

SEPTEMBER 2016

this issue

# LogiSYM

The Magazine for Supply Chain Executives

UAE FREE ZONES DRIVE ECONOMIC GROWTH DIVERSITY AND GROWTH 30

THE EMERGENCE OF RSA LOGISTICS, IN TANDEM WITH DUBAI 34

FLEXIGISTIC LLC - DEFINING A NEW AGE OF CUSTOMIZED SOLUTIONS 38

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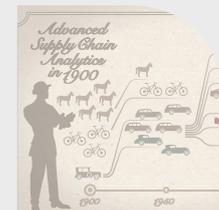


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from the international editor

## .....now that summer is nearly over, what is next?

Dear Readers,

Having spent a few weeks in Europe, you would hardly believe that there is anything to worry about. In the UK airports, shops and the City of London, are all buzzing. Tourists are having a field day with the weaker pound in UK. In Italy & Malta, airports, marinas and beach resorts are full of holidaymakers from all over the world. It is almost like people have dismissed all the negative sentiment and the repetitive news stories, and getting on with enjoying life!

This is perhaps a good sign that we see on the street. As we also note positive but cautious sentiment on the economic front. The summer has had a cooling effect on BREXIT with almost all leaders looking at things in a calmer and calculating manner.

A key point caught my eye in the Wall Street journal a few weeks ago that sparked a positive note with me. The semiconductor industry is like a barometer of the economic status. This industry is usually 1st to feel economic downturns and is also 1st to feel the pulse of an upturn. Like all things we have cycles that indicate what could happen next. Not least the stability in oil prices and currencies are also positive signs to note. The pressure on negative bank interest rates is highlighting the huge cash surpluses held in banks around the world and ready to be deployed.

However this does not mean that we are heading for a boom or as a sudden recovery. But it could signal some bottoming out of bad news and a good base for a positive change in direction. This is most evident in the logistics sector where the big industry

players continue to be busy improving their products and service offerings to the current and prospective Clients. The supply chain industry is the key enabler to competitive advantage. This in turn stimulates companies to improve their positioning and gain some momentum in their respective markets. Shippers are able to leverage on cost optimisation - key to supporting a ramp-up in their supply chain operations.

Shippers' supply chains are seeking to leverage on 3PLs, to gain a competitive advantage in their sector. But I believe that Shippers need to exert more efforts to achieve their goals in a faster timeframe. So working in close collaboration with their trusted logistics & supply chain partners will undoubtedly prove to be very fruitful both in the short and medium term.

There are several positive signs that manifest themselves in H2 2016. Some Companies will see benefits in 2016 whilst others will realise them in 2017. But the timing to invest and develop their supply chain capabilities is crucial. Ramping up capabilities is not easy, if downsizing and loss of key competencies was invoked when they experienced a downturn. But the time is right to re-build & strengthen the key execution capabilities in your supply chain.

As usual, I look forward to receiving your feedback at [info@lscms.org](mailto:info@lscms.org) and even publishing an article of yours.

**Joe Lombardo**  
*International Editor*





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## About us

Logistics Executive Group is the acknowledged industry leader providing a suite of whole-of-lifecycle business services including Corporate Advisory, Executive Search and specialist Supply Chain and Logistics Training. Since 1999, clients have trusted us to help recruit, build world-class leadership and drive business performance with integrated Corporate Advisory services.

Today, we are a single source for leadership development, talent & recruitment services and business consulting to empower businesses and leaders to reach their goals. Offering a full suite of solutions designed and executed to position our clients from growth and overall improved performance.



## a word from the president

### The Desert Express

The Desert Express was the name given to the Air / Sea service that the company I worked for in the 90's launched. At the time, it was the largest freight forwarding company in the world and like many other 3PL's of the day, they had identified the Middle East as a region of growth.

Fast forward more than 20 years later and we have seen developments and performance in the Middle East swing both ways – pretty much like the rest of the world's and most regional economies. Today however, against a background of a sluggish global economy, the Middle East continues to show potential. The UAE is an attractive location for logistics investments, whilst Saudi Arabia's strong economic and population growth have also made it a market ripe for investment.

Dubai has become a regional hub for business expanding into Africa and the Middle East has emerged as a global logistics hub as countries, mainly on the Arabian Gulf, have built modern warehouses and transportation infrastructure, developed free zones, adopted "open skies" policies, simplified customs procedures and strengthened anti-corruption measures. The Middle East

is filling a gap for Africa, Central Asia, India and Pakistan, which have fast-growing consumer markets and local production but lack adequate transport infrastructure, storage and services.

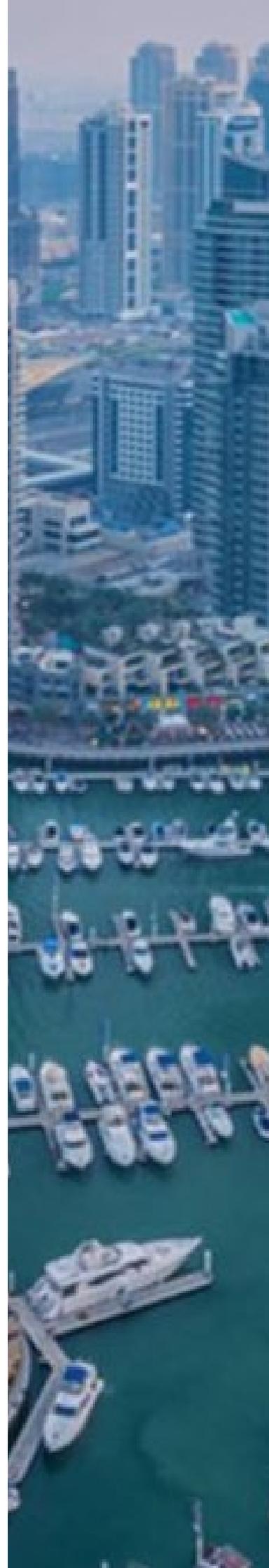
Gulf countries are able to act as gateways for goods coming from Asia, Europe or North America or as distribution points for goods moving within markets in the Middle East. In support of all this, this issue of LogiSYM focuses on the Middle East and in the coming months we will be holding our first Symposium in Dubai. We look forward to your joining us at this event where we will delve deeper into this very interesting and diverse region.

Viva la Desert Express!

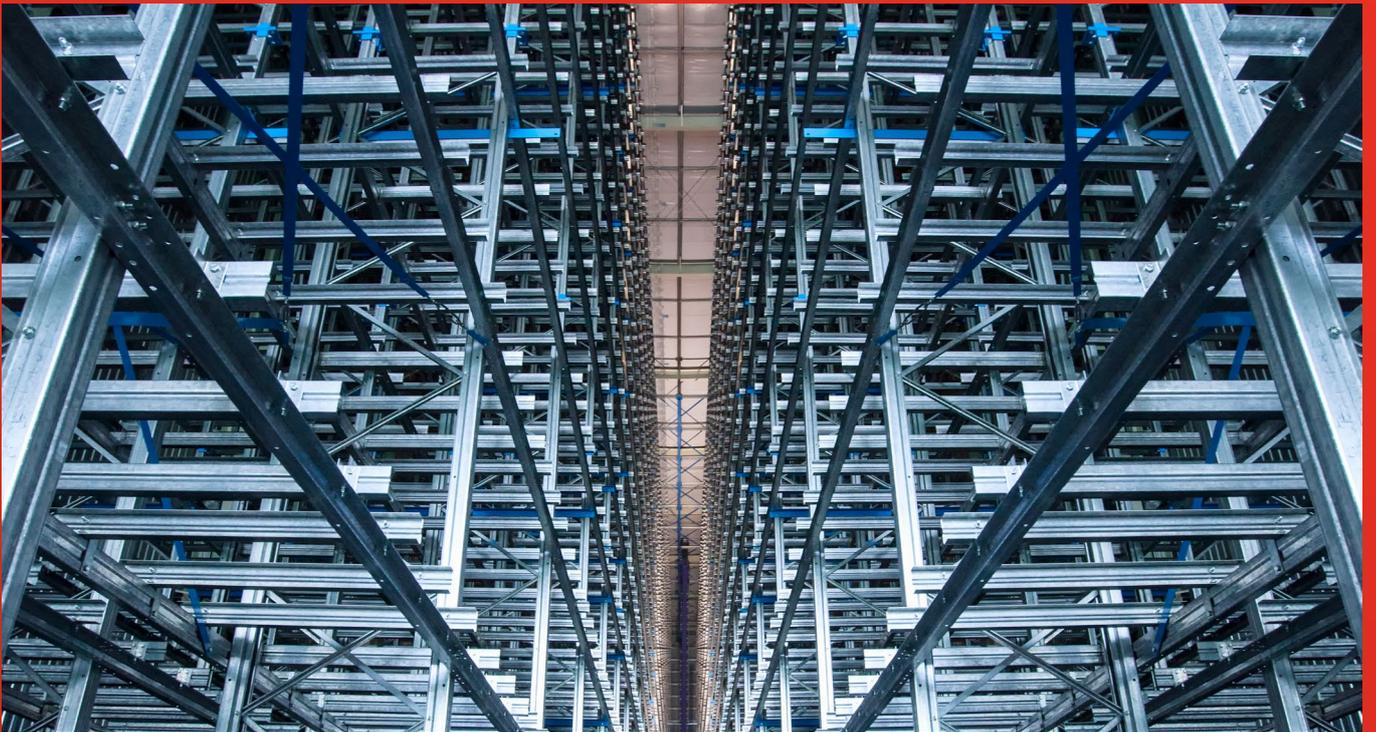
**Raymon Krishnan**

*President*

*The Logistics & Supply Chain  
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Joe is the founder of ESP Consult, which is focused on enabling sustainable performance in the supply chain logistics, Trade Compliance & Free Trade Agreements for organisations that are growing & need to evolve their capabilities to reach their Strategic goals.



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Maria has been working in the Supply Chain and Logistics Industry for almost two decades in her capacity as a Human Resources Professional. In that time, she has managed a variety of diverse challenges that have never meant for a dull moment. She has juggled the occupational health and safety requirements of a factory workforce in the pharmaceutical industry going through significant strategic change.

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# A350 XWB Takes Ethiopian Airlines 'To the Next Level'



Ethiopian Airlines took delivery of the first of 14 Airbus A350 XWBs, making it Africa's first operator of the type. It is also the Addis Ababa-based carrier's first Airbus aircraft in its 70-year history.

"Adding the A350-900 to the fleet means the company is now moving to the next level. Our A350 and Boeing 787-8s are next-generation aircraft," Ethiopian Airlines Group CEO Tewolde Gebremariam told ATW at the delivery ceremony in Toulouse.

The A350-900 is on a long-term lease contract from Irish lessor AerCap and will initially operate on routes from Addis Ababa Bole International to Lagos and Dubai. "With a second aircraft, which [we expect] to arrive in August, London Heathrow will become an A350-900 destination. Later on, the A350s will operate on seasonality and demand on our long-haul network, like China or the US," he said.

“

**Adding the A350-900 to the fleet means the company is now moving to the next level. Our A350 and Boeing 787-8s are next-generation aircraft**

**Tewolde Gebremariam**  
CEO  
**Ethiopian Airlines Group**

Asked if he worries about fleet commonality with a mix of Boeing 777/787s and A350s in operation, Gebremariam said, "The Boeing 777s ... have been in service for a period of time. We need to upgrade to the latest technology, taking advantage of all the new features, which are having a positive effect in our direct-cost operation."

He said Ethiopian's aircraft selection

depends on which routes it decides to open. "Then we select the fleet, in terms of range and demand," he said.

The 777s will remain because on some routes the aircraft is ideal for the high sea-level altitude airport at Bole. "The high sea level is a challenge, but the A350 takes this challenge. The A350 is slightly larger than the Boeing 777-200LR and a bit smaller than our 777-300ER," he said.

Gebremariam said that in about five to 10 years, a new airport in Addis Ababa will be in service. When asked if Ethiopian would need very large aircraft, like the A380, he said, "At this moment, we are quite satisfied with the less than 400-seat capacity, but in the future why not?"

