in the short term. However, the company is in the lead in Hybrid Technology with its range of alternative propelled engines powered by CNG and Hybrid in most of the ranges. More than 13,000 units have been sold worldwide to date.

The company takes CSR (Corporate Social Responsibility) activities seriously particularly in the light of the growing public concern about vehicle pollution and its impact on the environment. IVECO in Europe complies with European Standard Emissions Euro 6. This means that the local markets are capable of supplying the required low Sulphur content in diesel and deliver lower polluting vehicles.



market share considerably.

"We produce vehicles from 3.5 up to 41 tons GVW (Gross Vehicle Weight) and up to 120 tons GCW (Gross Combination Weight). Our special divisions produce Fire Fighting, Defence Vehicles, Extra-Heavy Duty trucks such as articulated dumpers, rigid dumpers, buses and coaches. Recently we introduce heavy trucks manufactured in our joint venture in China," revealed Torta.

He also pointed that the top selling IVECO vehicles are from the TRAKKER range comprising (heavy) sold as prime movers,

appropriate, efficient and up-to-date network in the area," he emphasized.

The company has forged strong partnerships following its long-established presence in the region where IVECO trucks are well-regarded.



Our strengths are top-notch technology in every product. The IVECO network is able to adequately cover all of the region, providing the highest quality vehicles and the capabilities to fit market requirements with customized solutions for each customers, thereby setting new standards in providing customer service

— Marco Torta, GCC Area Manager, IVECO

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ISUZU

CHARTS ROUTE TO SUCCESS

In order to meet the increasing demand of ISUZU products, GENAVCO will be building a facility in Abu Dhabi to address the growing demand in that market

GENAVCO, part of the giant Juma Al Majid Group of Companies, was established in 1967. The company is a Market Leader in the supply of commercial utility vehicles, heavy equipment and lubricants in the UAE. The company is also the sole distributor of ISUZU commercial vehicles in the UAE.

ISUZU is known as the first diesel engine manufacturers, dating back to the 1930s. They are the No.1 diesel engines manufacturer in the world with the best Fuel Economy and are the leaders in this engine technology. Logistics News Middle East engaged with Anton Du Plessis, General Manager, ISUZU, Sales Division, GENAVCO, for an exclusive conversation.



“ISUZU focuses on 3 main areas – reliability, durability and the lowest cost of ownership, it is this combination that makes the ISUZU the ideal partner for the long run,” affirmed Du Plessis, explaining the corporate credo.

The UAE, Oman and Saudi Arabia are the top three countries for the brand in the Middle East, recounted Du Plessis when asked the best performing nations.

Sales have been spurring for the brand in the UAE. “2014 has been a record year for GENAVCO and we have grown our sales volume by almost 25% compared to 2013. With the growing industry we have very high expectations for 2015. A double digit growth for sure is what we aim during this year,” asserted Du Plessis.

ISUZU products range from light duty 1ton pick up (D-MAX), MU-X SUV Passenger Car, 2 ton to 5.5 ton trucks in light duty truck segment, 7.5 ton to 40 ton Trailer Head in Heavy duty segment. The most popular range, according to Du Plessis, is the NPR models, which has specifications suited for all application in the 3-5 ton range.

The brand recently introduced the MU-X Sport Utility Vehicle into the

market, which is a direct competitor to the Toyota Fortuner range. The product offers similar comfort features however only in Diesel format, which has its advantages over the traditional gasoline engine. Du Plessis believes this is a niche opportunity in the market that the brand can expand on. The current manufacturing or assembly of ISUZU products will continue in Japan and Thailand.

ISUZU also foresees great potential for the UAE with presents many opportunities particularly as a fall-out of the announcement of the World 2020 Expo, opined Du Plessis.

“In the UAE we are not allowed to modify the chassis, however we provide our customers with the best solution for their application and needs, as their expectations are high and expect only the best from a manufacturer,” he said when questioned if the company customized vehicles for specific clientele. “It is this relationship that adds to strengthening our relationship in offering the best solution for his needs,” he added.

According to Du Plessis, ISUZU specializes in diesel engines and remains focused in this area with continuous research and development in improving power, efficiency and fuel economy. He also affirmed that ISUZU was keeping a close watch on changing global trends & factors and has

products available to cater for alternative fuels, although the availability was limited. “I don’t think the market is ready for alternative fuels in the commercial sector and expect diesel engines to remain the preferred mode of propulsion for the time being,” he opined in conclusion.



2014 has been a record year for GENAVCO and we have grown our sales volume by almost 25% compared to 2013. With the growing industry we have very high expectations for 2015



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TATA TRUCKS ON THE GROWTH TRAIL

TATA Motors Ltd (TML), India's largest automobile company, has been operating in the Middle East since 1971. More than 10,000 Tata vehicles operate in the region. Here is how.

Drawing on engineering resources from India, South Korea, the United Kingdom and Spain, Tata Motors trucks represent robust solutions and applications.

Tata Motors has had a presence in Middle East since 1971 starting from Bahrain. Currently Tata vehicles are sold in the GCC, Turkey, Iraq and Syria through the brand's distributors. Tata Motors recently launched its new range of trucks, Prima and Pick-Ups (Xenon) with which it is expanding fast into truck and pick up segments.

In the Middle East, the company sell trucks ranging from size 1T to 47T for construction and logistics companies in the region. More than 10,000 Tata vehicles of different sizes ply on Middle East roads transporting people and goods safely to their destinations, explained Asif Shamim, regional manager, ME, Tata Motors Limited for commercial vehicles division.

"The Middle East represents around 10% of Tata Motors' overall volumes in International business for commercial vehicles. The brand recall for the TATA range of buses is very high. The company has been selling buses in the region for over 40 years and has proven products in this segment. The brand has introduced the Xenon pickup and the PRIMA range of heavy trucks over the last few years and is seeing encouraging volumes for these products as well."

Tata Motors today has presence in each of the six GCC countries, Iraq and Turkey through distributors. According to Shamim, the distributors have invested in sales and service infrastructure and the company has a network of sales and service points that covers the entire region.

While UAE, Qatar, Kuwait and Oman have been steady markets for a long time now, Saudi Arabia being one of the biggest countries in the GCC that holds a lot of promise for the brand in the near future. "The TML network in the region is equipped to sell and service all models sold in the



region and adequate spare parts availability is maintained by the distributors," said Shamim. "TML takes pride in offering the most competitive total cost of ownership for vehicles and that makes us a brand of

Shamim confirmed that the fastest products in the region were the (LPO 1618 AC and Non versions). "Ruggedness, reliability, ease of maintenance, and comfort are primary drivers for bus purchase whether it is for staff, worker or

all its commercial choice," he added. moving TML MCV buses AC





TML takes pride in offering the most competitive total cost of ownership for all its commercial vehicles and that makes us a brand of choice

presence in its existing markets in the region and working towards securing a market leadership position in key segments like MCV buses (primarily used for staff and school transportation in the region).

The region has no tariff or non-tariff barriers that warrant local assembly noted Shamim adding that the company does not manufacture locally. "All regional markets have easy access from India for shipment of vehicles and we have enough installed capacity in our existing manufacturing locations to cater to regional demand today. Therefore there are no current plans for setting up a manufacturing or assembly facility in the region. However, if a strategic opportunity with the right incentives were to present itself, I am sure it will be evaluated for its merit," emphasized Shamim.

Shamim also remarked that the Middle East as a region held immense promise for business in the long term. Saudi Arabia is the largest market in the region and has a large young population that promises to keep local consumption high and continues to drive growth. All GCC countries continue to build or upgrade infrastructure to keep in step with the best in the world. "Industrial investments primarily in Oil & Gas are also on the increase especially in countries like Kuwait, Qatar and the UAE. With infrastructure being created to cater to world events like the Expo 2020 in Dubai or the FIFA 2022 World Cup in Doha the region has a lot to look forward to," he observed.

"TML offers its customers the best total cost of ownership which is the key to most commercial vehicle buying decisions. Our products offer reliability, a certain ruggedness that is central for most commercial vehicles operations considering the harsh weather, terrain and operating conditions in the region," averred Shamim. All TML products are extensively tested to do their duty in the harshest operating conditions in the region with possibly the harshest weather.

Therefore the value proposition that TML products offer strikes a chord with the local market requirements and that has been key to the brand's long standing presence in the region and help it gain a larger market share across different product lines.

TML also offers specific applications for vehicles to its customers based on their requirement, with these applications built either in India at their facilities or through a tie up with a local body builder in these specific markets.

"Our relationships with most of our channel partners in the region have stood the test of time. We share a symbiotic relationship with our channel partners and most of them have been with us for decades now. We expect the same to continue given the exciting times ahead for the brand in terms of the new products and technologies in the pipeline," stressed Shamim.

"We expect the falling fuel prices to be a short term phenomenon, in the long term we expect the fuel prices to at acceptable levels. In line with this it has been our continuous endeavor to provide vehicles with the best total cost of ownership in the commercial vehicle segment and we continue to work towards that," he observed.

The company takes its external relations with the communities seriously and true to the tradition of the Tata Group, Tata Motors is committed in letter and spirit to Corporate Social Responsibility. The company is a signatory to the United Nations Global Compact and is engaged in community and social initiatives on labor and environment standards in compliance with the principles of Global Compact. Tata Motors plays an active role in community development serving rural communities adjacent to its manufacturing locations. "Tata Motors also has been making a conscious effort in implementing several environmentally sensitive technologies in the manufacturing processes. Tata Motors has also invested in clean fuel technologies for bringing cleaner and more energy efficient transportation solutions to market," concluded Shamim.

school transportation. Our buses comply with even very stringent norms of Dubai RTA for school buses," he affirmed.

While buses are the company's largest selling product line, Tata Trucks is also seeing growth in the pickup and truck volumes. The Xenon pickup is a new model that was launched in the region in the last fiscal year and the brand is seeing a healthy growth in volumes coming from the Xenon. The latest introduction in the region is the PRIMA range of heavy trucks which the company has been introducing in a phased manner in the region. Qatar and UAE have been lead markets for the PRIMA and has received very good initial feedback on the product from customers to the extent that in a few months' time they have managed to have large PRIMA fleets sold to select customers in the region.

Furthermore, Shamim stressed that the company was pursuing business interests in all relevant markets in the region. However, in light of the geo-political situation and flare-ups in some parts of the region, the environment is not conducive to business growth. Therefore, he indicated that the company is concentrating on consolidating its

The swift switch from Allen Bradley

The Stratix 5400 makes it's debut by helping increase network speed and providing flexibility in the design of network architectures



The growing demand for an increased network bandwidth is indeed critical for many manufacturers. For instance, in an oil and gas sector, from upstream to downstream, the challenges are non-stop and the need to analyse large quantities of complex data is time sensitive for operations to work efficiently. It is the same with the packaging industry where stoppage issues create costly downtime and waste.

With a robust integrated architecture in place, these challenges can be identified easily and addressed at your fingertips. And that is exactly what Rockwell Automation has come up with.

