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The Regional Professional Body for Logistics Practitioners

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LogiSYM

The Magazine for Supply Chain Executives

this issue

Labor Shortages: Why Automation is a Necessity in Today's Economy

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from the editor

……Changing attitudes on People and Business, requires a fresh look at managing the dynamics of the moment!

Dear Readers,

As I sit down to write my editorial, I cannot believe how fast this year is passing. We are now prepare our H2 2017 programs. But this is hardly surprising, as we have been very busy at LogiSym with several successful programs and events during H1 2017.

We are also very pleased that our readers have taken pen-to-paper and have sent us some great articles to share with our readers at large. Whilst we are unable to publish them all in this edition, we will endeavor to do so in the next editions.

As the world stage continues to deal with same political rhetoric in US, Europe and other places, the economic momentum continues to be positive. Technology is again at the forefront of growth as well as the automotive sector showing solid performance. The pharma sector is also a key indicator of growth. The oil & gas sector has stabilised driving new initiatives in infrastructure spending.

Our theme in this edition is about people. We are all aware that professional competencies and a stable supply of labour is crucial to our business visions and goals. In many sectors and countries there is a distinct shortage of both. It is for this reason that companies need to develop, retain and grow their human capital across the whole spectrum of the organisation.

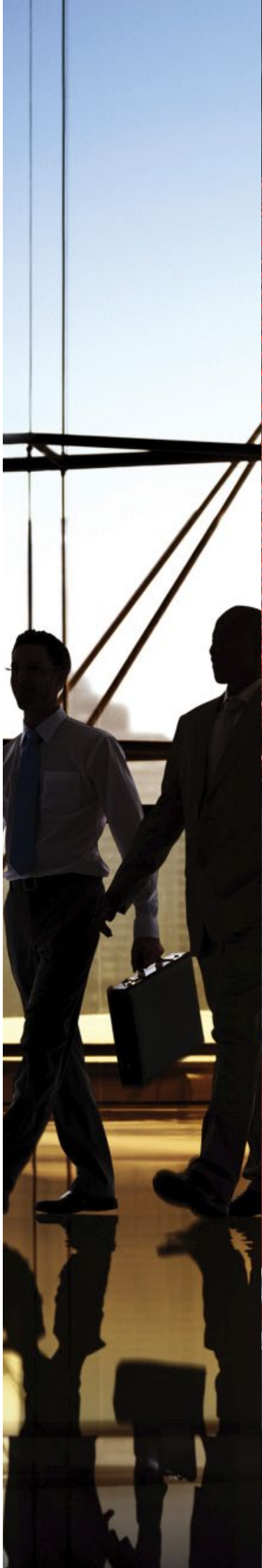
Whilst technology is a pivotal factor to growth and productivity, this is not enough to solve all the businesses issues. The human resources challenge merits is own separate solutions. Technology can enable automation and reduce costs as well as risks. The speed at which businesses need to adapt to the fast changing world order, needs new and enabling dynamics.

In this month's issue, Marie-Claire Ross - Chief Corporate Catalyst at Trustologie gives us a sequel to her previous article, on ***How to Build Trust in a Limited Timeframe***, from Sealed Air on ***Why Automation is now Crucial***, and my own contribution on ***Change Management***.

Our featured articles are particularly focused on people and how we can make our working environment more effective in the challenge business conditions we face.

As usual I look forward to receiving your feedback at **info@lscms.org** and even publishing an article of yours.

Joe Lombardo
Editor in Chief



a word from the president

Populist Politics

The rhetoric and diatribe that one sees lately when picking up the paper, on the TV or online is disheartening, especially when it is often an inaccurate perspective and the view held by just one or a few individuals.

The average person can do little with Trump and his antics or our despot in North Korea . I read an article last week where the author wrote "The US has initiated an investigation into China's theft of US intellectual property (IP) using Section 301 of the Trade Act of 1974. What that boils down to is that the US just fired the first shot in a trade war with China".

Does something need to be done in as many ways as possible to curtail the overt and covert strong arm tactics of China? The answer is a resounding YES, but is this the best way to do it and is this really the first shot in a trade war with China, the answer is probably not.