With the new A350, the number of aircraft in Ethiopian's fleet stays at 79. Ethiopian Airlines will take delivery of 12 additional aircraft between July 2016 and June 2017.

# SATS Enters Saudi Arabian Cargo Market

SATS Ltd., Asia's leading provider of Food Solutions and Gateway Services, today announced it becomes the first international cargo handler to win a tender to build and operate a cargo terminal in Dammam, Saudi Arabia. This award marks the first step taken by GACA to introduce a second player into the cargo handling market at KFIA and in the Kingdom of Saudi Arabia. Granted to its subsidiary SATS Saudi Arabia, the cargo handling concession is valid for 22.5 years. Saudi Arabia is a key aviation hub in the Middle East and is the second largest

in terms of cargo throughput among the Gulf Cooperation Council member states. GACA, KFIA and SATS have formed a strategic tripartite partnership with the aim of elevating service standards and introducing new service offerings at Dammam to position KFIA as a key air cargo hub in the Eastern Province of the Kingdom of Saudi Arabia.

"We believe this strategic partnership with SATS will further enhance KFIA's position as a gateway for cargo in the Eastern of Saudi Arabia. The introduction of a second cargo terminal operator will result in enhanced services, options and increased air cargo capacity for the marketplace. KFIA looks forward to working together with SATS to grow cargo activity and services," said Turki Al-Jawini, Director General, King Fahd International Airport. SATS will build a new cargo terminal in the vicinity of KFIA and within the Kingdom's

new cargo village. The facility will be capable of handling 150,000 tonnes of cargo annually. It will also incorporate a dedicated cold chain facility to meet the growing needs of the pharmaceutical and food industries to ship high value, temperature-sensitive goods.

"We have confidence in the future of the Saudi economy and in the continued growth of Dammam as the major industrial city in the Eastern Province. We look forward to working with our airline customers to connect KFIA into our growing network of cargo hubs across Asia and the Middle East," said Alex Hungate, President and Chief Executive Officer, SATS.

The construction of the new facility is expected to be completed by the first quarter of 2019.

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# Hyundai Merchant Marine Expands Middle East Services

Hyundai Merchant Marine, South Korea's second largest shipping line will expand its routes linking the Middle East and the Asian region, as part of efforts to capitalise on a surge in shipping demand following the lifting of sanctions on Iran.



The shipper said it will mobilise a total of 12 container ships on two separate shipping routes, increasing services from what has thus far been just one route serving the Middle East and Asia.

Hyundai Merchant said it expects its market share for the Middle East-Asia route to rise to 13 percent from the current 8 percent.

International sanctions on Iran were lifted earlier this year, providing global companies with a chance to tap deeper into the country.

## CMA CGM levies new Asia-Red Sea charges for Aug, Sept

**FRENCH shipping giant CMA CGM will be raising rates US\$300 per TEU on August 15 on cargo from Asia to Red Sea as well as other charges into September.**

The mid-August increase will apply to cargo from all Asian ports (excluding Japan) to Jeddah (Saudi Arabia), Ain Sokhna (Egypt), Aqaba (Jordan), Djibouti, Port Sudan (Sudan), Aden

and Hodeidah (Yemen). CMA CGM also announced a new terminal handling charge (THC) in Dakar, Senegal from September 15.

The THC will be applicable in addition to the ocean freight for import and export cargo and payable at Dakar as follows for all container types at a rate of EUR140 (US\$155) per TEU and EUR170 per FEU.

"Considering the challenging market environment with significant operational cost in Senegal, CMA CGM announced the implementation of a Terminal Handling Charge (THC) in Dakar," said the company statement.

And from August 7, CMA CGM announced the CIMEX Lines rate increase to be implemented in August in three steps:

Starting August 7 from all Asian ports to all Middle East Gulf ports it will be \$100 per TEU.

Then starting August 15, from all Asian ports to all Middle East Gulf ports there will be a charge of US\$250 per TEU and again on August 22 there will be a US\$100 per TEU charge levied.

Then on September on the CIMEX 2 Lines (CIMEX 2N/2C/2S/2K) there will be a US\$100 per TEU charge levied on cargo from all Asian port to Pakistan, India west coast and Sri Lanka.

“  
Considering the challenging market environment with significant operational cost in Senegal, CMA CGM announced the implementation of a Terminal Handling Charge (THC) in Dakar

# Drewry Expects More Mergers Among Container Terminal Operators

GLOBAL container port demand is anticipated by Drewry to rise by less than three percent annually over the next five years, with projections softened mainly due to the slowdown in China's exports. Bright spots are the Middle East and South Asia and the potential recovery of Russia.

In response, terminal operators and investors have been urgently reviewing capacity expansion plans, according to Drewry's Global Container Terminal Operators Annual Review and Forecast 2016.

Many projects within the five-year forecast horizon are already too far advanced to change significantly, but those scheduled to appear later in the period are subject to reconsideration in terms of timing and scale.

For terminal operators, the focus is switching from greenfield developments to M&A activity, with a

number of major deals already in the pipeline and more likely to come.

APM Terminals has acquired Grup TCB, CMA CGM bought APL, and Yilport is taking over Tertir. Three Chinese companies - China Merchants Port

Holdings, Cosco and China Shipping (the latter two now merged) - have a strong appetite and significant activity in terms of expansion through buying existing businesses.

Drewry's senior analyst for ports and terminals, Neil Davidson, said: "A natural response to the increasing size of liner alliances is for terminal operators to look to consolidate terminal ownership in parallel."

He noted that many of the established international players have become more cautious because they are concerned that returns may be less than what they are used to.

"But on the other hand there are several expansion-minded players like the Chinese operators and Yilport Holdings whose top strategic priority is to acquire more assets," said Mr Davidson.

“

A natural response to the increasing size of liner alliances is for terminal operators to look to consolidate terminal ownership in parallel.

**Neil Davidson**  
Senior Analysts for Ports  
Drewry

## DP World to Expand Canada's Rodney Container Terminal

DP World, one of the world's biggest port operators, has signed a long-term lease agreement for the expansion and operation of Canada's Rodney Container Terminal, the Dubai firm announced.

DP World will start running existing operations on Jan. 1 2017 and work in partnership with the port authority of Saint John, New Brunswick, on a planned expansion programme expected to be completed in 2021, with the lease continuing for 30 years

after. No value was given for the lease agreement.

The transaction is not subject to Canadian regulatory approval, DP World said.

DP World already operates the CENTERM terminal in Vancouver, the Fairview Terminal in Prince Rupert and the Duke Point Terminal in Nanaimo.

## e-Gate Pass System to be Introduced at JAFZA

One of the main aims of the e-Gate Pass project "Tasreeh" is to reduce manual intervention, enabling uninterrupted and seamless gate pass management and to provide a scalable system that can accommodate future growth of Jebel Ali Port and Jebel Ali Free Zone.

Dubai Trade, the premier cross-border trade facilitator, in collaboration with Ports, Customs & Free Zone Corporation (PCFC) Security has launched "Tasreeh", an advanced automated gate pass service to help

customers enter Jebel Ali Free Zone. The 24-hour online service allows hosting companies and port visitors to issue passes and to pay for and receive approvals online. Payment will be completed through Dubai Trade's online payment gateway, Rosoom, and users can access the service by logging on to the Dubai Trade Portal or by visiting [www.tasreeh.ae](http://www.tasreeh.ae)

One of the main aims of the e-Gate Pass project "Tasreeh" is to reduce manual intervention, enabling uninterrupted and seamless gate pass management and to provide a scalable system that can accommodate future growth of Jebel Ali Port and Jebel Ali Free Zone as well as the city's readiness to host the global mega-event, Expo 2020.

Mahmood Al Bastaki, CEO of Dubai Trade, said: "Over the last 12 years we have converted users to our online services and reached a 100% adoption

rate for most of them. We have focused our efforts on creating convenient, 24-hour customer support services and our partnership with PCFC will enable us to extend this to visitors as well."

Mahmood Amin, CEO of PCFC Security, added: "We are committed to applying the latest technology and smart applications as well as stimulating creativity and innovation to boost our development and to support the UAE's transition towards a knowledge economy in line with the UAE Vision 2021 and Dubai Plan 2021."

"Our partnership with Dubai Trade for this project is a natural fit given their experience in providing digital procedures for their services. They recognise that "Tasreeh" adds to their offering and we are confident that it will provide visitors a smoother experience when passing through the gates into Jafza" Amin added.

## UASC, CMA CGM Withdraw More Tonnage from Transpacific



United Arab Shipping Company (UASC) and CMA CGM, which are part of an alliance with Hamburg Sud, have announced that they are withdrawing further tonnage from the transpacific market due to weak demand.

The three shipping lines, operating the joint Far East – US East Coast/Vespucci/APNE/NEU 1' service will suspend the rotation indefinitely, the Transatlantic leg of this pendulum service will be replaced by a new North Europe-USEC service.

The loop's last sailing from the Far East is planned from Qingdao on 3

August, with the three carriers to offer alternative all-water services through slot arrangements.

Weak demand in the Far East-North America transpacific trade has forced several shipping lines to withdraw tonnage from the route, according to Alphaliner, with capacity down by 4% this year compared to the same period in 2015.

CMA CGM and UASC alone have suspended three services on this corridor.

# Oman Outperforms GCC in World Bank Logistics Ranking

The World Bank ranking of global logistics performance has placed Oman 11 places higher than 2014, reflecting major improvements in logistics quality, customs, logistics infrastructure and competence of the country.

The latest Logistics Performance Index (LPI) report ranks Oman 48th globally compared to the 59th spot it occupied in the previous report in 2014. Similarly, in 2014, Oman had an LPI score of 3.0, which increased to 3.23 in 2016.

The increase of 11 places on the ranking was the best performance of any other Middle East nation in the report.

Germany topped the rankings for the third time with a score of 4.23, followed by Luxembourg, Sweden, the Netherlands and Singapore. In the Middle East region, Oman came fifth

LOGISTICS PERFORMANCE INDEX (LPI)	
YEAR 2014	YEAR 2016
Rank: 59	Rank: 48
LPI Score: 3.00	LPI Score: 3.23

place, up two spots from seventh in 2014. The UAE continues to dominate MENA region rankings with a score of 3.94. It jumped to 13th place globally from 27th in 2014. Among the other GCC nations, Qatar ranked 30th, followed by Bahrain (44th), Oman (48th), Saudi Arabia (52nd) and Kuwait (53rd). The World Bank report cited the country's strong performance in logistics quality, infrastructure, improvements in customs and tracking and tracing system as the reason for the jump in rankings.

Oman's logistics sector has received

increased attention in recent years, given its importance in diversifying and growing the national economy. The sultanate has developed a strategic plan for the logistics sector as part of the Ninth Five-Year Plan (2016-20).

The World Bank report said that logistics performance both in international trade and domestically is central to the economic growth and competitiveness of countries, and the logistics sector is now recognised as one of the core pillars of economic development.

## SingPost Introduces Singapore's First Islandwide Open Parcel Locker Service

Retailers can rent a POPStation locker to deliver their parcels 24/7. SingPost provides a last mile delivery option to blogshop owners, marketplace sellers.

A marketplace seller can rent a POPStation locker at a location that has been agreed with the buyer. Upon confirmation of the rented POPStation

locker, the seller can drop off the parcel directly to the POPStation locker without having to arrange for courier delivery or meeting up with the buyer.

The buyer will be notified and can collect the parcel anytime within the rental period, at the buyer's convenience. Users can rent from

about 140 POPStations locations in Singapore, including commercial and neighbourhood areas such as HDB shopping complexes, community centres and clubs, post offices, and tertiary institutions.

# Aramex Enhances 'Last Mile Delivery' With what3words



Aramex, a leading global provider of comprehensive logistics and transportation solutions, has invested US\$2.94 million as part of a US\$8.5 million Series B funding round with what3words.