It has expanded its Allen-Bradley Stratix family of industrial switches with the Allen-Bradley Stratix 5400 switch, an all-gigabit option that helps enterprises achieve higher network speeds for their increasingly high bandwidth applications. The switch also supports both Layer 2 switching and Layer 3 routing for a range of network configurations.

“Network convergence, increased reliability and the growing adoption of high-speed devices across The Connected Enterprise is driving the need for a higher performing and more versatile industrial switch,” affirmed Pankaj Shrivastava, Business Leader, Architecture & Software, Rockwell Automation. “The Stratix 5400 switch

provides this capability and helps confirm that manufacturers have a robust architecture in place as network demands continue to broaden,” he added.

When used as a Layer 2 switch, the Stratix 5400 switch is ideal for industrial environments experiencing an influx of high performance, gigabit-speed end devices, such as IP video cameras and telephony. It’s also fit for heavy industry applications that require resilient network topologies. When used as a Layer 3 switch, routing is enabled between segmented networks to help achieve better performance.

The switch uses an all-gigabit design for high performance network and end device support. The GE Power over Ethernet (PoE) and additional GE fibre port options enhance scalability and help meet a wide range of application needs.

The Stratix 5400 switch is available in 18 different models and offers up to 20 gigabit

ports in a single switch to meet a wide range of application needs. Default configurations help simplify setup, optimise performance and enable faster diagnostics retrieval. The Stratix 5400 switch also comes with Network Address Translation to help reduce commissioning time. It combines advanced CISCO technology and Premier Integration into the Rockwell Automation Integrated Architecture system to provide familiar solutions for both information technology (IT) and operations technology (OT) professionals.

“We’re continually working to equip our customers with the ability to accelerate their [Internet of Things innovations.] We’re excited to expand our collaboration with Rockwell Automation and provide customers with solutions to bring real-time connectivity and enterprise intelligence to industrial environments in a highly secure and scalable way,” asserted Rick Esker, Senior Director, Industry Solutions Group-Ecosystems, CISCO.

ALLEN BRADLEY

Established in 1903, Allen Bradley was acquired by Milwaukee, Wisconsin-based Rockwell Automation in 1985. With over 22,500 employees across 80 countries, Rockwell Automation is the world’s largest company dedicated to industrial automation and information.

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ADNIC TAKES ON A PREMIUM ROLE

ADNIC is one of the first participants with DT Web Portal Tradeshield offering e-cargo insurance solutions to their member companies. Members of the Dubai Trade are now able to get quotations and Marine Cargo insurance policies directly through the portal

Founded in 1972, Abu Dhabi National Insurance Company (ADNIC) is a trusted insurance partner with long standing expertise in providing reinsurance and support to individuals and corporates to manage unpredictable health, life and general risks. ADNIC is a leading multi-line insurance provider, has a wide network of branches as well as sales and service centers across the UAE.

Publicly listed ADNIC is also one of the leading providers of composite, customized insurance and risk underwriting solutions across the Middle East and North Africa (MENA) region.

Jugal Madaan, Chief Underwriting Officer—Commercial Lines Property, Energy (Operations), Aviation, Marine Hull & Cargo at ADNIC spoke about the decision to become the insurer of choice for businesses in the region and offer regional, alternative, and international insurance solutions

“Supply chain and logistics sector performance are the back bone of the Maritime industry. Professional handling of cargo by the logistics and



Jugal Madaan

supply chain directly impacts the performance of the account. Most cargo insurance is procured by the owners of the cargo either directly or through banks or brokers. We have a mixed portfolio which is growing,” remarked Madaan, underscoring the close interface amongst the logistics and insurance industries. “At ADNIC we are committed to the logistics trade, our interests

are inextricable. This is also evidenced by the fact that ADNIC was the first insurance partner to provide e-cargo insurance services to Dubai Trade’s (DT) clients through the latter’s Tradeshield portal,” he stated.

Madaan affirmed that insurance is a growing sector and that there is scope for offering liability coverage for freight forwarders, hauliers, stevedores to cover their liabilities to third parties and to the owners of the goods. In addition, some of the logistics providers arrange insurance on behalf of cargo owners and ADNIC is currently working on this segment by offering insurance through Dubai Trade’s e-Cargo portal - Tradeshield.

ADNIC offers only conventional insurance products and has not yet ventured into the Sharia’a-compliant insurance domain.

Provision of a portal provides DT members the ability to efficiently and conveniently secure the coverage they require at the click of a button. The use of technology to enhance customer interactions and experience is one of ADNIC’s strategic pillars and this service is in line with its strategy.

Currently, ADNIC offers e-cargo solutions to members of Dubai Trade for their individual shipments only. The insurer is also working expanding this offer for Open Cover facilities for all DT members.

The business sourced through the TradeShield portal is gradually growing, but ADNIC will soon provide e-cargo solutions for open policies, whereby members who procure open cover insurance will have straightforward access to ADNIC’s site to issue certificates of insurance for each and every shipment. As such, the insurance services provider anticipate that the business done through the portal will increase significantly in the future.

The initial growth in the insurance segment has been gradual, though there has been increased uptake as greater penetration into the market has been achieved. Similarly, the use of e-cargo facilities involves a change in behavior from the customer’s perspective. “We expect the number of transactions to increase due to the familiarization of Dubai

Trade members with the e-cargo portal and the expected launch of our solution for open policies,” he further commented.

ADNIC sees growth in Marine Cargo insurance, fast moving consumer goods (fmcg), automobiles, food and construction segments.

Currently there is no mandatory requirement for the logistics sector to have liability insurance for the services rendered. ADNIC has developed its product and distribution offering to ensure that, if such a requirement is introduced in the future, they will be well positioned to respond to the need.

Another growth area is the integration of marine and property covers in the form of Stock Throughput Policies. This provides seamless coverage across the supply chain and thus ensures cover is in place whether the raw materials, intermediate products or finished goods are in transit or in storage. However, the challenge in this area is the quality of risk management and potential accumulation in logistics warehouses.

With widespread adoption of lean production, minimum inventories and heavy dependence on logistics partners, awareness of business interruption coverage is increasing. This applies more specifically for contingent business interruption arising out of any losses at a supplier or logistics partner’s premises.

“For instance, production at an automobile assembly plant may be severely affected in the event of a fire loss at the warehouse of the logistics partner responsible for storing and delivering engine components. This is a growing concern as supply chains grow longer and more complex, often spanning continents,” affirmed Madaan.



We expect the number of transactions to increase due to the familiarization of Dubai Trade members with the e-cargo portal and the expected launch of our solution for open policies

UASC acquires industry's 'greenest' super container vessel

The MV 'Barzan', UASC's newest acquisition, is part of the industry's first LNG-ready ultra-large container vessel fleet and billed the industry's most environmentally-friendly ultra-large container vessel

United Arab Shipping Company (UASC), a Dubai-based global shipping giant, acquired its largest yet 'greenest' container vessel from the Hyundai-Samho Heavy Industries (HHI), Mokpo, South Korea at a recent ceremony.

"We understand that providing environmentally friendly transport solutions and recognising environmental initiatives around the globe are no longer a choice; they are a necessity for both our organization and our customers," asserted Jorn Hinge, President and Chief Executive

regulations and provide UASC with a competitive advantage", affirmed G. J. Ha, President and CEO of Hyundai-Samho Heavy Industries.

UASC's eleven newly built 15,000 TEU and six 18,800 TEU vessels are scheduled to be fully delivered by 2016. This year, UASC will receive a total of 10 new vessels.

Technologies previously used by UASC that proved extremely effective in

for zero emissions at berth and energy efficient integrated system to monitor and optimise propulsion systems, machinery operations and navigation decision-making amongst others.



MV Barzan will deliver the industry's lowest per-container levels of CO2 output



Officer, UASC. "MV 'Barzan' and the 18,800 TEU fleet will complement the 15,000 TEU fleet, being gradually delivered since November 2014 and operating on the Asia-Europe trades as part of the Ocean 3 services. There, MV Barzan will deliver the industry's lowest per-container levels of CO2 output," he continued.

Hinge added, "We are increasingly servicing environmentally aware customers across the globe. We push the boundaries of eco-efficiency standards to ultimately ensure that our customers can achieve higher levels of environmental sustainability".

"The MV 'Barzan' is equipped with an eco-friendly system incorporating state-of-the-art technologies to meet the reinforced maritime

reducing fuel consumption and CO2 emissions have been applied as best in class standard procedure across the board.

Technologies and solutions deployed on the MV 'Barzan' and all 18,800 TEU vessels include shore-to-ship power supply solution

According to a spokesperson, UASC is working to establish a range of additional metrics and targets through which the efficiency of UASC's vessels can be managed to drive further reduction in carbon emissions across all UASC vessels.

UASC

- Founded in 1976, UASC is the largest container shipping line in the Middle East region
- Covers over 240 ports and destinations worldwide
- Offers containerized and conventional cargo transportation, temperature controlled and special cargo
- Has more than 185 offices around the world

“LLOYD’S BELIEVES IN THE PROMISE AND POTENTIAL OF THE REGION”

An important part of Lloyd’s Vision 2025 Strategy is expansion. While the London remains still the global hub for specialist insurance and reinsurance, it is important for Lloyd’s continuing its global footprint while ensuring London stays ahead for future generations of underwriters and brokers

Lloyd’s recently inaugurated their sparkling new offices in the Dubai International Financial Centre (DIFC) and as a spin-off, a new specialist underwriting platform in Dubai to provide tailored risk solutions across the Middle East. The opening ceremonies were attended by HE Essa Kazim, Governor of DIFC and Chairman of DIFC Authority Board of Directors and Inga Beale, CEO, Lloyd’s.

This brings the number of Lloyd’s syndicates in the Dubai International Financial Centre to nine. The specialist underwriters in Dubai will provide coverage across a diverse range of risks including marine and energy, property, construction and engineering, terrorism, political risk and trade credit, casualty, personal accident, professional and financial risks, aviation and contingency.

“The Lloyd’s Dubai platform gives us a presence in the heart of the Middle East, allowing us to build even stronger relationships and deeper risk insights. This is an important region, with strong economic growth and rates of investment, but little insurance to protect that investment. Lloyd’s can play an important role in de-risking this by providing innovative insurance solutions,” commented Vincent Vandendael, Lloyd’s Director of International Markets, also present in Dubai on this occasion.

Logistics News Middle East met Mark Cooper, Country Manager & General Representative, Dubai for Lloyd’s for a low-down on Lloyd’s, the setting up of its offices in DIFC and implications for the future.

How significant a milestone is the opening of the new Lloyd’s Office in DIFC and what implications does it have for the insurance & reinsurance business in the Middle East?

The establishment of Lloyd’s new offices

here in DIFC is clearly a milestone in the history of 326-year-old institution and is consistent with Lloyd’s Vision 2025 Strategy which in part involves greater penetration into new geographies, regional and local markets and diversifying our insurance product lines.

Interestingly, Lloyd’s is no stranger in the region; nine of our syndicates have presence here in Dubai, of which, seven have offices in DIFC. The setting up of the Lloyd’s offices here will have a positive and constructive impact on our businesses in the region.