Aside from the obvious repercussions of the actions of leaders like Trump and Kim Jong-un, they are not the only ones perpetrating such outrageous behaviour. I recently attended and gave a keynote at TILOG-Logistix2017 where the topic was Sustainable Growth for ASEAN +6. Overall, it was a good event but what I heard some people say was "mind-boggling". I had one gentleman from Malaysia say that the reason why single window facilitation could not work in Malaysia was because freight forwarders in the country were corrupt. That may well be the case but freight forwarders in Malaysia would not have anyone to bribe if there were not Customs officers willing to 'facilitate' this.

Another gentleman from Indonesia stated that we cannot have Vietnam, Malaysia, Indonesia, Singapore or the Philippines all be a "Regional Logistics Hubs". This statement was met with some incredulity from the audience. It may be a newsflash for to him but the rest of us know that Singapore is the regional hub for the region. Can this change or evolve over time? Sure it can but not acknowledging a fact does not make it any less real.

I think we owe it to ourselves as Logisticians and professionals to not only filter and use what makes sense but also not to perpetuate such nonsensical thinking. It just adds to the confusion and complicates our tasks as Supply Chain professionals even further.

Let's hope this insanity does not prevail and we hope that you will be with us on this journey as LogiSYM aims to keep you abreast the latest developments and changes taking place in our industry. Thank you for your support.

Raymon Krishnan
President
The Logistics & Supply Chain Management Society

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Pasi Pesonen
Vice President - Product Care,
Asia Pacific Region
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Pasi has been with the organization for 26 years and is now leading the Product Care business in Asia Pacific as Vice President for the region. He first joined Diversey, currently a division within Sealed Air, in Finland and has since lived in six different countries, successfully serving in several local clusters in Marketing, Supply Chain/ Logistics, Sales and General Management roles.

Joe Lombardo
Founder
ESP Consult

Founder of ESP Consult, Joe Lombardo, has advised CEOs on change management through a supply chain focus.
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. This introduction to a transformational journey, illustrates that it is not as complicate or as expensive as it may seem. The rewards and benefits will be significant. ESP Consult advises on structuring the model to facilitate and successfully implement Adaptive Supply Chain driven organisation. For those involved it has been an enlightening and motivating experience.

Marie-Claire Ross
Chief Corporate Catalyst
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Marie-Claire Ross is the founder and Chief Corporate Catalyst at Trustologie. She is a workplace sociologist, author and consultant focused on helping leaders create high trust work environments.
If you want to find out how well your organisation or team excels at trust, try a complimentary assessment at http://www.trustologie.com.au/trust-capital-score

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Martin Gouda – is Partner Supply Chain Strategies at BCI Global and has over 25 years of experience in international supply chain optimization. He has been working in various roles in the on strategic and tactical level in management and consultancy. Martin worked for a global 3PLs for almost 10 years in various roles in business development. he last three years he was leading the Healthcare sector on global level. Martin carried out strategic projects with fortune 500 companies in various industries in the areas of warehousing, distribution, transport management and end-2-end.

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Ethiopian Airlines Launches Largest Air Cargo Terminal in Africa

Ethiopian Airlines has celebrated the opening of their new air cargo terminal at the Addis Ababa airport in Ethiopia.

The facility was developed by ACUNIS, a joint venture of AMOVA and Unitechnik specialising in air cargo intralogistics.

The new facility is the largest of its kind on the African continent and Ethiopian Airlines plans to tranship around 600,000 tons of goods per year from the terminal.

Tewolde Gebremariam, CEO of Ethiopian Airlines, says the investment is a major achievement for the country and the airline. Around US $125m went into the construction of the cargo terminal. It is the largest and most state-of-the-art facility on the African continent in terms of automation as well as safety standards.

With a throughput capacity of 600,000 tons in its first construction phase, the terminal lays an important foundation on which to establish the Addis Ababa airport as an international hub for freight handling.