The multi-award winning addressing platform will further enhance Aramex's global e-commerce operations. Previous investors, Intel Capital and British funds Force Over Mass and Mustard Seed also contributed to the deal.

what3words is an address system based on a global grid of 57 trillion 3mx3m squares, where each square has a unique pre-assigned 3-word address. The solution helps everyone who needs to find or share a location - whether they are navigation apps, governments, logistics firms, travel guides or NGOs.

Aramex will use the "what3words" address system in its e-commerce fulfilment operations across the Middle East, Africa, and Asia to further enhance its last-mile delivery solutions.

To date, Aramex has already invested in a number of mobile-based start-ups to improve its last-mile delivery solutions, including Grab and Logisure

in India, Shippify in South America and CashBasha in Jordan and Saudi Arabia.

"We are pleased to be partnering with what3words. By integrating 3 word addresses into our e-commerce operations across the Middle East, Africa and Asia, we are now better able to reach more consumers worldwide, even those in difficult to access locations," said Hussein Hachem, CEO of Aramex.

Not finding the right delivery point is frustrating for consumers, and costs businesses a huge amount in failed deliveries and delays. The 'last-mile deliveries' account on average for 28% of all delivery costs. According to the UN, 135 countries don't have an adequate address system. This puts huge pressure on the logistics industry to find effective and efficient solutions to deliver parcels to consumers.

Chris Sheldrick, CEO and co-founder of what3words, said: "We are on a mission to change the way people communicate location, to make the world a more efficient, less frustrating and a safer place with 3-word addresses. Aramex is recognized as one of the most innovative logistics providers in the world, and our partnership will help to

propel what3words toward our goal of becoming a global addressing standard."

Aramex's investment and implementation will rapidly extend what3words' growing reach in the delivery, logistics and courier industries. what3words is already being used by many organizations to better coordinate their projects and services and increase efficiency.

Notable integrations include navigation software platform Navmii, Norway's National Mapping Agency, The United Nations data collection app UN-ASIGN, and the world's largest geographic software providers including Esri, Safe Software, and Boundless.

Already available in 10 languages and used in more than 170 countries, what3words will use the new investment to launch its voice recognition product in the smartphone, wearables, and automotive sectors and develop its 3-word address system in several Asian languages. The investment will also support the growth of its team and further global expansion.

## UAE Logistics Sector Set for 4% Growth in 2016

According to a recent report by Frost & Sullivan, the UAE logistics sector is expected to grow by 4 per cent in 2016, with a compound annual growth rate (CAGR) of 5.7 per cent between 2015 and 2020.

The key drivers of the industry are EXPO 2020, national logistics development plans, and trade with Asia and Sub-Saharan African countries. In addition, the emphasis on domestic output has created scope for substantial cargo volume growth to and from the UAE, leading to improved connectivity and network.

The UAE's logistics industry will be supported by ongoing economic diversification, growing domestic demand, development of multimodal transportation, and implementation of new technologies.

In addition, its geographical location gives the trade access to a population base of more than 2 billion people in the region which is predicted to be one of the busiest trade lands globally by 2030. This growth will spur expansion of the logistics service providers (LSP), strengthening their competitiveness and transformational growth through capacity expansion and enhancement in infrastructure investment and technology solutions. software, including comprehensive systems for warehouse, asset, transportation, yard and labour management.

## GAC Opens Dedicated Co-Packing Facility in JAFZA



Photo: GAC website

GAC Dubai's contract logistics arm has opened a new dedicated co-packing facility in the Jebel Ali Free Zone (JAFZA) as part of the company's continued investment and growth strategy.

GAC Dubai's contract logistics team plans to increase the current throughput of 7.5 million unit customisations to 11 million per month by mid-2017. The ground plus two-floor mezzanine adds 800sqm to the co-packing area, making 1,800sqm of space available for printing, labelling, kitting and product assembly services. The facility also includes two new temperature-controlled cleanrooms.

"The new facility allows the customisation requirements of our clients to be handled even more efficiently, and the extra capacity enables us to deliver more services and expand the important value addition sector of the contract logistics business," says Neil McMaster, general manager - contract logistics at GAC Dubai. Commenting on the strong pace of expansion that is set to continue well into 2017 and beyond, GAC Dubai's managing director, Stuart Bowie said the co-packing expansion

was just one area of investment by the group in the region's logistics sector.

"In the last 18 months we have invested in a dedicated warehouse for a long-term customer, The One, refurbished 24,000 pallets to a European food grade standard and implemented an energy-efficient district cooling plant and water recycling systems," he said.

"We are currently in the final stages of contractor selection to build a new 72,900 pallet facility at Dubai World Central," Bowie added.

In 1993, GAC pioneered contract logistics services in the Middle East by opening the region's first distribution centre in Dubai. Today, the 103,000sqm GAC Logistics Park in JAFZA is still one of the largest and most advanced in the region comprising of 54,000sqm of warehousing space and specialising in Food & Beverage and FMCG cargo.

Additionally, GAC operates a customer-dedicated warehouse in Jebel Ali north, a multi-user retail logistics facility in Jebel Ali south, and an on-shore dedicated retail logistics facility in Dubai Investment Park, comprising a further 40,000 sqm.

# Agility Announces South African Logistics Joint Venture

Agility has announced that it has formed a joint venture in South Africa with Super Group, a Johannesburg-based supply chain management and transportation specialist, after acquiring a minority stake in Super Group's freight forwarding unit.

SG Agility Proprietary will be led by Henk Theron, formerly CEO of Micor, Super Group's freight forwarding business. Super Group, listed on the Johannesburg Securities Exchange, is a leader in South Africa's supply chain and contract logistics market.

Super Group's Micor unit has been a global strategic partner for Agility since 2005. The new venture, SG Agility, will offer local and multinational customers a range of logistics and supply chain solutions, including air freight, ocean freight, road freight, customs clearance, warehousing, and distribution. SG Agility will have more than 150 employees. Its head office is Johannesburg; branch offices are located in Port Elizabeth, Durban and Cape Town.

Elias Monem, Agility's CEO of

Middle East & Africa, said: "South Africa is vital to our strategic growth and expansion in Africa. It has well-developed financial, legal, communications and transport sectors, along with an open trade policy and a comparatively strong domestic market. The joint venture with Super Group is a sign of our commitment to both South

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**Elias Monem**  
CEO of Middle East & Africa  
Agility

Africa and the continent.”

Theron said: “Partnering with Agility gives our customers access to a leading international logistics provider with a strong

global network and a legacy of proven performance. Our team on the ground and experience in the market allow us to add value to Agility's operations and further the growth and development of the logistics industry in sub-Saharan Africa.”

Agility continues to expand its Africa footprint, with operations in Egypt, Algeria, Angola, Kenya, Nigeria and South Africa providing logistics services across the continent, including warehousing, freight forwarding, customs clearance and project logistics.

Agility's Infrastructure group operates in Ghana, Rwanda, Libya, Uganda, Ivory Coast, Malawi and Mozambique, providing services that include warehousing and infrastructure construction, aviation and camp services. Agility's emerging market roots enable the company to handle complex environments in an efficient way, ensuring that clients are serviced with top-of-the-line services and solutions.

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SABIC  
Chairman, GPCA



Jim Fitterling  
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# apicsAU Teams Up With Logistics Executive Group



Photo: (L) Dr Pieter Nagel - CEO of apicsAU, Kim Winter - CEO of Logistics Executive Group

Logistics Executive Group and apicsAU have announced a collaboration to deliver strategic initiatives aimed at strengthening professional development services in the Australian supply chain community.

apicsAU is a non-profit, membership community providing leadership and innovation, education and training and professional development for the Australian supply chain, procurement and logistics industry.

Logistics Executive Group offers a range of services including leadership development, executive coaching, corporate advisory, trade facilitation, executive search, recruitment, education services, mergers and acquisitions, joint

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**We are constantly looking for ways to add value to our Australian supply chain community and help them grow in their professional development.**

**Dr Pieter Nagel**  
CEO  
apicsAU

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ventures, private equity and venture capital funding, event and media management, from its offices throughout Australia, Asia, India, the Middle East and the UK. This agreement utilises both parties' expansive expertise, services and local and global networks to deliver new

professional development offerings to the Australian supply chain community.

CEO of apicsAU Dr Pieter Nagel said the collaboration with Logistics Executive Group formalises a working relationship that spans many years in the local market.

“We are constantly looking for ways to add value to our Australian supply chain community and help them grow in their professional development. Logistics Executive Group has been carving a professional service offering in the international market since 2004 and brings a valuable contribution including a vast and wide scope of industry information and services which are non-biased, current, relevant and global.”

Global CEO of Logistics Executive Group Kim Winter said: “This announcement underscores a significant step forward for Logistics Executive Group as we continue to develop services to the Australian market. We are proud to be partnering with apicsAU because it genuinely fosters talent in the local region and makes a difference to the success of the local supply chain community.”

The collaboration includes initiating a range of surveys, research reports, whitepapers, webinars, podcasts, educational courses, keynote addresses and events on topics of significance to the supply chain industry.

# Automation Specialist GreyOrange Enters Middle East

GreyOrange is expanding its operations into the Middle East, targeting retail, consumer and packaged goods, and e-commerce companies with logistics automation solutions like inventory management, order profiling and sorting.

Founded in 2011, GreyOrange has operations in India, China, Hong Kong and Japan. The company raised US \$30 million in August last year in a round of funding from Tiger Global, Blume Ventures and

others for enhancing R&D operations as well as to expand to Asia Pacific, Middle East and Europe. GreyOrange said at the time that it was working with Flipkart, Kerry Logistics, Jabong, DTDC, Aramex, Amazon.in, Gojavas and Mahindra. It said its systems were managing over 3 million packages per day. GreyOrange Robotics builds worker robots and assisting systems for warehouse automation. It currently has two products – Butler and Sorter. Butler is the company's flagship product.

It is a material handling system comprising small robots that traverse on a grid of paths across the warehouse floor to fetch racks of items to the packer.

The Sorter is an automated sorting, scanning and weighing system, which sorts and diverts packets to the designated delivery vendors. GreyOrange says its sorter can scan and sort parcels of all types and sizes at an average speed of 1,500, 3,000 or 6,000 parcels per hour.

# Top Executives from ADNOC and Saudi Aramco to Open the 11<sup>th</sup> Annual GPCA Forum

The Gulf Petrochemicals and Chemicals Association (GPCA) today announced the keynote speakers for the 11th Annual GPCA Forum. Based on the theme "Competitiveness: Riding New Waves", the Annual Forum will be held from November 27- 29, 2016, in Dubai.

H.E. Dr. Sultan Al Jaber, UAE Minister of State and Chief Executive Officer of Abu Dhabi National Oil Company (ADNOC), and Amin H. Nasser, President and Chief Executive Officer of Saudi Aramco, will be the keynote speakers at the conference, which is expected to host over 2,000 leaders from the regional and global chemical industry.

Dr. Abdulwahab Al-Sadoun, Secretary General, GPCA, said: "With uncertain market conditions, finding new avenues for growth, and opportunities for development. The United Arab Emirates and Saudi Arabia understand this reality, and are driving progress.

Both H.E. Dr. Al Jaber and Nasser have

recently taken up their respective roles. They are expected to inject fresh, new strategies into ADNOC and Aramco, which is vital for the evolution of the UAE and Saudi economies. Their perspectives will be extremely valuable for all GPCA members."

The UAE and Saudi Arabia have 13.7 million tons and 98.5 million tons of petrochemical capacity respectively in 2016, according to GPCA research. Combined, the two GCC members hold 74% of the chemicals portfolio of the Arabian Gulf.

"The emergence of ADNOC and Saudi Aramco are inextricably linked with the histories of the UAE and Saudi Arabia respectively," explained Dr. Al-Sadoun.

"The expansion of both companies into the downstream sector over the last decade has resulted in strategic partnerships with international oil and chemical companies, helping to internationalize both economies. That trend is set to continue, making now

a very exciting time for the region's upstream and downstream sector." Previous inaugural speakers at the Annual GPCA Forums have included former Saudi Minister of Petroleum and Mineral Resources H.E. Ali Al-Naimi, UAE Minister of Energy H.E. Suhail Al Mazrouei, H.R.H. Prince Abdulaziz bin Salman Bin Abdulaziz, Saudi Arabia's Deputy Minister of Petroleum and Mineral Resources, and H.E. Dr. Mohammed Saleh Al-Sada, Minister of Energy and Industry of Qatar.