Why did Lloyd’s choose to come to DIFC at this point in time?

Lloyd’s has always had an interest in the Middle East region and that

WHAT IS LLOYD’S?

Lloyd’s is a partially mutualised insurance market where members join together as syndicates to insure specialist risks. Together these 91 syndicates form the world’s largest insurance market.

Lloyd’s unique structure works because policyholders can draw on the expertise of more than one insurance company and large risks can be spread between expert insurers that are financially secure.

Lloyd’s has grown over the past 327 years from a marine market to become the world’s specialist insurance and reinsurance market, accepting business from over 200 countries and territories worldwide.

HOW DOES THE LLOYD’S MARKET WORK?

Insurance brokers bring business to the Lloyd’s market on behalf of clients/policyholders, and shop around to see which syndicates can cover their specific risk and on what terms.

HOW WILL LLOYD’S OPERATE IN DUBAI?

A number of syndicates have set up service companies in the Lloyd’s office in Dubai to service business locally. These service companies are located within the Lloyd’s offices in the DIFC and underwrite on behalf of Lloyd’s syndicates based in London.

MARK COOPER, MBA, ACII, FPC COUNTRY MANAGER AND GENERAL REPRESENTATIVE, LLOYD'S DUBAI



Mark joined Lloyd's in 2015 as Country Manager and General Representative of the new Lloyd's Dubai trading platform in the Dubai International Financial Centre (DIFC). In this role, Mark is responsible for developing and implementing Lloyd's business and market development strategy across the MENA markets as well as managing the operations of the Dubai platform. Mark joined Lloyd's from the DIFC Authority where he was Director of Insurance, Reinsurance and Captives.

Mark holds 19 years of experience in international insurance industry starting his career in 1995 with RSA Insurance Group in the UK. He has lived and worked in the Middle East for 13 years. Mark holds an MBA from the University of Leicester and a BA in History from the University of Manchester. He is also a member of the Associate Chartered Insurance Institute (ACII) in the United Kingdom.

again aligns with our Vision 2025 Strategy. There is promise and potential in this region; the GCC economies are still buoyant and there still is considerable infrastructural spend. New big-ticket ventures and improvisation of existing developments involving high-value investments are continually being announced and both these greenfield and brownfield projects provide excellent opportunities for us.

The growing importance and influence of Dubai Financial Services Authority (DFSA), the regulator for DIFC and the regulatory environment proved attractive for us to move here.

Which industry verticals constitute the majority of policies written and where do the logistics, maritime & transportation sectors fare in the pecking order?

Lloyd's has a presence in every industry vertical. We are not an insurance company or an insurance brand - we are a specialist insurance market where our members join together as syndicates to insure risks. Our core business is reinsurance through our syndicates that operate in a wide range of industries. The risks Lloyd's covers are many and include casualty, property, marine, energy, motor, aviation and reinsurance.

How significant is the wider logistics-maritime-aviation-freight transportation sector for Lloyd's and what prospects do you anticipate in these sectors?

The maritime sector is indeed core and fundamental for Lloyd's. Our origins and credentials testify to this. We began in the 17th century in London as the city's importance as a trade center led to an increasing demand for ship and cargo insurance. Edward Lloyd's

coffee house, in the heart of the city, became recognised as the place for obtaining marine insurance and this is where the Lloyd's that we know today began.

Fast forward to the present time and the marine-maritime-wider logistics sector is certainly vital and key for Lloyd's, both in the region and globally. As a reinsurer, we also cover the aviation, transport, and construction segments.

Which are the new & unexplored areas Lloyd's is examining from the more traditional business strongholds and what opportunities do you foresee in the region?

Traditionally, a sizeable percentage of policies in the region relate to the energy sector but insurance for economic risks is also increasing. Given the growing interest, we are also venturing into new domains and previously uncharted segments in the region, such as political violence, accident and health, trade credits, terrorism and cyber security insurance.

What percentage of Lloyd's business comes from the Middle East and what are your regional growth plans for this estimate in line with Lloyd's Vision 2025 Strategy?

Currently, the total premium volumes globally stand at an estimated US \$ 41 billion with approximately 38 % of that being reinsurance and rest being insurance. Of the total,

roughly 43 % of our business comes from North America; 18 % comes from the United Kingdom; 15 % from Continental Europe and the rest from Asia and Latin America.

In the GCC, we have around US \$ 500 million of existing business and about US \$ 900 million when we look at the broader Middle East North Africa (MENA) region. There is relatively low insurance penetration in this region at a current level of 2 %.

What challenges confront Lloyd's in the region?

As indicated earlier, insurance penetration is very low in the Middle East and part of my mandate is to boost the insurance and reinsurance business. We now have traction and with a presence here, I am optimistic that it will now take off.

The other challenge is to move into uncharted territories and to widen our product offerings and we have identified several new areas we plan to move into, such as political and economic risks and cyber security as mentioned earlier.



Lloyd's has always had an interest in the Middle East region and that again aligns with our Vision 2025 Strategy. There is promise and potential in this region; the GCC economies are still buoyant and there still is considerable infrastructural spend

Red Ocean Businesses & their Supply Chains By Tom Craig

Are You Swimming or Sinking?

In this contributory article, Tom Craig, our guest writer and a distinguished and authoritative supply chain & logistics professional, writes expansively about the figurative Red Ocean - the emblematic red line where companies ought not to cross into.

Red Ocean is where many firms compete, chasing the same customers. These businesses struggle at operating and market differentiation from others. As a result, they can be viewed as commodity businesses where price is the key differentiation. They have margin issues, problems with customer retention, growth problems and are stuck in a rut. Basically, these companies cannot tell customers 'why they should do business with them'.

Sales promotions or similar efforts do little to generate volumes. Building brand identity is difficult. Finding new opportunities is a struggle. Improvements, if there are any, are more incremental to present business offerings.

There are increasing business challenges, even disruptions, which they grapple with and usually do not stand out with their efforts. These include-

- **Globalization**
- **Outsourcing**
- **Multichannel**
- **Internet of things**
- **Social media**
- **Sustainability**
- **Other Factors**

These companies often lack a strategy or do not have successful strategy and execution. Strategic competitive differentiation is weak. Their strategies resemble an operating or

capital plan more than a strategy. Focusing, even obsessing, on competition drives change attempts, even attempts at a strategy. In too many cases, these firms are afraid to change. They validate Einstein's definition of insanity of doing the same thing over and over and expecting a different result.

These enterprises are moving closer to competitive black holes. Whatever the reason, standing still, doing nothing - which too many essentially do - is not strategically sound. Nor

is trying to copy what another company is doing. Imitation may be a form of flattery, but it is a poor substitute for supply chain management that drives change.

These manufacturers, wholesalers, and retailers operate their supply chains with a similar lack of competitive differentiation. The supply chains are basically the same old. They pull orders and ship to customers - just like everyone else.

You can identify these firms. They have much money tied up in inventory and some of them are products which do not sell or are outdated. They rationalize about the low cost of capital to explain inventory levels. But they had the same problem when interest rates were higher. Yet with all the inventory, they struggle to deliver orders, complete, and on time.

There are opportunities, such as e-commerce and multichannel. However, Red Ocean businesses do not seem to understand what these mean. E-commerce market is currently estimated at US \$1.5 trillion and it is not just a B2C market. B2B online sales are forecast to be 6.7 US \$ trillion in 2020. Consumers in the UK are expected to transact US \$78 billion by 2024.

According to A.T. Kearney, the global management consulting firm, the top 15 countries for 2015 for e-commerce are (in order of magnitude): United States of America, China, United Kingdom, Japan, Germany, France, South Korea, Russia, Belgium, Australia, Canada, Hong Kong, The Netherlands, Singapore & Denmark

Red Ocean companies, if they opt e-commerce, think of online as having a website and shipping orders. They do not understand that e-commerce has evolved into its immediacy. Customers want delivery of their orders within 48 hours of order placement. Red Ocean firms with Red Ocean



These enterprises are moving closer to competitive black holes. Whatever the reason, standing still, doing nothing - which too many essentially do - is not strategically sound. Nor is trying to copy what another company is doing. Imitation may be a form of flattery, but it is a poor substitute for supply chain management that drives change

Supply Chains cannot seize the opportunity. They pretend immediacy does not exist and seem content with their piece of this large pie. More missed opportunities and failed strategies.

They also do not understand how to serve multichannel. The firms drag out their Red Ocean Supply Chains - and the company view that a supply chain is a supply chain. The end result is they do not manage and service the diverse channels. More of the same old with the same old results and same old missed opportunities.

Having a supply chain organization does not, by itself, create opportunity. Everyone has a supply chain group. Too many do not perform supply chain management as a way to develop new business opportunities and to create important competitive differentiation.

CHARACTERISTICS:

Red Ocean supply chains:

- **Are monolithic. They provide a uniform, rigid, uniform, and undifferentiated service for different markets, customers, or other sales segments.**
- **Are defined by functions. It is really not about supply chains. It is about shipping or distribution.**
- **Are measured by costs. The costs for freight and warehousing are tallied on a monthly**

basis. Customer service performance is not important - unless there is a problem with a customer's shipment.

- **Focus on orders. The purpose is to ship and invoice them. The emphasis is not about customers.**
- **Are viewed as inbound and outbound. It is not about a supply chain that flows from suppliers to customers.**
- **Have a singularity. There is no recognition of the two supply chains - product and information.**
- **Act as a series of steps. There is no integrated process.**
- **Carry more inventory than is required. They invest more working capital and have less liquidity that can be used for developing growth and opportunities.**
- **Struggle to deliver orders. Complete, accurate and on time.**
- **Perform. No supply chain best practices.**
- **Utilize technology primarily for functions. Example - WMS for warehouses or 'Track and Trace' for shipments. There is no interest in supply chain visibility.**

Why are they more likely to change the color of a box as an attempt to grow business instead of changing how they use their supply chains to expand? Why do any strategies not recognize supply chain management as a competitive weapon?

The brick-and-mortar firms try dealing with the evolving role of e-commerce and omni-commerce. The results are similar to their regular world actions as to differentiation, growth, and margins. They do not understand that one of the main issues is their continuing to use the same old red ocean supply chain. Even firms that are just e-commerce businesses do not understand the new e-commerce driven by the new supply chain that answers the immediacy requirement of customers.

There is hope. Opportunities can be developed with e-commerce and its immediacy, multichannel, global, and competitive differentiation. These are created with Blue Ocean Strategy using new supply chain management. Blue Ocean is where there is uncontested market space. It is where customers want to do business with you. The impact will sweep across markets, across industries, both B2C and B2B, and the world.

Do you want to swim in the Red Ocean with everyone? Or do you want to be in the Blue Ocean? Do you have what it takes for Blue Ocean strategy using supply chain management?

TOM CRAIG COMPANY NAME

A supply chain and logistics consultant with Pennsylvania, USA-headquartered LTD Management. He has real world logistics and supply chain management experience.