"Over the last decade, the Forum has developed a reputation of gathering the most influential people in the regional and global energy industry, to discuss and debate the most relevant topics that impact the sector today, and insights on how it will develop tomorrow," concluded Dr. Al-Sadoun. "We are proud that this will continue into 2016."

# Supply Chain Analytics: Getting Started

**Can you outpace your customers' demands and the competition's advances with technology? The "give-it-to-me-now culture" is becoming the norm. Customers expect online orders made in the morning to be delivered before sundown on the same day. How are leading global companies managing same-day speeds and using supply chain technology?**

On October 4 in Singapore, Quintiq invites you to 'Rethink your optimum' in the context of the faster-paced, data-rich supply chain. Your supply chain is already requiring a more advanced approach, real-time decision making and up-to-date knowledge. Quintiq is a global technology provider offering a fresh perspective on optimization technology and advanced analytics in 2016.

In your own supply chain, you are always working on improvements in reliability and profitability. To help you better understand how advanced analytics and optimization technology works, Logisym and Quintiq have put together a short guide to prep you for the event. Our starter kit helps you define advanced supply chain analytics, why you need it, and how advanced analytics can make you more competitive.

## WHAT IS ADVANCED SUPPLY CHAIN ANALYTICS?

Not everybody gets it. That's ok. Advanced supply chain analytics lets you make sense of information or data from your company's past, present and future.

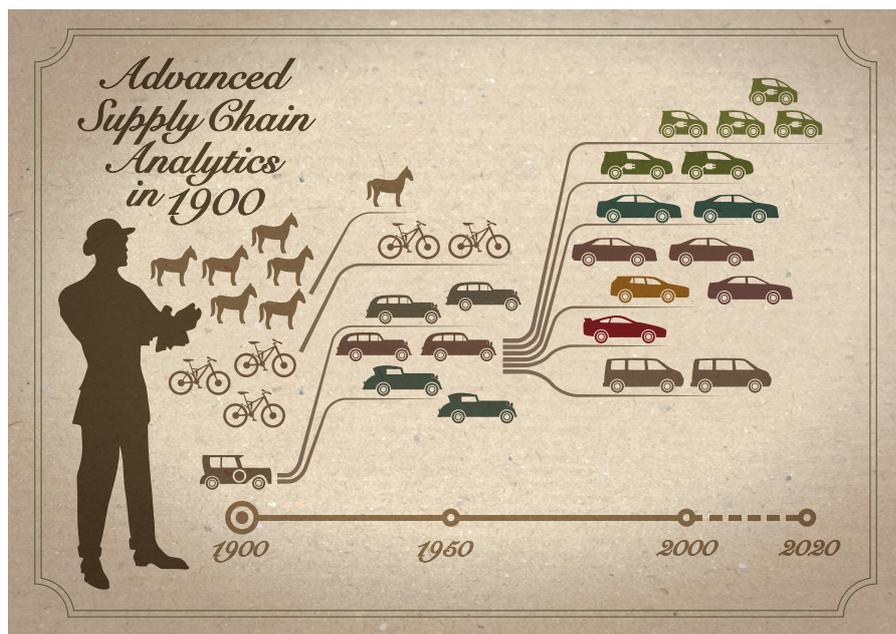
To show you how your company is performing and could perform better in the future, you need advanced analytics. To get the full picture and make better decisions, advanced analytics gives you three approaches called descriptive, predictive and prescriptive analytics.

back in time to compare the horse, bike and car.

## WHAT IS DESCRIPTIVE ANALYTICS?

*What happened*

If history repeats itself, then your company's history should be saying something about your past business. Historical data tells you what happened to your company and why. The same data can also tell you what is happening right now.



## ADVANCED SUPPLY CHAIN ANALYTICS IN 1900

When the first automobiles came on the market and started replacing horses and bikes, most people could not see the benefits, potential or the future of the automobile. To help our clients better understand Advanced Analytics and the phases of descriptive, predictive and prescriptive analysis, let's take you

Studying past and current data is called descriptive analytics. These days, most companies have some form of descriptive analytics in place. It's not considered 'advanced' anymore.

Technology is the advanced part and optimization software can use descriptive data to improve future plans and performance. Advanced technology can measure the gap

between what was planned and what actually happened to identify and address the causes of that gap.

### WHAT IS PREDICTIVE ANALYTICS?

#### *What might happen*

Data can tell you what has already happened or what is currently happening in your business. However, to reach the 'advanced' part of advanced analytics, you need to know what might happen as a result of what's happening now.

Knowing what might happen is predicting the future and is called predictive analytics. By studying simulated multiple choices for your company's future, you can evaluate your options and make better decisions. Then, you can make decisions that can have a positive impact on your business right now and for the long term.

### WHAT IS PRESCRIPTIVE ANALYTICS?

#### *How best to respond*

When you have access to accurate information, you can make the right decisions in real time or as part of your company's long-term strategy. But, deciding and knowing what your company should do is also 'advanced' and is called prescriptive analytics.

To make big decisions and be better than the competition, you need a plan. Prescriptive analytics is the act of exploring scenarios and evaluating system recommendations in order to plan more effectively. Data is calculated to show the best course of action for each decision you make for your company and along the

supply chain.

### WHY DO YOU NEED ADVANCED SUPPLY CHAIN ANALYTICS?

To be better and more 'advanced' in supply chain management means you can look to the future and then make the right decisions based on what you've predicted. Getting this right means that you'll be able to run a lean and effective organization. As humans, we need help to make quick decisions in real time or for the future of the business.

By optimizing your operations with the latest tools and technology, your company can run a tighter ship in supply chain management. Advanced supply chain analytics can help to:

- Model what is actually happening in the supply chain.
- Simulate multiple futures from your current data.
- Control, coordinate and synchronize the relevant information.

- Predict what will happen.
- Optimize your business decisions based on those predictions.

The world's most innovative companies have two things in common: Great products and world-class optimized supply chains supported by advanced analytics.

### HOW CAN ADVANCED ANALYTICS HELP YOUR BUSINESS?

Every company has more than enough data sitting around not being very busy or useful. Put your data to work. Use advanced analytics and optimization technology to turn that data into applicable and profit-generating knowledge.

Advanced analytics is well within reach and increasingly practical for daily use. Used correctly, supply chain management analytics offers your company huge benefits both now – and in the future.

Quintiq is a leader in advanced analytics and optimization technology. We are educating many industries in the use of analytics technology to help make better decisions upstream and downstream in the supply chain.

What could be a better place to find out more about advanced supply chain analytics than at Quintiq World Tour in Singapore, where we invite you to rethink your optimum? Register now to discover the next level in planning and optimization.

**Discover more at:**

**[www.quintiq.com/world-tour-2016/singapore.html?creative=1474259446-MB](http://www.quintiq.com/world-tour-2016/singapore.html?creative=1474259446-MB)**



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Market trends and customer demands are shifting fast, yet many companies are still relying on yesterday's techniques and technology. To gain a competitive advantage, you need to rethink your optimum.

This year's Quintiq World Tour will focus on helping business leaders like you achieve optimal business performance by encouraging innovative thought and utilizing the latest advanced analytics technologies.

Discover valuable insights into planning and optimization from our guest speakers and engage in panel discussions where we will address the latest challenges, innovations, and strategies in optimizing business performance in logistics, government, transport and F&B manufacturing.

Seats are limited, so register now to be among a select group of guests, speakers and industry leaders at this exclusive event on October 12.

**Register now at [events.quintiq.com/WTSYD2016](http://events.quintiq.com/WTSYD2016)**



E: [info@quintiq.com](mailto:info@quintiq.com) | I: [www.quintiq.com](http://www.quintiq.com)

## Parker Aerospace Opens New Facilities for Middle East

Parker Aerospace has opened five new warehouse and distribution centers to serve its customers in the Middle East and elsewhere. The new 'pooling centers' have been opened as part of the company's plans to increase support for customers operating aircraft anywhere on the planet. Centres have also been opened to supply customers in China, the Pacific Rim, Europe, and North America.

The facilities enable customers to access a Parker employee at any time from any part of the world to solve an issue and receive the needed part often within hours. This is done in coordination with the firm's new round the clock

customer response center (CRC). Parker's facilities include an inventory, which houses products for Airbus, Boeing, Bombardier, COMAC, Embraer and other platforms. The company said that processing orders centrally from the CRC, shipments are dispatched from the pooling centers and are often delivered in less than four hours.

"Delivering a premier customer experience is a priority to Parker," says Parker Aerospace logistics services CSO senior director Carl Kubat. "Having invested tens of millions in assets stationed globally, offering 24/7 accessibility to Parker team members, and stocking more than 2,000 in parts throughout our five locations, we are committed to offering the best experience to our customers."

"These developments have been positively received by our existing customers and have directly and indirectly led to us securing additional commercial business for Parker Aerospace," adds Parker customer support group vice president Austin Major.

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## Up-and-Coming Supply Chain Professionals to Be Honored with CSCMP's Emerging Leader Award

The Council of Supply Chain Professionals (CSCMP) announced the selection of Diego De la Garza, associate director at Source One Management, Brian Jacobson, manager at C.H. Robinson, and Paul Rohrbaugh, president at Sterling Simulation as recipients of its Emerging Leader Award.

The winners will be announced during the Opening General Session of CSCMP's Annual Conference, Monday, September

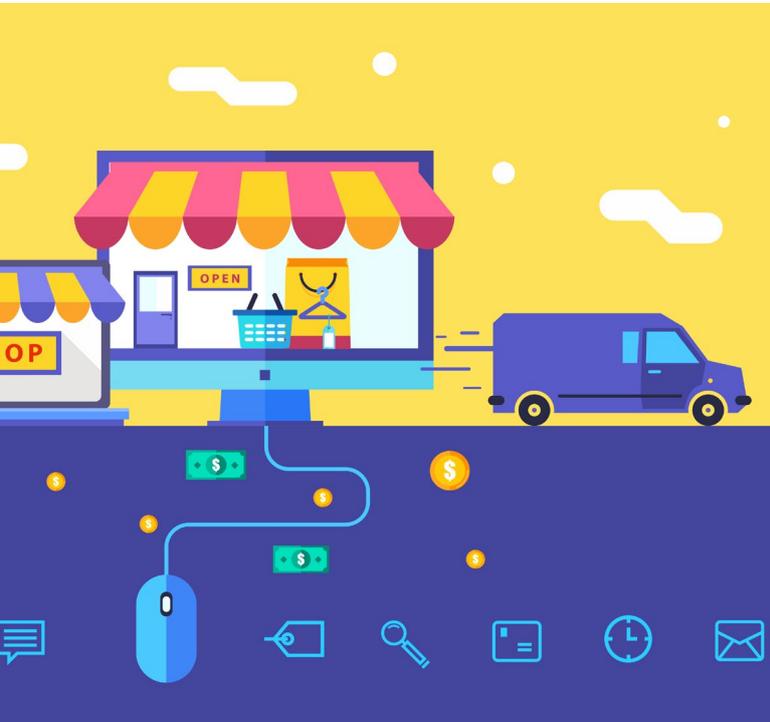
26, 2016 in Orlando, Florida. "The future of our industry lies with today's young professionals who will be tomorrow's leaders," said CSCMP president and CEO, Rick Blasgen. "It is important that we recognize the contributions of emerging talent and the positive impact they have on our profession today and will continue to have in the future."

The CSCMP Emerging Leader Award was created to recognize outstanding supply chain management and logistics professionals, age 30 and under, for their contributions to, and future influence on, the profession.

CSCMP's Annual Conference is the largest event of its kind for the supply chain management profession, and is the only event representing the entire supply chain from end-to-end. This year's event will feature over 30 hours of educational content, 25 hours of dedicated networking with leading professionals, and the highest caliber attendee profile in supply chain.

More information and registration is available at [cscmpconference.org](http://cscmpconference.org).

# Delivery Options are Key to E-Retail



The importance of efficient and convenient delivery options in an increasingly competitive global e-commerce market has been emphasised in a new survey that finds consumers will readily abandon purchases if left unsatisfied.

According to Accenture, two-thirds (66%) of consumers report choosing a retailer based on the number of its delivery options and three-quarters (76%) examine a retailer's return policy before completing an order.

The professional services firm polled more than 1,100 small and medium-sized businesses in ten countries, specifically to help delivery and shipping companies retain and gain market share.

Among the key findings identified in the study, entitled "Differentiating Delivery: How to Win the eCommerce Battle", is that organisations need to make effective and reliable delivery options a priority in order to remain competitive. With delivery impacting on all stages of a

consumer's path to purchase, the study revealed good news in that the great majority (83%) of businesses reported being satisfied with their current primary deliver provider, such as firms like UPS or FedEx.

However, an increasing number are turning to online marketplaces like Amazon and eBay to extend their reach and increase revenue, and the study found more than two-thirds (69%) reported earning 41% of their e-commerce revenue through these channels.

"Not only are marketplaces moving into the delivery space, but major retailers are now sidestepping delivery providers in favour of their own services," said Brody Buhler, head of Accenture's global post and parcel business.

"Digital is dramatically blurring the boundaries between eTailers, marketplaces and delivery providers," he added.

In order to keep their customers satisfied, a full 79% of survey respondents said that easy and affordable returns services, coupled with full visibility tracking, are the most important features to offer.

Of particular interest are services that allow customers to determine when they want their packages delivered (69%), notification on the day of delivery (67%), and the ability to co-ordinate delivery directly with the provider, not the e-retailer themselves (68%).

The research also found that consumers want better return option services and they would shop more often with an e-retailer that made it easier to return unwanted goods.

# Lufthansa Cargo in Capacity Discussions with Top E-Commerce Players

Lufthansa Cargo is discussing possible co-operation with Amazon and Alibaba as it views e-commerce as a potential new business opportunity to compensate for the prolonged downturn in traditional air freight markets.

E-commerce is among the "new customer segments" the German operator is looking to "open up" as part of an "adjusted" strategy it is pursuing under the CARGO eVOLUTION name. The news follows comments by Atlas Air last month that it, too, sees e-commerce as a key growth business in the future.

"We are talking to representatives of the e-commerce industry to evaluate future cooperation. However, there is no intention to do any business without the freight forwarders. Rather, we are looking forward to generate additional business and to mandate forwarders with it," a company spokesman told CEP-Research. "We want to give ourselves access to new customer groups and are focusing on introducing new services and products."

The spokesman declined to comment in further detail on the discussions with Amazon and Alibaba. But the focus is likely to be on block space agreements or dedicated fleet agreements, Amazon being one major online retailer keen to secure additional transportation capacity as it seeks to adapt its logistics chain with the growing demand from customers for shorter delivery schedules.

Observers say it is little wonder major cargo airlines such as Lufthansa Cargo are looking to gain a foothold in the booming e-commerce segment as a transport provider given the poor market conditions which have affected their core business for some time now.

The International Air Transport Association's (IATA) latest monthly traffic bulletin, issued earlier this week, showed that demand measured in freight tonne kilometres (FTKs) slowed in May with growth falling to 0.9% year-on-year.

The Geneva-based trade body also underlined that there was little respite on the capacity front either. "Admittedly, annual growth in available freight tonne kilometres (AFTKs) eased to 4.9% year-on-year in May - the slowest pace since March 2015. But this looks to be a blip, and industry-wide freight capacity has continued to trend upwards strongly. All told, the industry-wide freight load factor dropped to 41.9% in May - a record low for the month and 1.7 percentage points lower than in May 2015. This is continuing to exert intense pressure on freight yields and revenues," it said.

Aircargo traffic stagnation and significant over-capacity has led to rates falling by 15-20% compared to a year ago, putting pressure on the major carriers to rethink their strategies and consider diversifying from their core business in heavy freight transportation into strong growth areas such as e-commerce where they can take on the role of airport-to-airport transport provider.

Returning to Amazon, in recent months the company has signed agreements with US cargo carriers Atlas Air and ATSG aimed at putting a dedicated fleet of 40 B767 freighters at the e-commerce giant's disposal within the next two years, giving it substantial in-house air capacity and even more potential to switch volumes away from UPS and FedEx.

Amazon's discussions with Lufthansa Cargo will doubtless fuel speculation

that it is eyeing a similar deal to serve European markets.

At an investor-analyst event last month, Atlas Air identified e-commerce as a key element in a "new era of significant business growth and development" for the US cargo airline and where the strategic long-term relationship with Amazon - "a transformational deal in a fast-growing market segment" - would play an important part.

Bill Flynn, Atlas Air's President and CEO, underscored that the e-commerce market had grown by more than 20% last year significantly surpassing the growth rates in international express and traditional air freight. A compound annual growth rate (CAGR) of more than 22% is forecast for e-commerce between 2015 and 2018 having recorded a CAGR of almost 25% between 2011 and 2014, he noted.

Atlas Air's Executive Vice President and Chief Commercial Officer, Michael Steen, underlined that e-commerce had very low penetration in global markets and relied predominantly on air transportation and freighters. "E-commerce is pressuring supply chains to deliver faster. To capture online market share, it has become necessary for retailers to plan for fast and convenient delivery. Traditional supply chains must adjust to support the changing retail marketplace," he said.

He added that Atlas Air was well-positioned to deliver value to the e-commerce market where customers required tailored solutions. "Atlas provides a controlled air network with a wide range of freighters and global scale to operate domestic and international networks."

## New WIN App Gives Independent Forwarders a Mobile Edge

**Worldwide Information Network (WIN) has launched a new mobile application platform to give independent forwarders a mobile edge.**

The app features real-time track and trace, an interactive agent directory, instant messaging, route checking, and shipment status tools allowing users to track and update status on any shipment including proofs of delivery or pictures of damaged cargo.

A version of WIN Mobile branded for individual freight forwarders to distribute to their end-customers is also available.

“Forwarders already using WIN to work electronically with partners and carriers now can now multiply the value of the information exchanged in WIN, and securely provide shipment visibility their own customers,” said John DeBenedette, Managing Director, WIN.

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An aerial photograph of Dubai, United Arab Emirates, featuring the Burj Khalifa as the central focal point. The city's dense urban landscape, including various skyscrapers and infrastructure, is visible against a clear blue sky. The title 'UAE Free Zones Drive Economic Diversity and Growth' is overlaid in large, white, bold letters across the middle of the image.

# UAE Free Zones Drive Economic Diversity and Growth

**The Proliferation of UAE free trade zones has been a key strategy used to drive economic diversification and growth throughout the UAE, the GCC and entire Middle East region. The UAE has developed into a global hub for emerging Africa economies and a steppingstone between the East, West, North and Southern hemispheres. The ongoing expansion DP World's Jebel Ali and DPW's global infrastructure has been a major catalyst for growth.**

- The UAE Government has established nearly 40 free zones, in which 100 percent foreign ownership is allowed and no taxes are levied.

The highest concentration of the free zones is in Dubai, with more than half of the total number of free zones (23), followed by Abu Dhabi (5), Ras Al Khaimah (4), Fujairah (3), Sharjah (2), Ajman (1), and Umm Al Quwain (1). Outside the free zones, local sponsors are needed for foreign companies to be established, and foreign ownership is limited to a maximum of 49 percent.

- DP World has over 37,000 employees from 110 countries with long-standing relationships with governments, shipping lines, importers and exporters, communities, and many other important constituents of the global supply chain. The company's core business is container handling and generates more than three quarters of its revenue. In 2015, DP World handled 61.7 million TEU (twenty-foot equivalent units) across our

portfolio. With its pipeline of developments and expansions, the current gross capacity of 79.6 million TEU is expected to rise to more than 100 million TEU by 2020, in line with market demand. The Middle East, and Jebel Ali Port in particular, is relatively isolated from the freight downturn in the container shipping sector, Mohammed Al Muallem, senior VP and MD, DP World UAE Region, recently told TOC Middle East in Dubai.

Al Muallem said that while demand on key maritime shipping routes had fallen, leading to major decreases in freight rates, Middle East ports will grow at a forecast 5.1% in 2015, higher than the 4% growth in Chinese ports, and 2% overall global growth for the year. Al Muallem said that "future ready" GCC ports were resilient, serving economies driven by high consumption and robust

industry. "We are fortunate in the region that our populations are growing and that per capita income is high," Al Muallem is quoted as saying by Seatrade Maritime. "The effect [of today's freight crisis] on growth in our region is much less than [on] others."

The Middle East has been a refuelling point for air freight carriers and shipping lines transporting between Asia and Europe for many years. It was therefore a logical progression for the UAE and in particular Dubai to develop a regional air and sea logistics hub to maximize capacity and improve operational efficiency, in time becoming a global centre point not only for transshipment of goods but as a gateway to the wider Middle East, the Levant, the Stanz and North, East and West Africa. Logistics & Supply Chains in Emerging Markets") "Equally as important is its geographical location are the range of other advantages including, open skies policy, modern infrastructure and facilities, easy customs, strong compliance and of special significance, the proliferation of specialised trade free zones". (John Manners-Bell, Thomas Cullen and Cathy Robertson - Kogan Page Limited 2014

The established of Dnata in 1959, now the world's fourth largest combined air services provider with a global footprint extending to almost 40 countries, combined with Emirates Airlines has been a dynamic has been a massive driver of growth. The combined strength of the Emirates Group an immense organisation, spanning a portfolio of more than 50 brands and employing over 62,000 people has provided the global supply chain infrastructure

with an essential air carrier platform that has positioned the UAE as the logical hub for global traders and fuelled UAE free zone activity and competition.

- Free Zones are special economic zones set up with the objective of offering tax free, and free customs duty benefits to expatriate investors. Free Zones in Dubai and the UAE are governed pursuant to a special framework of rules and regulations applicable to concerned free zone. Free zones in Dubai are managed and operated by free zone authority. A Free Zone Authority offers business licenses to foreign-owned businesses. Each Free Zone is designed around one or more business industry categories and only offers licenses (e.g. for a Free Zone Enterprise (FZE)), to companies within those categories. Most of the free zones in Dubai broadly offer trading, service, industrial, national industrial, and branch licenses to investors looking to set up their businesses.

The UAE free zones have been one of the strongest pillars of the country's economic performance, attracting significant amounts of foreign

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Jafza is the trade nerve of Dubai. It is where the unique Freezone proposition, UAE is now known, has started.

**Adil Al Zarooni**  
SVP Global Sales  
Jafza

investment, creating thousands of jobs and facilitating technology transfer into the country. The combined output of the country's free zones accounts for more than half of its non-oil exports and underpins the UAE's ranking as the third most important re-export centre in the world.

The UAE's first free zone was established at Jebel Ali (Jafza) in 1980 and has some excellent incentives. Its success in attracting foreign investment and technological expertise, and the growth of re-exports and transshipment as a major commercial activity led the other emirates to create such free zones to attract inward investment,



Photo: Jafza

employment generation, and significant economic development. According to Adil Al Zarooni Jafza SVP Global Sales "Jafza is the trade nerve of Dubai. It is where the unique Freezone proposition, UAE in now known for, has started". "Jafza is home for over 7400 businesses operating in approx. 60 square kilometers, assuming circa 20% of Dubai GDP contribution with more than 160,000 sponsored employees. It is coupled with the busiest seaport in the region (Jebel Ali Port) and the soon to-become largest airport in world once fully complete (Almaktoum Airport)" He continues "Jafza is considered the mother of Freezones in the UAE. Today, many zones offer a variety of facilities and services. Jafza though is the only one that offer the full range of facilities and services coupled with direct access to Jebel Ali Port and Almaktoum Airport. The range of facilities can enable a business to start up from as small as a workstation, and grow to a wide range of offices, ready-made warehouses, and leveled lands with state-of-the-art infrastructure. Jafza has the unique ability to serve customer in a multitude of channels, ranging from a one-stop-shop, websites, call-centers, and mobile apps. The range of service providers such as banks, insurance companies, and logisticians reflect the immense size of the zone and the huge trade and industrial activities it enables"

Dubai South Free Zone is adjacent to Jafza and is a master planned city that spreads across the area of 145 sq.km and will become home to Expo2020 which is expected to attract more than 25 million visitors. Dubai South Free Zone is a part of this flagship urban project and it is already home to many big corporation such as DHL,

Aramex, Panalpina and many others. Dubai South, like Jafza, leverages the benefit of proximity to Jebel Ali Port, and borders the Almaktoum airport. A customs corridor connects Dubai South, which specialises in light manufacturing, assembly, distribution centres and warehouses, with Jebel Ali Port.