Tom's experience and capabilities are cutting-edge and bring authority to clients, domestic and global. Tom's competencies include Blue Ocean strategy using SCM; new supply chains that drive new e-commerce; multi-channel inventory velocity / reduction; lean & best practices; risk assessment segmentation; metrics, processes, technologies, outsourcing and more.

He has written over 70 articles on supply chain management and logistics - many of which are posted at the LTD Management website. He has spoken at conferences worldwide, including the UK, Singapore, China, Hong Kong, UAE, Panama and Nigeria. Additionally, Tom has conducted a master class in supply chain management in China. He is also on the advisory board of the Logistics & Supply Chain Management Society in Singapore.



A STAR PLAYER IN TRADE CREDIT INSURANCE

Euler Hermes' wide range of bonding, guarantees and collections services for the management of business-to-business trade receivables is vital to keeping the logistics and trade sectors up and running

Multiple-Star rated Euler Hermes (by the ratings agency Standard & Poor's) is the global leader in trade credit insurance and a recognized specialist in the areas of bonding, guarantees and collections. With over 100 years of experience, the company offers business-to-business (B2B) clients financial services to support cash and trade receivables management. Its proprietary intelligence network tracks and analyzes daily changes in corporate solvency among small, medium and multinational companies active in markets representing 92% of global GDP.

Headquartered in Paris, the company is present in over 50 countries with 6,000+ employees. Euler Hermes is a subsidiary of Allianz. The company posted a consolidated turnover of €2.5 billion in 2014 and insured global business transactions for €860 billion in exposure at the end of 2014.

"The Arab Spring and the ongoing political developments in certain parts of the MENA region have redistributed trade dynamics. The GCC countries were the first beneficiaries of these events, capturing most of the trade activity thanks to their political stability and openness to trade and export," said Mahan Bolourchi, CEO, Euler Hermes, GCC, speaking exclusively to Logistics News Middle East. "Other major drivers that fuel this robust growing trend for trade credit insurance in MENA are increased sensitiveness by CFOs regarding trade credit risk; sustained economic diversification from oil towards trade export in the six GCC countries; implementation of the new Basel III requirements which impact banks' operations in financing receivables; cost-effective services offered by the credit insurance industry;

and increased customer care activities put in place by insurers," he explained further.

Euler Hermes products are used for risk-mitigation and protection against payment defaults or against business insolvencies. Clients leverage the credit insurer's products to achieve higher creditworthiness with finance providers and local and international banks, which view TCI favourably due to Basel III requirements. TCI is not an unconditional product, and the Basel III regulatory framework dictates that banks must use unconditional financially guaranteed assets as collateral.

In this region, TCI will be much more in the focus of the local and international banks for SME and multinational receivables. Corporate entities understand that you cannot leave the biggest portion of your assets uninsured, uncovered, while you cover your warehouse and building. Euler Hermes's business is to support them with our global leadership position

in trade credit insurance.

With more than 100 years of experience, Euler Hermes offers business-to-business clients financial services to support cash and trade receivables management. Their proprietary intelligence network tracks and analyses daily changes in corporate solvency among small,



Euler Hermes too strives to be in the right place at the right time to support the logistics sector, which builds the bridge between the buyer and the seller. Euler Hermes aims to be the adviser on the ground to logistics companies when it comes to protection of receivables

EULER HERMES GCC NAMED 'BEST TRADE CREDIT AND POLITICAL RISK INSURER'

Euler Hermes was named 'Best Trade Credit and Political Risk Insurer 2014' by Global Trade Review in its 'GTR Mena Leaders in Trade 2014' Awards.

In a change of judging criteria for the 2014 award, the magazine's corporate readers were asked to vote in favor of the leading banks, financial institutions, insurers and brokers in the Mena trade finance market.

MAHAN BOLOURCHI EULER HERMES, GCC

CEO, GCC Countries, Euler Hermes, began his career at Euler Hermes in 2001 as a credit underwriter in Germany. He later became senior export credit Manager before moving to Switzerland as head of Risk Underwriting, and head of Information and Project Management. In 2007, after a brief assignment as Risk director for the APAC region, he was appointed Risk, Information & Claims Director for the GCC and Middle East. Bolourchi holds a bachelor's degree in Economics from the Hamburg University of Sciences and a BA in International Management from the Euro Business College in Hamburg, Germany.



medium and multinational companies active in markets representing 92 per cent of global GDP. The company posted a consolidated turnover of €2.5 billion in 2014 and insured global business transactions for €860 billion in exposure at the end of 2014.

In Euler Hermes's global operations, the GCC is one of the high-potential emerging markets like China and Brazil. "The GCC is an interesting and quite significant market because of the investments being made in infrastructure in the region, supported by the vision of its Rulers to diversify from oil to non-oil growth. This will make the Gulf more and more important for Euler Hermes over the next two years," remarked Bolourchi, adding that the company will continue to focus and invest in this market and upgrade operations to the next level.

Since 2007, when Euler Hermes started offering TCI solutions and products in the Middle East, Euler Hermes has witnessed double-digit growth each year. The company currently have about 50 per cent of market share in the region in terms of business volume.

Furthermore, Euler Hermes sees continued demand for our short-term credit and products like excess of loss. The company's operations in the Gulf continue to be anchored in Dubai, Riyadh, Jeddah and Dammam, from where they service all markets including Abu Dhabi, Qatar, Oman, Bahrain and Kuwait. "We see rapid growth coming from the UAE and Saudi Arabia, while growth in the other GCC countries will come from

sectors that are linked to the GDP growth of the country," affirmed Bolourchi.

The credit insurance market continues to witness rapid growth with record premiums being booked each year in the GCC. We expect this growth to continue. Bolourchi estimates, the Global Insolvencies Index is forecast to rise, and this will raise awareness levels in the region about trade credit risk.

Like any financial institution, a trade credit insurer needs robust information databases and providers that give the industry the confidence to conduct due diligence related to potential buyers. Euler Hermes sees this as one of the facets that need significant development in the GCC. "We are also beginning to witness the much-needed increase in financial transparency from corporate entities and audit firms," averred Bolourchi.

"Another challenge trade credit insurers face in the GCC is the absence of a robust law related to bankruptcy protection. We believe this is essential in a region where there is a

high level of diversity in the ownership of corporate entities," lamented Bolourchi on the lack of definitive legal and regulatory processes and framework in this six-nation bloc.

"However, Euler Hermes views these challenges as opportunities to educate more and more players in the market about the need for TCI," he added optimistically.

In Bolourchi's estimation, Euler Hermes views the logistics sector as one of the key pillars of the region's drive to diversify economic growth from oil to trade. Without a robust supply chain and logistics, the trade sector would find it difficult to expand at a global level and to deliver its products to the right place at the right time.

"Euler Hermes too strives to be in the right place at the right time to support the logistics sector, which builds the bridge between the buyer and the seller. Euler Hermes aims to be the adviser on the ground to logistics companies when it comes to protection of receivables," he assured.

"Our primary focus is on the infrastructure and re-export sectors of the UAE, particularly Dubai, and Jeddah. We also see potential in the industrial sector in Dammam, for example, where our focus is on petrochemicals or polymer manufacturing, as well as trading in the fast moving consumer goods (FMCG) and the food sectors. This would include the entire distribution and supply chain," averred Bolourchi when pressed for what promise he foresees in the region.

Euler Hermes is committed to the region for the long term asserted Bolourchi. Along with its partners – Alliance Insurance in the UAE and Allianz Saudi Fransi in Saudi Arabia, they aim to support regional GDP growth by providing companies of all sectors and sizes with tailor-made TCI solutions, using their unique risk management knowledge and sector expertise.

The GCC is an interesting and quite significant market because of the investments being made in infrastructure in the region, supported by the vision of its Rulers to diversify from oil to non-oil growth

Kanoo unveils a trinity of premium ICE forklifts

The latest TX series from Kanoo Machinery, described as ‘Hyster, pure and simple’, is built to deliver dependability and strength, combined with straight-forward servicing, at an attractive price to suit the majority of businesses in the region

At a recent event held at their industrial premises in Al Quoz, Dubai, Kanoo Machinery introduced a range of premium, standard and lower cost utility ICE (Internal Combustion Engine) forklifts to the Middle East. Featuring the new TX forklift series from Hyster, Kanoo’s product range for 1.5 to 3.5 tonne applications can suit every type of business in the region.

«It is important to exactly match a truck’s ability to customer requirements,» remarked Deon Klerck, as he addressed potential clients, partners, associates and the media on the occasion. Kanoo Machinery is distribution partner for Hyster and UTILEV in Saudi Arabia, Bahrain, the UAE and Qatar.

In the 1.5 to 3.5 tonne market, Kanoo will now offer two series from Hyster - the premium HysterFortens and the tough new Hyster TX. The company will also continue to offer its utility range from sister brand UTILEV.

PREMIUM AND FEATURE RICH FORKLIFTS

The Hyster Fortens is widely regarded as one of the toughest and most advanced forklifts in the world, featuring highly developed electronics. With proven reliability in extreme 24/7 operations, the Hyster Fortens is packed with features that help optimize driver performance and deliver a low cost of ownership, according to Klerck.

TOUGH, SELF-SERVICE AND LOWER COST FORKLIFTS

As tough as any Hyster product, the new TX series is an essential truck for the Middle Eastern markets with an excellent package of core features. The Hyster TX has proven reliability in high ambient temperatures and

demanding environments. Its uncomplicated electronics make it ideal for many customers with self-service requirements.

UTILITY, LOWER INTENSITY FORKLIFTS

The UTILEV range of forklift trucks delivers reliable and cost-effective solutions for applications across many industries, particularly where users require equipment without advanced functionality or attachments. Simple to operate and easy to maintain; using proven, high quality, robust components, and with excellent cooling, UTILEV forklifts are ideal for operations where the truck is required to work for limited periods in the working week.

NEW HYSTER TX FORKLIFT

Hyster also introduced a new 1.5-3.5 tonne ICE forklift offering into the Middle Eastern market.

The 1.5-3.5 TX product is manufactured to ISO standards at the state-of-the-art manufacturing plant of NACCO Materials Handling Group Inc. (NMHG) in Obu, Japan,



a wholly owned subsidiary of Hyster-Yale Materials Handling, Inc. The truck has undergone rigorous testing in real life applications and has been proven as an exceptionally dependable series, helping to drive efficiency in a wide range of applications ranging from logistics to manufacturing, agriculture and building products.

The new series comprises models in 5 capacities between 1.5 and 3.5 tonnes and offers engine options covering diesel, LPG, petrol or dual fuel.



We have three levels of forklifts to suit the vast majority of the diesel, LPG and dual fuel markets according to price, intensity, environment, service requirements, dimensions and many other factors
— Deon Klerck, Divisional Manager, Kanoo Machinery



AS PHILIPPINE EXPORTS ZOOM, EMIRATES MAKES ROOM

Exports from Philippines is keeping Emirates SkyCargo busy having carried 500,000 kg of fresh tuna to Europe and the Middle East in 2014 apart from garments, solar panels and automotive parts

Emirates SkyCargo has been witnessing a continuous increase in demand for freight capacity from the Manila, Philippines, having exported 500,000 kg of tuna to Europe and the Middle East in 2014.

According to the Philippine Statistics Authority (PSA), tuna exports recorded an annual growth of 24.7% in 2014. The Philippines' tuna industry has grown exponentially over the past two decades, with General Santos City, the country's southernmost city, hailed as the tuna capital of the world in 2014 and

Mindoro, an island located off the coast of Luzon, fast gaining popularity as a major tuna supplier in the country.

Following this growth, demand for premium Philippine tuna has increased and carriers like Emirates SkyCargo, with its global network and capability, are able to support this demand.

"Perishable products, especially fresh tuna, require efficient air transport links to reach international markets on time. We have witnessed an increase in demand and we foresee that it will grow

further this year," remarked Rusela Rubin, Cargo Manager at Emirates SkyCargo Philippines.

Apart from tuna, Emirates SkyCargo listed nearly 150,000 tons of cargo exports from Manila to various destinations. This number is expected to increase further in 2015.

In 2014, Emirates SkyCargo carried the most Philippine exports to Europe and the Middle East. But the largest growth export market from the Philippines was to Washington, which clocked in a 490.12% increase compared to 2013.

Other cargo for export from the Philippines includes Ralph Lauren garments to Milan, lenses from the Essilor plant in Bataan to Paris, solar panels to Amsterdam, watches from Timex Cebu, electronics, time critical automotive parts, as well as components and integrated circuits.

In terms of imports, Emirates SkyCargo carried approximately 7.3 million kg, averaging 18,000 kg per flight. Emirates SkyCargo also transports popular items such as designer bags, Zara garments from Zaragoza in Spain, and pharmaceutical products from Germany.

Emirates SkyCargo currently



Perishable products, especially fresh tuna, require efficient air transport links to reach international markets on time. We have witnessed an increase in demand and we foresee that it will grow further this year"—Rusela Rubin, Cargo Manager, Emirates SkyCargo, Philippines

Huawei eyes the rails, chugs on track with ICT innovations

The Middle East's transport sector will experience an innovative transformation with a whopping US \$200 billion investment earmarked for the mammoth interconnected GCC Rail project, scheduled for completion by 2018. And Huawei is eyeing a big chunk from the boom through its ICT offerings.

Huawei, the global information and communications technology (ICT) solutions provider is also now also increasingly getting involved in providing rail solutions. The company recently showcased its modern, state-of-the-art railway technology innovations that can improve passenger experience, maximize efficiency and enhance safety operations at the recently concluded Middle East Rail 2015 in Dubai.

Following a series of successful deployments of its latest ICT solutions, Huawei displayed the efficacy of its proprietary GSM-R, e-LTE (4G), Transmission Networking, IP Networking and data center solutions to help build a better connected railway for operators in the region.

The Middle East's transport sector is in the midst of a boom with a whopping US \$200 billion investment earmarked for the mammoth interconnected GCC Rail project, scheduled for completion by 2018. The project connecting the six GCC nations, is set to change the face of public transportation and logistics in the region, furthering a collective vision of a closely-integrated regional and business community.

Through its tailored Rail Technology and Communications solutions, Huawei aims to be part of the network and placing passengers at the heart of the region's railway transformation by emphasising safety, comfort and reliability as critical components of railway infrastructure.

France-based Rabii Ouadi, Head of Business Development, Transportation

Solutions, Huawei Technologies, Middle East and North Africa explains how. "Huawei is driven by innovation and we have a big presence at Middle East Rail 2015 to demonstrate that the company is not only about networking and telecommunications equipment and services but also work in other specialised areas such as the burgeoning rail sector where we offer sophisticated rail-related ICT solutions. We are here to initiate conversations and reinforce our partnerships with our customers and the rail community, connecting with industry leaders and railway operators to highlight how our technology solutions can help shape the future of transport and develop a better connected railway in the region."

Ouadi stressed that Huawei offers cost-efficient ICT solutions for rail projects using advanced, sophisticated 4G technologies that lead to increased efficiencies, enhanced safety and improved performance.

«Huawei realises the importance of deploying the right ICT solutions for rail projects. On this front, we have developed two tailored solutions for the industry such as its proprietary Global System for Mobile Communications – Railway

The challenges of running a large rail network are immense as operators strive to offer the best passenger experiences while ensuring safety and security



Technology or GSM-R which it has successfully deployed for the first phase of the 264-km Etihad Rail project connecting the Shah Arab field sour gas reservoir in the remote Gharabiyah (Western) region of the Emirates of Abu Dhabi to the Port of Ruwais," he said.

Ouadi also remarked that GSM-R delivers cost-efficient and a seamless transmission of voice and data communication between the Operations and Command Centers (OCC), station, trackside and on-board systems, which enhance railway safety and operations efficiency.

Elaborating on on Huawei's e-LTE 4G technology (Long Term Evolution) that is impacting rail development and how it is set

to enhance railway operations as well as station and on-board passenger experience, Ouadi said, "With a strong dedicated Mobile Broadband Network, railway operators will be able to offer advanced features to increase the efficiency of railway staff and attractive infotainment services to passengers."

Huawei's GSM-R solution is a reliable and secure communications system developed specifically to enable railway specific services such as dispatching and trunking. According to Ouadi, GSM-R delivers cost-efficient and a seamless transmission of voice and data communication between the Operations and Command Centers (OCC), station, trackside and on-board systems, which enhance railway safety and operations efficiency.

Ouadi was also upbeat about the Middle

East that pose severe threats but, difficult as though it may seem, these problems are not unsurmountable," he added.

Huawei's train-ground wireless networks, based on broadband wireless technologies, will enhance passenger experiences by allowing on-board internet and mobile coverage. It enables passengers to video-call home, connect to the office over WiFi and keep track of their travel itineraries – all from their mobile devices.

Railway operators can also share information on journey updates, passenger and train status' and keep abreast of security issues by utilizing the latest in CCTV monitoring technology.

In addition, Datacom, Transmission networks, IP networks for urban railways as

well as intelligent Video Surveillance solutions, which are critical to the construction and operation of modern railway infrastructure, will also be showcased at the event.

Huawei already has wealth of experience deploying its ICT solutions within the Middle East's rail sector. In 2012 Huawei was chosen to work on the Etihad Rail project to provide communication network infrastructure with GSM-R, MSN (Multi-Service Networks) and a Masterclock. Huawei also successfully deployed the mobile transmission network for the Dubai Metro Green Line, which allowed for its thousands of passengers to have access to mobile services across 18 of its metro stations.

Huawei also has vast experience in the rail and metro sector on a global level, laying the foundation for future railway networks in Asia, Europe as well as MENA. To date, Huawei has successfully deployed network communication solutions in China with similar projects underway in the UAE, Australia, Turkey, South Africa, Morocco and Central Asia. Rail and Metro transmission data solutions have been deployed in Europe and North Africa.



Rabii Ouadi

East & North Africa (MENA), a region which is vital and key for the company's future growth. He observed that the company is focused in this region and with the advent of the GCC Rail project, the strategic importance of the rail sector is rising in the Middle East.

Displaying their long-term outlook towards the rail sector, Ouadi does not shy away from speaking about the challenges. "The challenges of running a large rail network are immense as operators strive to offer the best passenger experiences while ensuring safety and security," he noted. "Add to that the harsh climactic conditions, jagged terrain, shifting sands, remoteness of the landscape and lack of human habitation along the way are factors

HUAWAI ENTERPRISE BUSINESS GROUP

Founded in 1987, Shenzhen-headquartered Huawei is a private company fully-owned by its employees. ICT solutions, products and services have been deployed in over 170 countries and regions, serving more than one third of the world's population

The Enterprise Business Group service offerings focus on the enterprise infrastructure, enterprise communications, data centers, and industry application. To support the cloud computing era and innovative new business models, the Enterprise Business Group also provides cloud computing-based data center and enterprise applications.

MILAHA EMPOWERS QATAR'S LSC SECTOR

The themes of synchronisation, collaboration and solutions focus are well woven into the fabric of Milaha's corporate philosophy and with an indubitable legacy of towering reputation, the company is surging ahead

Doha-headquartered Milaha Maritime & Logistics (MML), a subsidiary of Qatar's burgeoning and diversified Milaha Group, is at the epicenter of the country's integrated transport & supply chain solutions. The comprehensive Logistics Services Provider (LSP), one of the six strategic pillars under the Milaha Group, is the driving force behind providing logistics and marine transportation services to the country's biggest players in oil and gas, energy and petrochemicals sectors as well as shipping and trading companies.

Logistics News Middle East spoke exclusively to the visiting Vice President - Logistics of Milaha Maritime & Logistics, Paul Virgo. On the sidelines of the recently concluded Cargo Show MENA held in Dubai where he gave a presentation on 'Key Market Factors Impacting Supply Chain in the Middle East', Virgo highlighted fact that the company's success lies in its legacy. "We have a lot of history, experience and capabilities in the logistics and supply chain sector in Qatar by dint of our legacy and provenance," commenced Paul Virgo setting the tone for Milaha's strengths and historicity. "The company, listed on the Qatar Stock Exchange, has since evolved, expanded and diversified into maritime transportation, in gas, petroleum products, containers and bulk, warehousing, providing feeder services, offshore support services, port management, logistics services, shipyard and related commercial activities," he added.

Milaha Maritime & Logistics, formerly

Qatar Navigation (the forerunner to Milaha), was established in July 1957 and is the first public shareholding company

the company's professional philosophy and outlook. "We are able to leverage and harness our local knowledge, expertise,

MILAHA OFFSHORE

Over 25 years ago, Milaha started providing support and supply services to companies working in Qatar's offshore oilfields. Providing specialized vessels to all companies and EPC contractors, it rapidly expanded, strengthening its presence in an important sector of the local economy. To meet the increased demand of the burgeoning oil and gas industry, specifically the vast expansion in natural gas production from the North Field, in 2000 Halul Offshore Services Company was established as a wholly owned subsidiary. It is one of the largest offshore support services companies in the region.

registered in Qatar and holds Commercial Registration Number 1. Synchronized Solutions That Mobilize Business' is the Milaha signature tag line that epitomizes

asset bases, infrastructure and investment in Qatar and in the UAE and India where we have offices, coupled with our prized international partners into providing



PAUL VIRGO MILAHA MARITIME & LOGISTICS

A logistics professional with more than 30 years of experience helping various positions with the UK Armed Forces, Maersk Oil and more recently with Baker Hughes as Regional Logistics Director, Africa.

Virgo joined Milaha in 2013 as Vice President Logistics. He is responsible for international freight forwarding as well as for all logistics outside the port which includes warehousing, distribution and contract logistics.

Virgo is a Chartered Fellow of the Chartered Institute of Logistics & Transport (CILT) and a graduate of The City & Guilds, London.



coordinated and harmonized solutions that translate into high and efficient standards of service for our customers through Process Excellence teams that enable and empower our clients' businesses. We are distinguished by the array of services we offer. These constitute our USPs and make us very distinct," explained Virgo.