The free zones, which offer a range of benefits including 100% foreign ownership and 0% tax, provide a wide variety of Business Park facilities, company formation, registration and operations setup services as efficiently as they can in a very competitive environment.

TECOM Group, formerly known as TECOM Investments, is an industry-specialised developer and operator of thriving business communities that make a significant contribution to Dubai's sustainable economic growth. TECOM's 11 business communities provide a home in Dubai for over 5,100 businesses, ranging from major multinationals to local SMEs and startups, representing a total workforce of 76,000. Communities include, Dubai Internet City, Dubai Outsource City, Dubai media City, Dubai Studio City, Dubai Production City, Dubai Knowledge Park, Dubai International Academic City, Dubai Science Park, Dubai Industrial park, Dubai Wholesale city and Dubai Design District.

Economic diversification is one of the most important aims of UAE's strategy according to vision 2021 which was launched in February 2010, sustain its drive toward economic diversification, "as this is the nation's surest path to sustainable development in a future

that is less reliant on oil. This means expanding new strategic sectors to channel our energies into industries and services where we can build a long-term competitive advantage" (The UAE Vision 2021)

In recent years the UAE has recovered well from the 2009 global recession by strong growth in tourism, trade, transport, and manufacturing while the real estate and construction sectors have also returned. The UAE free zones have been one of the strongest pillars of the country's economic performance, the combined output of the country's free zones accounts for more than half of its non-oil exports and underpin the UAE's ranking as the third most important re-export centre in the world.

For inquiries regarding establishing business in a UAE Free Zone contact the author at

**[kimw@logisticsexecutive.com](mailto:kimw@logisticsexecutive.com)**



**Kim Winter**

CEO, Logistics Executive Group

**[kimw@logisticsexecutive.com](mailto:kimw@logisticsexecutive.com)**

The founder of the company, Kim is an acknowledged specialist in Executive Recruitment across Logistics and Supply Chain sectors. A dynamic and engaging senior executive with 35 years leadership experience spanning Corporate Advisory, Executive Coaching, Public Speaking, Search & Recruitment across the Supply Chain, Logistics, FMCG, Retail, Resources, Industrial, Disaster Relief and Humanitarian sectors. Kim has built an international reputation as the founder (1999) of Logistics Executive Group which delivers whole of lifecycle business services including Search & Executive Recruitment, Corporate Advisory, Online Education and Executive Coaching / Mentoring.

**Inviting expressions of interest from strategic partners, investors or purchasers looking to expand or grow in the Middle East/GCC region.**

Engaged in providing Logistics Services namely air and sea transportation of exports and imports across the GCC, Far East, India and Africa, the company turnovers USD\$80 million. Headquartered in Dubai, UAE, this profitable company is supported by a loyal customer base making it the UAE's largest export air freight forwarder, in market traditionally dominated by imports.

The company presently holds the necessary business trade licenses to operate all types of logistics services include air, sea, customs clearance, 3PL, charters and land transport and has a GSA contract with a major carrier, is a non-vessel-operating common carrier (NVOCC) and operates its own virtual airline airway bill.

To request a copy of the investor pack or for a confidential discussion, please contact:

Keng Pang – [KengP@LogisticsExecutive.com](mailto:KengP@LogisticsExecutive.com) | Darryl Judd – [DarrylJ@LogisticsExecutive.com](mailto:DarrylJ@LogisticsExecutive.com)



# **International Freight Forwarding & Logistics Services Company**

# The Emergence of RSA Logistics, in tandem with Dubai

*A premier Logistics Service at the heart of a newly placed Global Logistics Hub*

RSA Logistics is a well-known, multi-award winning logistics brand with global alliances in every corner of the world. However, not long ago they were a start-up venture and one of the first enterprises to headquarter themselves in Dubai Logistics City, from which they have created a platform to service the region.

It has been interesting to observe RSA's growth in tandem with its host city's success, as both have equally matched their enterprise with the determination to capitalise on the growth in the region.



RSA offers a very competitive suite of supply chain solutions from warehousing and distribution to international freight and transport. They have a strong footprint in a diverse range of industries including petrochemical, food and beverage, power generation and finished vehicle logistics. Based in Dubai, with operations in the Middle East, Kenya, and India and with partnerships that extend their enterprise globally, RSA Logistics is well-placed to service their expanding customer base. As Dubai comes of age and takes its place as a leader in logistics globally, RSA has extended its offering of groundbreaking, niche services that will support the growth of the city.

Located between Jebel Ali Port and Al Maktoum International Airport in Dubai South, they are based in a highly advantageous position to exploit the latest infrastructure offered by the new trade zone, bolstered by their own highly innovative high-tech transportation, distribution and freight assets. This offering is complimented by an exceptionally talented logistics team that is both experienced and well-trained to service the needs of the

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**2016 has been an incredible year of growth for RSA Logistics in which we have strongly capitalised on the trajectory of growth in the Middle East thanks to expanding markets in the new world like Africa and India**

**Abhishek Ajay Shah**  
Co-founder & Managing Director  
RSA Logistics

Middle East, Kenya, India and beyond. “2016 has been an incredible year of growth for RSA Logistics. We have strongly capitalised on the trajectory of growth in the Middle East thanks to expanding markets in the new world like Africa and India,” commented Abhishek Ajay Shah.

The company's emerging success is mainly due to the drive of Mr Shah who is well known for his passionate

interest in taking on entrepreneurial challenges from the ground up. He has a degree in Civil Engineering and Business Management from Warwick University. Mr Shah has largely been the impetus behind RSA Logistics' emergence as a leading provider of bespoke logistics services that meet the highest standards and cater to the exacting requirements of each vertical served. Aside from partnering with German logistics experts, ALFRED TALKE Logistic Services, to create RSA-TALKE, a provider of sophisticated chemical handling solutions to the market, RSA has recently unveiled its latest venture, RSA Cold Chain (RCC). Moreover, RSA imparts its supply chain expertise to those who operate their own warehouses through its On-Site logistic services that offer space optimization and inventory management services.

“RSA Logistics is well-placed to take advantage of the continued expansion in trade. Our company has increased our capability through several key verticals, and we are very excited to be part of Dubai's emergence as a major logistics hub,” Abhishek Shah added.

### **RSA Cold Chain (RCC) Phase 1 Coming soon in Q1 2017**





RSA Cold Chain (RCC) is part of RSA's latest edition in services, providing dedicated cold chain solutions to the food industry. Scheduled to be fully operational by March 2017, RCC is going to offer a highly sophisticated facility operating from Dubai South with a total capacity of 21,000 pallets, (phase 1 will offer 10,800 pallets) eight individual chambers, offering temperatures of as low as minus 25 degrees centigrade. This service will be complimented by a fleet of temperature controlled, state-of-the-art vehicles for transportation and highly sound supply chain management systems to ensure the integrity and security of perishable goods in transit.

"We're proud to be part of the investment currently taking place around Dubai South, which will certainly pave the way for making this area one of the major supply chain hubs of the region," added Mr Shah.

"We are excited to be helping Dubai expand, particularly in the run up to Expo 2020 which will see a surge in population and food consumption in this area."

RSA-TALKE is another exciting

initiative in the company's growing stable of specialised logistics offerings. RSA, in partnership with the German company ALFRED TALKE Logistic Services, inaugurated an integrated chemical logistics hub in Jebel Ali, launching phase 1 of the project earlier this year. The chemical hub is built to store, clean and repair ISO tanks and has a warehousing and transshipment capacity of up to 1800 TEU. The facility is designed to store DG classes 3,6,8 & 9 and non-hazardous substances, offers maintenance and inspection of ISO tank containers and will eventually also have provision for filling drums and IBCs. It will also provide warehousing of packed hazardous and nonhazardous products. According to Mr Shah, "The chemical hub is built according to the latest technology in security and safety standards, and it follows the most stringent quality provisions, of which we are very proud."

Already RSA has started to grab the attention of the marketplace. This year it has been recognised with several awards including the 3PL Service Provider of the year at SCATA, Excellence in Trade Award by Stars of Business 2015 and ranked number nine in the Dubai SME 100 list 2015.

It has been fascinating to observe RSA Logistics' emergence as a growing logistics force and much like the rapid pace of growth that we have come to expect in Dubai, it has grown with unswerving confidence to take its place with some bluster on the world stage as a leading name in its field. It was one of the first companies to become operational in Dubai South, and it is now an integrated multimodal logistics platform offering unparalleled speed in connectivity and efficiencies that set new standards in its niche markets. We look forward to watching RSA as its story continues to expand and unfold. much like Dubai itself - Both new world success stories with a long way to go.

**(L-R) Shaikh Ahmad Bin Mohammad Bin Rashid Al Maktoum, Chairman of the Mohammad Bin Rashid Foundation & President of the UAE National Olympic Committee and Mr Abhishek Ajay Shah, Co-founder & Managing Director of RSA Logistics**



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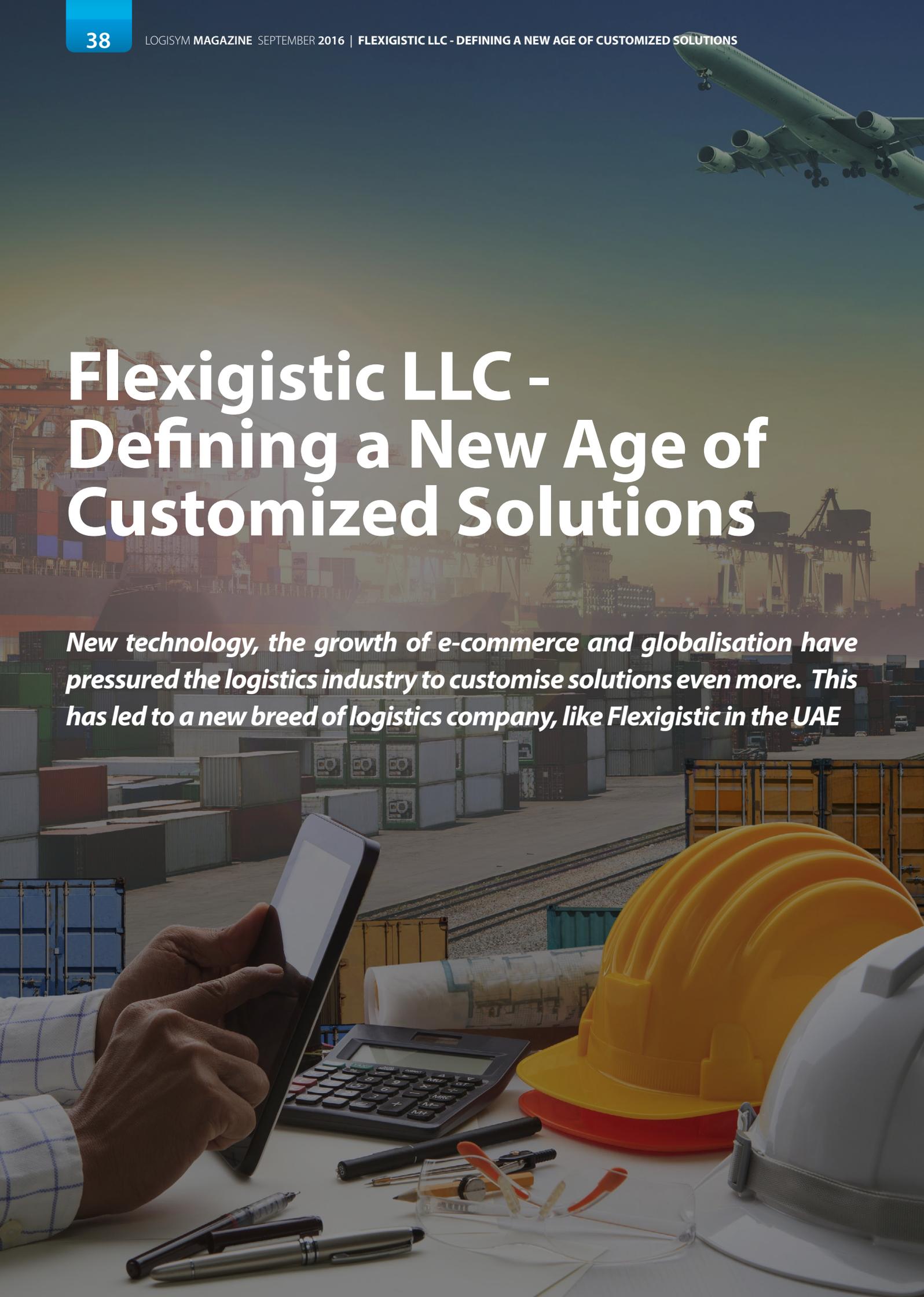
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# Flexigistic LLC - Defining a New Age of Customized Solutions