Milaha outperformed in 2014 over 2013 and the outlook for 2015, despite challenges wrought by plummeting oil prices and increased competition, still remains buoyant and optimistic. "At Milaha, we see challenges as opportunities," observed Virgo. "There is

a lot of infrastructural projects in Qatar in the form of the new upcoming seaport, the newly inaugurated King Hamad International Airport, the Doha Metro and other developments in the run-up to the Qatar FIFA World Cup 2022 which present good prospects for growth and uptake of goods and materials specifically in the realm of maritime logistics which remains our core business," he elucidated.

Milaha is also constantly innovating and exploring new possibilities in providing services that can be described

as better, faster and optimum. The very recent announcement of the new weekly, first-ever direct container service from Doha to Nhava Sheva Port in Mumbai to boost bilateral Qatar-India trade is a case in point.

The challenges of running a large rail network are immense as operators strive to offer the best passenger experiences while ensuring safety and security

Indonesian Maritime Sector: Sabotage by a myopic Cabotage

The MV 'Barzan', UASC's newest acquisition, is part of the industry's first LNG-ready ultra-large. Having had its share of disappointments, Indonesia foresees new opportunities in its shipping industry as it works towards developing the maritime sector



The cabotage policy also failed in the oil and gas offshore sector. Simultaneously the domestic shipping industry lagged behind in building and supplying vessels to support the economically vital oil and gas industry

The introduction of the Cabotage (Coastal Navigation) Law in Indonesia in 2005, an archipelago comprising over an estimated 17,000-plus islands where coastal navigation is key to trade & commerce, had resulted in an increase in the number of ships being operated by shipping companies. The idea was aimed at supporting the domestic shipping industry and increasing Indonesian tonnage. Indonesia made it mandatory that domestic shipping activities had to be performed by an Indonesian sea carriage company, and by using an Indonesian flagged vessel with Indonesian crews. The foreign ownership of domestic sea carriage

companies was limited to 49 percent.

But unfortunately, the new policies and regulations could not place the domestic industry on top of the foreign companies and the government was ultimately forced to allow foreign flagged vessels to operate in coastal waters. The cabotage policy also failed in the oil and gas offshore sector. Simultaneously the domestic shipping industry lagged behind in building and supplying vessels to support the economically vital oil and gas industry.

Now, domestic shipbuilders face financial burden in the form of high cost loans. They

need to be supported by banks, however, the current conditions in the banking industry force the shipyards to borrow from foreign banks. Consequently, domestic shipping companies are not able to meet the offshore oil and gas sector's needs.

This situation would continue until existing infrastructure and laws are improved and a more permanent solution is found. The way forward would be state-owned companies should invest in strategic business thereby paving way for Indonesia's economic development. Cutting off tariffs would encourage investment in new

JOY THATTILITTOOP CALLIDUS

- Maritime Lawyer by profession
- Senior partner at Callidus with offices in Dubai, Singapore and India
- Specialised in Maritime Law from the University of Southampton, UK
- Appointed as a Public Notary by the Government of India.



shipyards. However, the cabotage policy did double the Indonesian tonnage through constant focused efforts in investments, infrastructure, laws and regulations.

But there is lack of clarity for investors and financiers as to whether there will be laws to protect their investments, such as ship arrest laws. The government should reconsider the cabotage rules and analyze whether it should drop the exemptions or create clear rules, carving out paths of success and growth for local and international players to co-exist. The Indonesian government may have to adopt and implement China's model and make it mandatory that the ships operating within domestic coastline must be Indonesian flagged. The country also needs to develop its ports and its infrastructure and rectify the issues related thereto, which consequently would reflect in developing its important and vital maritime sector. The waterways are after all vital to the nation's lifeline in trade & commerce.

Ti sees growth in Indonesia's logistics markets

According to a recent report by Transport Intelligence (Ti), Indonesia's contract logistics market could grow at a compound annual growth rate (CAGR) of up to %14.4 over 19-2013. The total forwarding market is set to expand by a CAGR of up to %14.7 over 19-2013; ocean and air markets will see double digit growth and express and contract logistics markets will potentially grow by CAGRs of more than %20 and %14 respectively, over the same period.

Indonesia's new government needs to remove obstacles to investment in its transport and trading infrastructure to realize its enormous economic and logistics potential, according to the report.

By most rankings, Indonesia lags behind its regional competitors in South East Asia in terms of logistics performance. However, Ti's latest report - Indonesia Transport & Logistics

2015 - A New Dawn? – argues that the scenario could soon change if the government of newly elected President Joko 'Jokowi' Widodo follows through on its promises to fund new transport and infrastructure investments and attract private investors and operators.

"Ti believes that if the country's logistics

domestic and international express market could be worth €9,236m by 2019, up from just €2,923m now. Indonesia's air and ocean forwarding markets in the report's 'moderate' (expected) forecasts are expected to grow by CAGRs over 2013-19 of 9.2% and 13.5% respectively. However, under Ti's 'high'



performance could be improved by boosting investment, Indonesia's low land and labor costs, huge domestic market and easy access to neighboring ASEAN markets could make it a highly attractive location for manufacturers seeking alternatives to China," averred Michael King, Ti's Head of Operations in Asia.

Ti's market sizing analysis looks at each key logistics sector using three growth scenarios over 2013-19. The realization of a scenario (low, medium or high) is dependent on Indonesia's Logistics Performance Indicator reaching a certain threshold. Vast differences in growth rates are predicted when LPI scores differ.

Under the 'high' scenario, the combined

The government should reconsider the cabotage rules and analyze whether it should drop the exemptions or create clear rules, carving out paths of success and growth for local and international players to co-exist

forecast, this could rise to 11.5% for air forwarding and 16.9% for ocean forwarding.

The key differentiator is between 'low' and 'high' forecasts is infrastructure development. For much of the last decade, Indonesia's ports, railways, airports and roads have been neglected. The privatization of transport has stalled, starving the sector of investment and leaving inefficient state-owned enterprises in monopolistic positions that further discourage private operators from entering the market.

TRANSPORT INTELLIGENCE

Transport Intelligence (Ti) was established in 2002 to fill a gap in the market for high quality, affordable market research and is now the leading provider of market research solutions to the global logistics industry. Ti advises the World Economic Forum, World Bank, UN and the European Commission. Its global research center is based in the UK and has additional offices in Atlanta, USA and Hong Kong.

SeAir Logistics

IN GROWTH MODE

SeAir Logistics has successfully transported two luxury yachts from Jordan to Dubai and from The Maldives to the UAE. Now SeAir Logistics is racing up for growth ahead

A relative greenhorn, SeAir International Logistics headquartered in Dubai World Central's Logistics District, burst into the region's logistics landscape only last year, in 2014. In a short span of time though it has progressed well with remarkable all-round growth offering multi-modal logistics solutions to the industry.

Logistics News Middle East recently engaged Syed Razvi, General Manager, SeAir Logistics in an exclusive interview.

Please briefly trace the history of SeAir Logistics since its inception?

SeAir commenced as a freight forwarding & ISO tank rentals & handling company established in 2014 in the Dubai Logistics District of Dubai World Central. We have eventually grown from a freight forwarding company to a logistics service provider offering a comprehensive range of services and now handle Project Cargo & Break Bulk Cargo.

What is the scope / range of services offered by SeAir Logistics?

We provide a vast array of logistics services and solutions including but not limited to the following—ISO Tanks Rentals & Handling; Custom Clearance Assistance—we successfully performed the Customs clearance for a consignment with a single invoice value of 2 million dollars and offer storage solutions with very competitive rates both inside & outside of the Freezones.

Additionally, we also offer luxury yacht transportation, clearance & handling and also arrange worldwide sea, road & air forwarding & clearance assistance. At SeAir Logistics we also handle air freight and door-to-door deliveries. Road transportation within the GCC is also part of the services portfolio at SeAir Logistics.

What industry verticals do you serve?

We have established a Long Term Agreement (LTA) with a luxury yacht handling company for whom we handle all logistics services



Syed Razvi

including transportation & clearance of luxury yachts. We have also established a LTA for imports, exports & clearance assistance with a top supplier to leading brands in Dubai.

We have signed an agency contract with NVOCC agents in Mumbai, New Delhi and

has handled to date?

The two biggest projects SeAir Logistics has handled to date are the transportation of a 200MT Luxury Yacht from Jordan to Dubai, including custom clearance assistance at both the origin & destination. The yacht was loaded onto a vessel booked exclusively for the transportation of the yacht by sea to Dubai.

This project involved under-water survey of the yacht, cradle fabrication of the yacht, lifting and loading of the cradle & yacht onto the vessel in Jordan, the transportation from Jordan to Dubai; clearances in both Jordan & Dubai and offloading the yacht in Dubai waters.

Secondly, we also executed the transportation of a support yacht with fishing boats, jet skis & Mini Tractor as Cargo on board from Dubai to The Maldives & back to Dubai. The above project included local clearance at both the origin & destination.

It also included the supplies for the yacht. This project involved Dubai & Maldivian clearances of the yacht & the cargo on board, transportation of the yacht to The Maldives, cargo discharging & loading assistance in The Maldives, the supply of spares, maintenance & also provisions & supplies in The Maldives.



Saudi Arabia to offer logistics support for their shipments moving via Jebel Ali port.

What are the two biggest projects SeAir Logistics

We have established a Long Term Agreement (LTA) with a luxury yacht handling company for whom we handle all logistics services including transportation & clearance of luxury yachts



What are the strengths of SeAir Logistics?

We at SeAir Logistics believe in being professional and competitive on every occasion. We always quote very competitive rates with very prompt support until the goods are delivered to its final destination.

Each and every employee at SeAir Logistics gets a chance to be involved in all aspects of a job or assignment we undertake so that each team member gets enough exposure to all aspects of our business. We at SeAir Logistics believe in building long-term relationships with our clients and give equal importance to the jobs we handle—be they big or small. We at SeAir International Logistics promise to deliver!

What opportunities and challenges do you foresee for the future?

After our recent expansion in which we took up two offices in the Dubai Logistics District and signed long term agreements for storage solutions inside and outside of the Freezones, our next main goal is to plan and set-up our own open & shaded warehouse facilities inside the Dubai Logistics District.

After successfully handling two project cargoes in the form of super luxury yachts, we are also looking at the opportunity in growing as a specialized-luxury yachts handling & transportation services provider as well.

How have you fared thus far in 2014 and how do you hope to close this year?

We have done fairly well in the last year but we at SeAir Logistics believe that there is always room for improvement.

We are looking to further expand both our Project Cargo Division as well as our Storage Solutions Division by providing the most competitive rates coupled with prompt & efficient service and assured assistance throughout the handling of a job or assignment.

We at SeAir Logistics always aim to attain

greater successes than the preceding year. 2015 is looking good & promising and we hope to close strong.

extent where they would be willing to not only continue with us but would recommend SeAir Logistics to other companies.



What are your expansion plans?

As already indicated, we aim in expanding our Project Cargo Division & our Storage Solutions Division. After taking up two offices in the Dubai Logistics District, we aim to expand and look into the possibility of setting up our own shaded & open storage facility.

What is your vision for SeAir Logistics for the short and long term futures?

Our objective is to keep growing and keep exploring the opportunities and improve with every job taken up.

Our vision is to ensure that once a customer starts dealing with us, our services & rates ensure that the customer is satisfied to an

We at SeAir Logistics believe in building long-term relationships with our clients and give equal importance to the jobs we handle—be they big or small. We at SeAir International Logistics promise to deliver!

SeAir Logistics is a member of Middle East Logistics Network (MELN), tell us more about the latter?

Middle East Logistics Network (MELN) is a network where our peers and fellow logistics companies from around the world register and become members.

Under this arrangement, companies get to meet and interact with agents globally. We have recently joined the network and hope to meet many more reliable agents and expand our network and global contacts.



TRANSITIONING TO A SENIOR SC&L ROLE

PRAKASH K.MENON

Research shows that in the last decade in particular, many organisations have had no choice but to accelerate the speed at which staff are promoted just to keep up with the demands of a rapidly changing business environment



As leaders, we are under more pressure to perform than ever before. Not only do we need to manage change at an increasingly rapid pace while keeping the wheels in motion and on track, but we are also changing roles and jobs more frequently than ever before. What's more, we have to achieve all this with generally fewer employees and flatter management structures.

In a world where change is always around the corner and leaders are not only changing jobs more frequently, but expected to be up to speed quickly, how do you accelerate success in a new job and what can you do to ensure your early wins result in sustainable long-term success?

While most leaders say they have experienced more learning and growth during times of transition than at any other time, they also admit that making a leadership transition is among life's most difficult personal challenges. The ripple effect, when a leader fails to deliver, results in low morale, disharmony and underperformance from the troops, leading to customer dissatisfaction.

What about in the supply chain and logistics arena?

Each transition brings new areas of

responsibility, new accountabilities and new staff to lead. If you come from a senior supply chain and logistics role where you have done the hard work creating end-to-end efficiencies, collaborations and transparency between departments, you may find that you need to break down the walls and bust the silo mentality all over again.

Tips to create early success in a new senior supply chain & logistics role:

Don't assume what worked for you before will automatically work again

While it is important to use the experience from your current and past roles (after all, your past is what landed you the promotion), don't be restricted by them. Every organization is different. It's about adapting what you know to suit the new environment rather than marching in with ego and putting your stamp on things just so you can show everyone how good you are. At the same time though, if your stakeholder

demands something from you and you question it, don't be afraid to ask the 'but' question. Rather than saying, "No, it can't be done", saying something like, "Yes but have you considered x, y, z?" can shine a new perspective on the matter at hand. All eyes will be on you to see what you do. And they will be quick to judge if your new ideas and plans don't make sense to them or fail.

PRACTICE WHAT YOU PREACH

If you feel the culture within your new organization is in need of a drastic



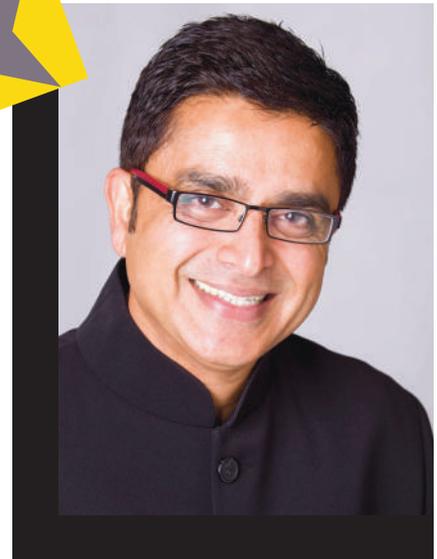
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While most leaders say they have experienced more learning and growth during times of transition than at any other time, they also admit that making a leadership transition is among life's most difficult personal challenges

PRAKASH P<PK> MENON COMPANY NAME

- Executive Director, 'Thought Leaders Middle East'
- Internationally acclaimed speaker, thought leader, and mentor
- Supply chain expert and leadership authority
- Author—books: 'Driven', 'Fail Smart' and 'Supply Chain is Sexy'



shakeup, don't make the mistake of trying to change it too quickly. You need to show your new team you are a leader worth following before they will take your lead and respect what you say. Show interest in them, ask questions and listen carefully to what they tell you. Often the words they don't say will tell you more than the words themselves.

Just the fact that you are taking the time to let them be heard is often enough to let them know you care about them as much as you do about the company results. Remember, no leader can conquer the world alone.

Show them the big picture

People will look up to you as a leader to guide them strategically towards a planned destination. Use a visual format to articulate the strategy at a whole organizational level. That way, your people will be able to see where their part fits into the big picture.

Don't be put off by those who say 'it can't be done'. The world will always be full of naysayers. The greatest leaders are those who know there is always a way.

Understand that it's a win-win for all concerned if you succeed.

It's not just in your own interest for your transition into a new role to be successful.

If you succeed, the benefits flow on to your direct reports and the entire organization.

Tips to sustain a long-term success

Once you have made some early wins in your new role, here are a few tips to sustain and build on that level of success.

Don't get 'drunk' on pride and arrogance

Nothing is more powerful than a leader who remains humble, even when riding the wave of success. Don't let it go to your head.

The hour of power and deliberate practice

Setting aside an hour a day, 365 days of the year, to build your knowledge in a particular area of interest is all it takes to eventually become an expert in that particular topic (when studied consistently over a couple of years). The key is to be consistent. Make this a part of your daily ritual and practice, practice, practice in order to achieve mastery.

Have a 90-day plan

In a world where change is always just around the corner, it's no longer good enough to have 12 or even 6-monthly plans in place. Planning in smaller chunks of time (my suggestion is every 90 days) suits today's commercial world much better.

Not only does it allow you to look to the horizon to see what's coming and

adapt your plan to suit (think globally, act locally) but it also allows you to celebrate the achievement of milestones with your team more frequently, which is great for workplace morale.

Choose your focus

Rather than be tempted to excel and succeed at many things at once, focus on one thing at a time, nail it and then move on to the next thing. Rather than going from pillar to post and not getting far with any of them, choose that one thing wisely, focus on it and deliver it.

You're only as good as the people around you

Choose the people you wish to work with wisely for the people you choose are a direct reflection of yourself. If you surround yourself with mediocre people, then you can't expect to achieve anything more than mediocre results.

Clarity precedes mastery

In today's world of rapid, continuous change you can't afford to wait for the perfect plan to start. Just roll up your sleeves and get on with it. Procrastinate too long and someone else will beat you to the punch. Be prepared to make some mistakes along the way. That's all part of the road toward mastery and success.

‘THE MENA REGION HAS HUGE POTENTIAL FOR RE-ENGINEERED CARTRIDGES’

Operating from Dubai’s Jebel Ali Free Zone, Cartridge World MENA is the master franchise for the Middle East and North African region. Entrepreneur magazine in the US has named Cartridge World among the global top 100 franchises

After successes in more than 50 countries, Cartridge World has entered the MENA (Middle East & North Africa) region in collaboration with Taleed International to offer high quality re-engineered cartridges produced using state-of-the-art technology.

In its quest to consistently deliver reliable alternatives to high priced OEM (Original Equipment Manufacturer) consumables, Cartridge World uses some of the most exhaustive quality control methodologies in the industry. It has pioneered robust re-engineering methodologies and unparalleled testing processes, which have enabled positive growth, thus satisfying millions of customers year-on-year.

Logistics News Middle East spoke exclusively to Taher A. Haj Yousef, Managing Director, Cartridge World MENA, to learn more about the company’s recent forays in the region and implications for the future.

Can you put the tripartite partnership between Cartridge World, Taleed and Al Hokair Group into perspective?

Taleed International is an innovative investment company set to create a diversified portfolio which presents the optimal balance between the current return on investment and future growth. Taleed International is a business affiliated to the Saudi business conglomerate Al Hokair founded in 1965 by Sheikh Abdulmohsen Al Hokair. Cartridge World MENA is the first joint venture undertaken by Taleed International.

Why did Cartridge World decide to foray into the MENA region at this juncture?

The MENA region has a huge potential

for re-engineered cartridges which provide excellent quality at nearly 25% lower cost than OEMs. For example, according to one of IDC reports for Saudi cartridge market for 2014, penetration of OEM cartridges in GCC region is almost one-fifth of the global average. This, combined with the rising awareness towards using more environmentally friendly products, we foresee huge potential for growth.



Taher A. Haj Yousef



What are the opportunities and challenges that you foresee for Cartridge World in this region?

Every market comes with its own set of challenges. The biggest one we face is market perception, where at first glance consumers tend to label our re-engineered cartridges as of a lower quality to the OEM due to their previous experiences with other products available in the aftermarket. It should be noted that 60% of current OEM cartridges users have tried an aftermarket product at some point of time.

Having said that, it is not a huge hurdle for us as we have the advantage of the number of years that Cartridge World brand has been in existence, millions of happy customers in more than 50 countries, proof of concept that we offer and the 2-year warranty that every cartridge is covered with. Furthermore, it’s worth noting that the use of our cartridges will not void printers’ warranty.

CARTRIDGE WORLD

- One of the world’s largest dedicated specialty remanufacturers and retailers of Inkjet and Laserjet printer cartridges
- One of the world’s fastest growing franchises
- Product portfolio covers a wide range of cartridges for all leading printer brands including HP, Epson, Canon, Lexmark, Brother, Samsung and more.
- The company has over 1,750 stores across more than 50 countries

UAE MARITIME INSTITUTIONS DISCUSS ARBITRATION MECHANISMS

The Emirates Maritime Arbitration Centre is a first-of-its-kind center in the region addressing market needs

The Dubai Maritime City Authority (DMCA) recently held a comprehensive workshop for various governmental and non-governmental bodies and companies working in the UAE's maritime sector to discuss the best practices in international arbitration and the working mechanisms of the Emirates Maritime Arbitration Centre (EMAC).

The session, which was presided over by HE Dr. Abdullah Belhaif Al-Nuaimi, Minister of Public Works & Chairman of the Federal Authority for Land and Maritime Transport in the UAE, highlighted the importance of specialized maritime arbitration in the UAE in light of increasing maritime disputes and stiff competition in international trade.

Speaking to the participants, HE Dr. Belhaif Al-Nuaimi observed, "The UAE's maritime sector has witnessed rapid developments and leading achievements in global competitiveness which require concerted efforts and more effective communication between stakeholders in order to unify

supervisory and regulatory standards."

"The centre will contribute to the UAE's competitiveness and improve its global maritime image, resulting in higher investor confidence and foreign investment flows to the country. It will also work on rehabilitating national legal cadres and providing them with global maritime expertise," Dr. Belhaif concluded.

Amer Ali, Executive Director of Dubai Maritime City Authority, noted that as maritime trade increases, the resulting disputes will require maritime arbitration to arrive at settlements quickly, safely, and at low cost.