*New technology, the growth of e-commerce and globalisation have pressured the logistics industry to customise solutions even more. This has led to a new breed of logistics company, like Flexigistic in the UAE*



As trade routes expand and emerging markets take their place in the global arena, traditional maritime ports in the new world are supplanting those in Europe. Dubai has become a significant leader in trade, transport, and logistics. Due to increased pressure, to service new and rapidly expanding trading routes of ever growing complexity, this has had the residual effect of building an increasingly more sophisticated logistics industry. As finding the right logistics partner becomes even more critical, Flexigistic LLC has emerged to meet these new market challenges.

Flexigistic LLC is a Dubai based 3rd Party Logistic Service Provider that provides one-stop-shop logistics services. The company is headquartered in Dubai and is affiliated with National Association of Freight and Logistics (NAFL), International Federation of Freight Forwarders Associations (FIATA) and the World Cargo Alliances (WCA) for direct access to thousands of Logistic Companies worldwide for seamless connectivity and assured service.

Like most logistics providers, Flexigistic's mantra is to provide dynamic and flexible solutions for their customers. There is nothing

exceptional about this, however, unlike their counterparts, Flexigistic have taken this aim to another level. They have employed the latest technology and the best in class methodology around, to create a point of difference out of this new world challenge. It is their aim to make their customized, tailored solutions so enmeshed with their customers' needs and so intricately executed, that their solutions become a company competitive advantage that is imperative for their customers' business success.

Supported by a dedicated team of logistic subject matter experts who provide best-in-class logistic services and backed-up by a state of the art facility and technology, Flexigistic strives to identify new opportunities and serve various industry verticals to exceed both customers' expectations and industry standards.

They have astutely focused on this emphasis on "flexibility" and "customization" in their relationship with their key client Gerab. "Sustaining a strong partnership with Gerab requires a deep sense of trust and reassurance that ensures that every aspect of their Supply chain

operation is well managed at all times. In this regard, Flexigistic has pushed its effort to provide a robust supply chain solution that is highly scalable," commented Sanjeeve S. Thavarajah.

Flexigistic's state of the art, highly scalable Supply Chain Suite of tools can be flexibly deployed to meet customer challenges using tightly integrated, easy-to-use supply chain modules encompassing: RF/RFID Based Warehousing, Distribution, Container Freight Station, Open Yard, Trading Partner, Customer Relationship Management, Transportation and Freight Management.

Flexigistic's Contract Logistics capability covers the provision of fully integrated services related to Warehousing, Distribution, Last-Mile Delivery and Order Fulfillment. Their Team can design and deliver solutions with extreme scalability options, complete with simulations, either for application within the United Arab Emirates or across the Gulf Corporation Council of countries.

A key advantage that fits in well with their "flexible" market offering is the dedicated team of Project Logisticians on call. These experienced

professionals are equipped with Six Sigma Certifications with years of experience delivering cutting edge, supply chain solutions to customers' supply chains.

Flexigistic's team approach is quick and flexible. They offer a dedicated, project team approach to which we assign a Project Manager to do a complete review and study of your current systems and practices using Six Sigma DMAIC (Define-Measure-Analyze-Implement-Control) Roadmap Tool.

They are there to hand consignments of various dimensions and complexity that require specialized lifting equipment. This experienced team has already, directly handling over a million metric tons of project-logistic consignments, using specialized

equipment and chartering services, within the region.

As Dubai has gained prominence as a central, geographic hub, Flexigistic has likewise, shrewdly positioned itself to complement this strategic, advantage by providing on-time shipments and with extensive global freight network alliances, they can provide excellent service lanes and connectivity to major gateways.

Other key teams include their Freight Management Service teams include Air, Sea and Road mode managed by their expert level Clearance Officers that have sound local customs regulation know-how for clearances services at major shipping gateways.

Their Transportation Division further complements their bespoke approach to solutions, providing integrated solutions from the point of loading to the point of delivery, complete with electronic proof of delivery services. Depending on tracking requirements, they also offer Web-Based GPS System of SMS Services from their Transport Hub in Dubai.

With its unyielding commitment to deliver flexible, integrated and cost effective logistics solutions, no doubt Flexigistic LLC will become The Expert in logistic services with top-notch customer service.

"In the current times there is some uncertainty prevailing in the market. The need of the hour is to have service partners who understands your business and has to ability to provide customized solution that will avert and mitigate potential business risks and it is these qualities that makes Flexigistic unique solution provider to our logistic needs. Flexigistic has provided us with a dedicated, partnership approach that has a long term focus. We have

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In the current times there is some uncertainty prevailing in the market. The need of the hour is to have service partners who understands your business and has the ability to provide customized solution that will avert and mitigate potential business risks and it is these qualities that make Flexigistic unique solution provider to our needs.

**Naveed Ahmed Gerab**

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been genuinely impressed with their out of the box solutions; their can-do approach and impressive work ethic to meeting our needs," Naveed Ahmed from Gerab.

This passion they have for meeting the needs of their clients as a partnership rather than just another logistics service "provider" may well shake up the industry. "The fact that Flexigistic is backed up by process excellence, state-of-the-art technology, and a highly skilled workforce attuned to customer delivery all points to the fact that they are offering a dedicated, thought through solution and we may will be talking about this company with some admiration for years to come," concluded Ahmed from Gerab.



# How Resilient Do You Think Your Organisation Is?

We are all well aware that we live in a turbulent world with daily twists and turns in the social, political and economic environment. The speed at which events and breaking stories unfold is a true testament of how interconnected the world really is.

The BREXIT campaign in the UK has tried to convince people that independence is better and stronger versus being part of an important trading and social block like the EU. But its is really better? It seems that people are beginning to see a different reality as the complexity of untangling a relationship of over 40 years.



Resilience

### WHAT IS RESILIENCE ABOUT?

Which brings me to the question of Enterprise Resilience. This topic is frequently underestimated and is only appreciated when a crisis or unexpected disruptors strikes an organisation. Even then it seems that an approach of "every-man-for-himself" tends to prevail. And often tackling the remedial actions occur in isolated pockets of effort and focus. Maybe this is because it is believed that resilience is only associated with disasters and the recovery of an immediate and singular perimeter without the consideration of other factors that surround the reality. I recount the massive earth quake that hit the 3 towns in Italy just a few weeks ago. No one was prepared and yet the resilience of everyone around the strategic scene both from the vicinities and beyond, was remarkable.

To better understand this topic we should try to define resilience in the business context. A concise definition of Business Resilience can be described as *"the capacity and ability an organisation has to recover quickly from a difficult or tough situation & return to its original or stable state of operations"*.

There are other variations to this definition but the operative meaning is constant – it is the inherent capacity and ability within the organisation that enables the controlled normalisation of business operations in the shortest possible time after the occurrence of significant disruptive elements.

It is therefore logical to say that the proof of Enterprise Resilience could be measured in the time it takes to restore an organisation's capability to function in a manner that delivers the desired business performance. But the key question is how does one know if their Organisation is Resilient before a crisis occurs?

There are no clear indicators or easy tests of how to gauge enterprise resilience. This is because enterprise resilience

does not only deal with the physical aspects but more importantly deals with enterprise culture and people mindset, not least in the enterprise leadership. And this is the challenge when dealing with interdependent tangible and intangible factors. That when combined, give that ability to return quickly to a normalised state of profitable operations

The challenge is to understand that resiliency, is not only about defending risk. It is about minimising the impact of vulnerabilities. And it is crucial to note that sometimes vulnerabilities could result in Risk, if they are not properly contained. So knowing your position of exposure & risk is the most logical starting point to assess the business state of resiliency of an organisation.

Table 1

ROBUSTNESS	RESILIENCE
a. Defined Structure	a. Confront the Unforeseen
b. Process Discipline	b. Defend Sources & Types of threats
c. Policy & Procedures Adherence	c. Pre-emptive of Disruptive Factors
d. Measurement & Control	d. Simulated Scenarios & Models
e. Time for Corrective Actions	e. Agile Mindsets & Adaptable Resources
f. Stable Environment	f. Being Pro-active vs Reactive in Crisis mode

### HOW DO ROBUSTNESS AND RESILIENCE DIFFER?

Understanding resiliency is an important fundamental and that has to be aligned within the organisation being assessed. Often resilience is confused with robustness. This is a common mistake, and could also be a very costly one to make. Robustness and Resiliency are not same thing. The differentiation between the 2 conditions are very important.

Firstly, Robustness deals with the Known Conditions where a process is already in place, procedures are also installed to govern the policy and metrics are defined to measure and control the process. In addition the degree of robustness can also be tweaked as conditions change and as the organisation strategies are updated. Resiliency on the other hand, deals with the Unknown Conditions

or conditions which are not prevalent in the daily business life. These are often disruptors that could be foreseen some form but never in a complete dimension where a defensive plan can be formulated in advance. Another key factor is the timing and intensity of a disruptive occurrence which is often not know or clear in its form.

We could summarise the differences between Robustness and Resilience in the table below. It helps to distinguish the key elements better define a coherent understanding within the organisation.

The comparison table (*see Table 1*) also illustrates the key differences in the approach to dealing with Robustness

and Resiliency. This understanding can define the degree of enterprise resilience that one can achieve. When dealing with the unknown, it will be necessary to make some assumptions of the possible scenarios that could create a disruption to the business and to its stable operations.

### SIMULATING ASSUMPTIONS TO UNDERSTANDING RESILIENCE

The quality of the assumptions used for such a simulation will also determine how close to reality one can get in the review and preparatory process. However one should not over exaggerate situations or assumptions. Over complexified conditions can be good to stretch the scenarios for simulation, training and prepare well. But if the real outcome is too complex it will become very difficult to sustain, test and actually activate

when a plan needs to be invoked.

Building enterprise resilience within an organisation whether large or small will require a combination of Strategy, Policy, Processes, Systems & People working in a synchronised & structured manner. All important and well known business elements will form the backbone of such a process. But it is Process Discipline that will most crucial to resilience and this has to be enabled by People. This is the Key to Developing & Sustaining an Enterprise Resilience Culture.

There are the 2 key fundamentals of this methodology that are important to build such a culture. Process Control Discipline and People Adaptive Capabilities, are developed and evolve through the right leadership. With this elements in place it then becomes possible to develop a coherent resilient culture in the organisation.

Let me explain and illustrate these 2 fundamental clusters. In the table below (see Table 2) I have grouped 2 clusters of characteristics but also imperatives in the this development.