The workshop discussed legal frameworks and legislations of maritime arbitration, provisions and regulations of the Emirates Maritime Arbitration Centre and its mechanisms at the local, regional and international levels. It reviewed many legal aspects of maritime arbitration and the importance of resorting to maritime arbitration and its institutions. The EMAC aims to develop an alternative mechanism to settle disputes in order to enhance the role of the maritime sector in the UAE.

The workshop was attended by lawyers from across the UAE, senior officials and representatives of various companies and maritime agencies operating in the maritime sectors of the different Emirates firms, many of which specialise in with maritime arbitration.



HE Dr. Abdullah Belhaif Al-Nuaimi



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The Emirates Maritime Arbitration Center will help consolidate the UAE's maritime laws and regulations which are important factors for promoting the sector and attracting ship owners to the UAE," —HE Dr. Abdullah Belhaif Al-Nuaimi, UAE Minister of Public Works

‘YOUR SELF-CONFIDENCE AND ORIGINALITY ARE INDISPENSABLE IN LIFE’

Paul Maycock, General Manager, INL Logistics

We introduce the second in the series of ‘Soft Talk’, an interview conducted in an easy, engaging, informal style that puts the spotlight on the interviewee. The page is intended to bring an element of levity to the edition, so the questions are not all entirely business-related and tend to be somewhat personal in part, in order to bring his or her personality to the fore. Readers can thus see the ‘brighter, bigger & all-rounded’ side of the respondent

Tell us about three attributes that describe you best.

I am driven; confident, not to be confused with arrogance and I am self-managed.

What characteristics do you look for in your employees?

I expect my employees to be detail-focused. In everything you do, strive to be the best you can be. Take the initiative to ensure things are going right and make sure the details are tied down. Spend time doing right what everyone else takes for granted.

Have a ‘can do’ attitude and be part of the solution.

Positivity - A great employee takes personal responsibility for everything they do. To be a great employee, you must contribute positively to the organization. Take initiatives, give suggestions, or even be the silent hero who solves challenges quietly.

What drives or motivates you on a day-to-day basis?

It is important to keep things in perspective and always remind yourself of why you work. Beside the pay, it is often about realizing your potential, feeling alive and useful, feeling connected, making a difference, expressing creativity, expanding your skills and abilities, helping others. Also remind yourself that work is work and that you have a life outside of work to look forward too.

What do you like most about your job?

Every day is different and we face new opportunities each day. I enjoy being

empowered to drive the business growth and build the brand which is INL (Integrated National Logistics). We have a state-of-the-art depot which is a first for the region due to our fully automated storage solution which does fill us with a sense of achievement and pride.

What interests you outside of the business sphere?

I am a keen sports fan. I like to keep abreast on global news and events, lifestyle and retail trends, new franchises and hot brands.

What are your hobbies & leisure time activities?

My hobbies include playing golf and eating out, both socially and for business.

If you were not in the supply chain & logistics arena, what would you have aspired to be?

If I had a choice to start over and I knew

Be part of the solution and gain experience in different sectors of logistics across all temperature chains, 3PL logistics and in-house logistics that offer different opportunities and challenges

INL LOGISTICS

With a total investment of US\$90 million, INL's Central Distribution and Logistics Center is the largest single-site warehousing complex in the United Arab Emirates based at Dubai World Central. INL is a joint venture between Integrated Logistics Berhad of Malaysia and National Trading and Developing Establishment (NTDE) of the UAE. It is a state-of-the-art fully automated warehouse providing 3PL services for food service companies, frozen, chill and ambient high bay storage.

what I know today, I would have still selected logistics but I may have started my own logistics business. Alternatively, I would have developed a career in the hospitality industry running a boutique hotel.

Describe your business philosophy in two sentences?

Due to such open interaction and discussion as a team, we can come up with innovative new ideas or solutions to existing problems. This gives us the ability to enhance or improve on what we have and to differentiate. Only then can we stay ahead of the competition.

What advice would you give youngsters wanting to make a career in logistics?

Be part of the solution and gain experience in different sectors of logistics across all temperature chains, 3PL logistics and in-house logistics that offer different opportunities and challenges. Set a career path that rounds your skill sets and exposes you to technology within today's logistics arena as automated storage and handling solution are the next generation mixed with traditional methods.

If there were two causes you would espouse, what might they be?

I would certainly advocate that corporation

and businesses espouse and embrace Six Sigma and Kaizen methodologies. Kaizen looks to improve all aspects of a business through standardizing processes, increasing efficiency and eliminating waste. Six Sigma focuses more on improving the quality of the final product by finding and eliminating causes of defects, whether by variances in the business process or in manufacturing.

What would you regard indispensable?

Your self-confidence and originality are indispensable in life.

What do you regard as the key to your success?

Confidence. There may be days where the

Remember, your team will take cues from you, so if you exude a level of calm damage control, your team will pick up on that feeling

future of your business is worrisome and things aren't going according to plan. This is true with any business, large or small, and the most important thing is not to panic. Part of

your job as a leader is to put out fires and maintain the team morale.

Keep up your confidence level and assure everyone that setbacks are natural and the important thing is to focus on the larger goal. As the leader, by staying calm and confident, you will help keep the team feel the same. Remember, your team will take cues from you, so if you exude a level of calm damage control, your team will pick up on that feeling. The key objective is to keep everyone working and moving ahead.

How do you attain work-life equilibrium?

Pay attention to your own needs and well-being. Stay in touch with how you are, physically and emotionally, and listen to your intuition. If you feel you're out of balance day in, day out, then you are! Its time to look at whats going on and re-evaluate. Don't let iPads, laptops or mobile phones rule your life and spend enough time exercising at the gym.

How do you relax after the working day?

I unwind by walking my two dogs and spending time with family and friends.

What do you like most about working in the UAE?

The mixed culture and the fast pace of change always inspires me, I have been in the Middle East for over 20 years and still today I get excited about new developments across this growing region. Dubai landscape has changed a lot from my first days here but the culture has been retained.

PAUL MAYCOCK INL LOGISTICS

A British national, Maycock joined INL Logistics in his present capacity as General Manager in May 2012.

Maycock has over 28 years of operational and retail experience from high volume food retail with Tesco and ASDA foods to selective and mass market products with the Dubai-based Chalhoub Group and Kuwait headquartered MH Alshaya, one of the largest retail companies in the Middle East.

Maycock's vast expertise and experience covers all areas of the business, right from penetrating new markets with new franchises, selecting outlet locations, warehouse and logistics, back office set up, P&L planning and budget forecasting, marketing plans and business reengineering.



THE QUEST FOR ENHANCED PRODUCTIVITY

By Katharina Albert, Managing Director, Kat Logics - Simulation Solutions

Most people know me as advocate for optimisation and material simulation. And yes, while simulation of facilities and processes is a selling point, we focus on all sorts of optimisation

Do you know the type of managers that sit in the office every day until late night constantly on the phone with their staff and clients, signing, stamping and fire-fighting? What would their job look like, if they could get a month's time off their daily chores, free their minds and think about implementing a clearly defined process to follow and system to support them? That's a manager's actual job - to implement a business environment that enables his or her team to run on 'auto-pilot' while he or she is monitoring the KPI dashboard, occasionally take corrective measures and focus on planning the route ahead.

When I speak to my industry peers and clients, many see the need for productivity improvement.

If we look at the successful companies in today's logistics industry, they have innovative leaders not only at C-level, but also in the mid-management.

Continuous improvement should be the topmost priority in any company; your own employees know your business best and they should be listened to and rewarded, if they actively engage to drive the business forward. I don't mean a static employee of the month program; people should be encouraged and praised whenever they have achieved something. It could be two or three people in one month or even nobody in two to three

months (which is hopefully not the case).

Reward does not only come in the form of appraisals or extra cash. Personally, I have seen very dedicated young employees, who work 12 hours and more on a daily basis to keep deadlines and provide good customer service. While promotion and skill development is a great way to keep them motivated, it is also the responsibility of the management to look after employee health and work-life balance. Do



You need to constantly invest in processes, people and systems, not just in terms of money but also allow time for employees to engage in such activities

companies ensure well enough that every employee gets their minimum rest and do not work under stressful conditions for a prolonged period of time?

Too much stress (physical and mental) will decrease productivity, accuracy as well as employee morale. Most businesses have to deal with seasonality and volatile demand; some days of the week are especially busy, while on some days people may kill time at work reading online sports news, etc. This is a costly scenario for companies paying under-utilized workforce on one hand and then relying on paying

them for overtime on other days.

What happens if an employee comes in Tuesday afternoon at 2 pm and says, "I've finished my tasks for today. I want to go home and spend the afternoon with my kids and family?" While flexible working time arrangements have been widely implemented in other parts of the world and the management here is usually entitled to it, we have not seen a wider implementation across offices and shop floors.

We suggest to establish the true demand from the customer side by also looking whether any payment terms or order deadlines create artificial peaks. Then, derive demand-based shift patterns to meet the actual business needs. Align your workforce accordingly and though introducing flexible shift patterns requires employee engagement and communication of the current situation and positive impact, most people will highly value the new working time arrangements. The company will benefit from a better bottom line and productivity levels, reduced absenteeism and most important talent retention.

Customers only want to pay for better service and quality; they don't want to pay for inefficient staff allocation, errors because of non-existent or outdated IT systems, chaotic processes in the office and warehouse and the least they want is to speak to exhausted and demotivated employees. So we need to think every day on how to streamline our operations, save costs and re-invest our time and efforts in providing superior products and services, make our clients happy and be an employee of choice.

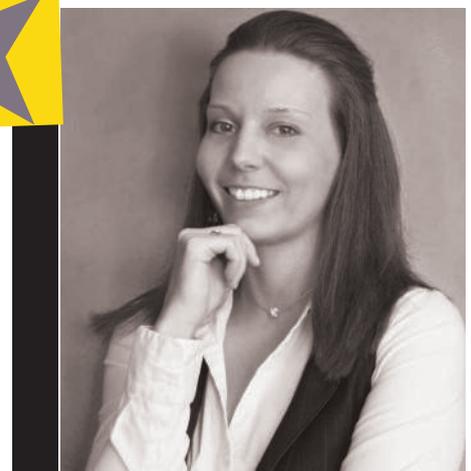
KATHARINA ALBERT

MANAGING DIRECTOR, KAT LOGICS - SIMULATION SOLUTIONS

Katharina Albert is a material flow simulation expert based in Dubai. She holds a Master's degree in Systems Engineering & Industrial Management. She has worked as project manager in the regional logistics and aviation sector and established Kat Logics in late 2011.

Her business consultancy is unique as it is specialising in the optimisation of material and information flow, staff allocation as well as lean facility design by applying sophisticated methodologies such as 3D simulation and mathematical modeling. She was the first in the region to actively promote this approach at numerous conferences and industry events.

Kat Logics is also an official reseller of various software solutions and advanced planning tools for conducting feasibility studies and lean initiatives to drastically increase productivity, lead time and profit margins.



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