Table 2

Process Control Disciplines	People Adaptive Culture
Fact Based Data Focus	Leadership & Ownerships
Diagnostic Orientations	Anticipating & Simulating Deep Dive
Methodologies	Investigative & Challenging
Monitoring & Alert Systems	Competencies & Knowledge
Deployment Capabilities & Resources	Agile in Mindset & Engagement
Cross-Functional Process structure	Continuous Improvement
Measure, Analyse & Improve	Readiness for Deployment-Training
Review & Refresh Contingency Plans	Pro-Active Culture - Motivated

**HOW DO YOU ACHIEVE ENTERPRISE RESILIENCE?**

Having understood what is needed to create a resilient culture, develop the competencies and build an agile organisation is the starting point. This will energeise the whole organisation and excite people as it is something new with interesting potentials.

Table 3

a REACTIVE approach	a PRO-ACTIVE approach
Followers – wait to be told	Leaders - take own initiatives
Passive – accepts status quo	Active- innovative & improvements
Low Risk – low or no appetite	Calculated Risks –Trial & Error
Low Energy – does minimum	High Energy – goes extra mile
Performance – Mediocre	Performance – High + Accolades
Only when things are going wrong	Improves even if things are good
Works in some isolation	Engages & Collaborates with Others
Poor in sharing & communicating	Shares Success & Invests in Others
Inward Looking – satisfied	External Looking - Benchmarking
Do not Disturb the Current	Stretches the Bar !

However, the big challenge ahead will be sustaining the freshness of the initiative and regenerating the momentum, competencies and agility in an environment where staff turnover is a normal part of business life.

This is where leadership for such a type of program is fundamental. Whilst the ownership for enterprise resilience belongs to every single person in an organisation, it requires leadership to drive the programs, update the business scenarios, engage the organisation coherently, innovate the capabilities and sustain the culture across the whole organisational perimeter. Resilience is

We talk a lot about agility, yet few really understand how manage this across a multi-function, multi-location and multi-national organisation. So what is meant by Organisational Agility? One description which best defines this is *“The capability of a Company to rapidly change or adapt in response to changes in the market. A high degree of Organisational Agility can help a Company to react successfully to the emergence of new competitors, the development of new industry-changing technologies, or sudden shifts in overall market conditions”*.

The characteristics of an Agile Organisation is clearly a desirable enabler to achieve Enterprise Resilience. But then next questions is how do we achieve this agility. Agility in an organisation manifest itself as a behavioural trait. We could summarise this by comparing the behaviour of a Reactive Approach versus a Pro-Active Approach. The table (see Table 3) above shows the differences between the 2 approaches.

**CONCLUDING COMMENTS**

The pro-active approach and characteristics are fundamental to successful organisations. But they also play very critically roles in the other factors in business management – such as agility and resilience.

Who would you rather have on your team & who would you trust to develop and sustain an Agile and Resilient Culture? However this it is not given nor it easy to

**HOW DOES AGILITY AND RESILIENCE INTERPLAY IN THIS ASPECT?**

not something that can be turned and off when required. But is the abstract capability of an organisation that is embedded in the way people think and carry out their responsibilities.

find easy made perfect staff. This requires an investment in people, investment in good leadership and sustaining of good business governance.

*"The fact is that we're going to fail from time to time: it's an inevitable part of living that we make mistakes and occasionally fall flat on our faces. The only way to avoid this is to live a shuttered and meager existence, never trying anything new or taking a risk. Few of us want a life like that!"*

### THE TRANSFORMATIONAL MANAGEMENT PROCESS

For a CEO or Business Entrepreneur, the need-for-change is a very likely and necessary step for their business development and sustainability. However starting a journey of transformation within their organisation can be hugely daunting. Founder of ESP Consult, Joe Lombardo, has co-authored & published several papers to

show how an integrated Adaptive Supply Chain Business Model can work for you.

This introduction to Enterprise Resilience, illustrates that it is not as complicate or as expensive as it may seem. But the rewards and benefits will be significant.

ESP Consult has used this model to facilitate

and successfully implement Adaptive Supply Chain driven organisations. For those involved it has been an enlightening and motivating experience.

For more information about the about the article and publications to improve your supply chain refer to [joe.lombardo@esconsult.biz](mailto:joe.lombardo@esconsult.biz)



**Joe Lombardo**

Founder, ESP Consult

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Joe Lombardo has more than 30 years experience in developing & managing supply chain logistics solutions & driving business operations, in multinational environments & operating in 12 Countries. Qualified as a Management Accountant, Joe developed & diversified his career in the fast moving world of semiconductor electronic components, where he managed various roles whilst with STMicroelectronics – in the Finance & Administration functions (including Treasury & Legal), Human Resources, Customer Service, Logistics & Warehousing, Site & Infrastructure Management, Trade & Customs Compliance and Free Trade Agreements deployment.

He is the founder of ESP Consult, which is focused on enabling sustainable performance in the supply chain logistics, Trade Compliance & Free Trade Agreements for organisations that are growing & need to evolve their capabilities to reach their Strategic goals.



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# EVENTS

## LogiSYM Dubai 2017

January 24<sup>th</sup> - 25<sup>th</sup>, 2017  
Dubai, UAE

### BEYOND 2020: Connecting Supply Chains, Creating the Future

LogiSYM Dubai, a premier event for Logistics & Supply Chain professionals, educators, Information Architects and Usability Practitioners, to be held on **January 24 - 25, 2017**.

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### September

#### CEO BREAKFAST SERIES

September 22<sup>nd</sup>, 2016  
Hong Kong  
[www.logisym.com/events/ceo-breakfast-series](http://www.logisym.com/events/ceo-breakfast-series)

#### 4TH CCA PHARMA & BIOSCIENCE CONFERENCE

September 19<sup>th</sup> - 20<sup>th</sup>, 2016  
Dubai, UAE  
[www.coolchain.org/4th-cca-pharma-bioscience-conference](http://www.coolchain.org/4th-cca-pharma-bioscience-conference)

#### 8TH AIR CARGO HANDLING CONFERENCE

September 20<sup>th</sup> - 22<sup>nd</sup>, 2016  
Dubai, UAE  
[www.achconference.com](http://www.achconference.com)

#### 15TH ECR ASIA PACIFIC CONFERENCE & EXHIBITION

September 20<sup>th</sup> - 21<sup>st</sup>, 2016  
Thailand  
[www.ecrthailand.com/ecrap](http://www.ecrthailand.com/ecrap)

### October

#### LOGISYM MALAYSIA 2016

October 12<sup>th</sup> - 13<sup>th</sup>, 2016  
Kuala Lumpur, Malaysia  
[www.logisym.com/events/logisym-malaysia-2016](http://www.logisym.com/events/logisym-malaysia-2016)

#### CILF CHINA INTERNATIONAL LOGISTICS FAIR

October 12<sup>th</sup> - 14<sup>th</sup>, 2016  
Shenzhen, China

#### INDONESIA TRANSPORT SUPPLY CHAIN & LOGISTICS

October 19<sup>th</sup> - 21<sup>st</sup>, 2016  
Jakarta, Indonesia  
[www.transport-supplychain-logistics.co.id](http://www.transport-supplychain-logistics.co.id)

#### CEO BREAKFAST SERIES

October 20<sup>th</sup>, 2016  
Shanghai, China  
[www.logisym.com/events/ceo-breakfast-series](http://www.logisym.com/events/ceo-breakfast-series)

#### THE WORLD LOGISTICS SHOW BAHRAIN - 2016

October 18<sup>th</sup> - 20<sup>th</sup>, 2016  
Bahrain  
[www.worldlogisticshow.com](http://www.worldlogisticshow.com)

### November

#### 2016 ANNUAL PASIAWORLD CONFERENCE

5<sup>th</sup> Annual Procurement and Supply Chain Conference  
November 9<sup>th</sup> - 10<sup>th</sup>, 2016  
Manila, Philippines  
[www.pasia.org](http://www.pasia.org)

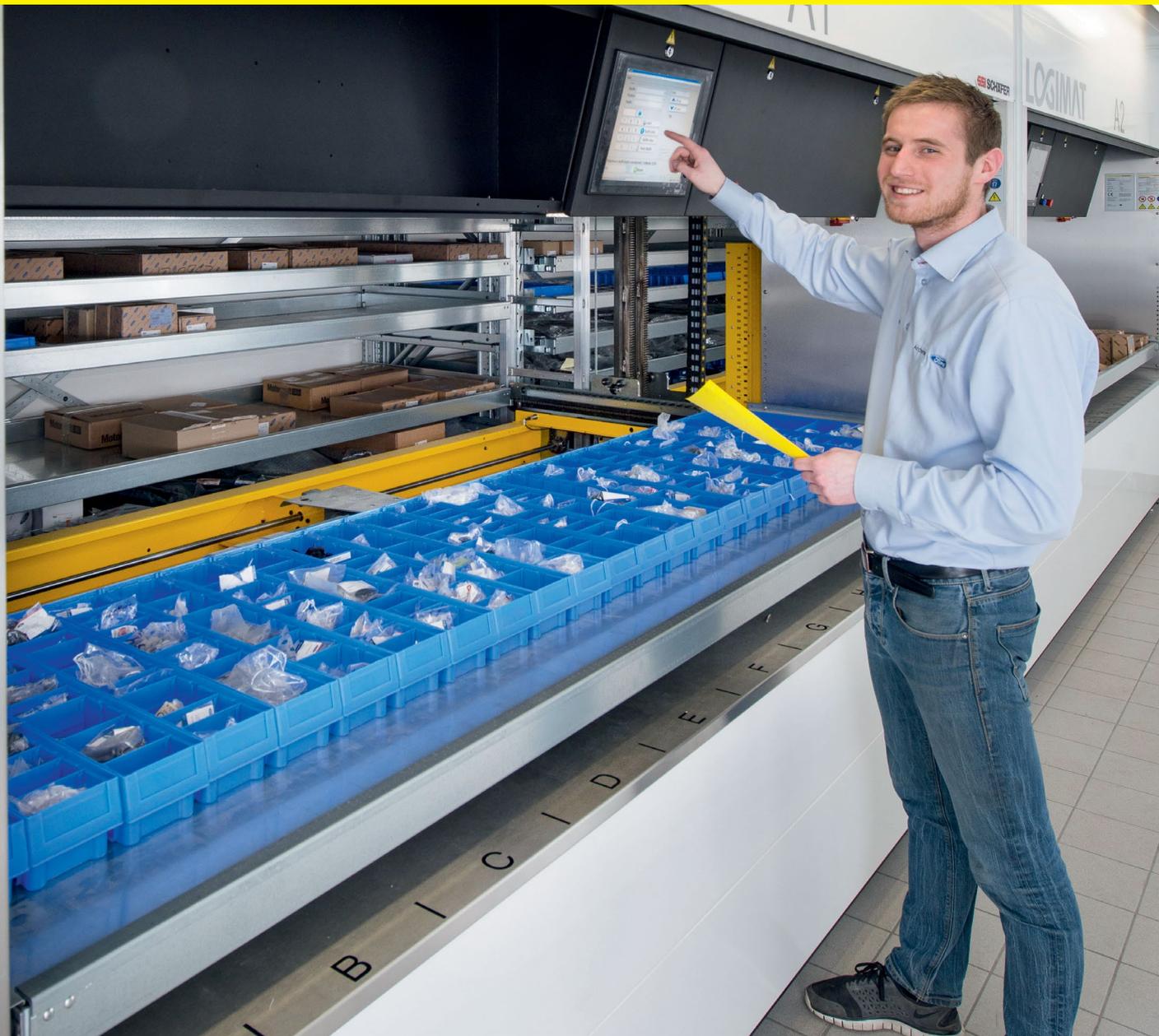
#### 16<sup>TH</sup> INTERMODAL AFRICA

November 17<sup>th</sup> - 18<sup>th</sup>, 2016  
Mombasa, Kenya  
[www.transportevents.com](http://www.transportevents.com)

### December

#### 7TH INTERNATIONAL SAUDI TRANSTEC EXHIBITION & CONFERENCE

December 5<sup>th</sup> - 7<sup>th</sup>, 2016  
Dammam, KSA  
[www.sauditranstec.com](http://www.sauditranstec.com)  
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