In addition to imports and exports for the local markets, the airport is going to serve as a hub for global flow of commodities. Consequently, an expansion of the cargo terminal to a capacity of up to 1.2m t per year in the near future is already planned, according to the operator, Ethiopian Airlines.

As general contractor, Unitechnik was responsible for planning the entire terminal and implementing the technical equipment, specifically the logistics systems.

AMOVA contributed the mechanics for the cargo handling system. The heart of this installation are two automatic warehouses for air cargo containers (unit load devices, ULDs) with space for 1,000 10-ft containers with a total of 4 elevating transfer vehicles (ETV).

Half of the 38,000 m^2 hall complex is devoted to the handling of fresh goods and chilled to a temperature of 2 to 10°C.

"Planning and realizing a project of this complexity is always an exciting task. It was not least of all the good cooperation with the local construction company Vanero that allowed us to master the challenges associated with its realization successfully. We are now happy to celebrate the opening of the facility which will provide an important stimulus for Ethiopia's economy and infrastructure," said Torsten Ley, managing director of Unitechnik Systems.

Boeing and FedEx Will Turn New 777 Freighter Into Latest ecoDemonstrator Test Jet

Boeing and FedEx Corp. have announced that they'll work together to fly the next Boeing ecoDemonstrator jet: a 777 freighter geared up with a bunch of new technology.

Launched in 2011, the Boeing ecoDemonstrator program serves as a flying test lab aimed at improving environmental performance and safety of future airplanes.

The collaboration on the newest ecoDemonstrator project is the latest in a 38-year relationship between Boeing and FedEx, the companies said.

Starting in 2018, a new Boeing 777 cargo jet made for FedEx's Express affiliate at the jet maker's giant Everett plant will test emerging propulsion technology and flight deck innovations. Flight testing is scheduled to last about three months before the airplane returns to the FedEx fleet.

Boeing's ecoDemonstrator jets have tested more than 40 new technologies

using a 737 Next Generation jet and a 787 Dreamliner wide-body aircraft.

Boeing was also under contract with NASA's Environmentally Responsible Aviation Project to test two more technologies on an 757 ecoDemonstrator in 2015.

The FedEx ecoDemonstrator testing includes installing a compact thrust reverser developed by Boeing to save fuel as well as flight deck improvements that can improve operations efficiency in and out of busy airports.
Prototype airplane parts using cutting-edge manufacturing techniques that reduce material waste will also be tested during flights. No further details were available.

"The ecoDemonstrator program is focused on harvesting exciting new technologies that will benefit our airline customers, the flying public and the environment," Mike Sinnett, vice president of Boeing Commercial Airplanes Product Development, said in a news release. David Cunningham, president & CEO of FedEx Express, said the shipping and logistics giant is happy to work with Boeing and use its 777 Freighter "to play a key role in bringing future benefits to the entire aviation industry."

FedEx Express moves four million packages a day through 375 airports around the world.

Amazon Air Freight Fleet Takes Wing for Prime Day 3 in the US

Amazon has launched its third Prime Day, with the e-commerce behemoth's air freight fleet getting its first run-out.

In the lead-up to the sales "bonanza" – aimed at tackling the summer lull – Amazon said "the planes are fuelled and ready to support Prime Day in the US for the first time".

Launched in 2016 at the Seattle Seafair Air Show, Prime Air Cargo comprises 25 aircraft (Boeing 767-300s and 767-200s) leased from Atlas Air and ATSG, with a further 15 on order, and covers 12 US airports.

While Amazon says the fleet is there to complement its logistics partners, including UPS and FedEx, its development again signals the company's intent to bring logistics operations in-house.

Vice president Amazon Prime Greg Greeley said: "Our fulfilment centres are loaded, our operations associates are ready and our transport partners around the world are waiting for the first order."

Much like "Singles Day" in China for Alibaba – an event hijacked by the Chinese company in 2009 and turned into the biggest shopping day of the year – Prime Day has proved a success for Amazon.

Last year it surpassed its Black Friday and Cyber Monday sales for the previous winter, but the run-up to the event can have a negative impact on suppliers due to an increase in volumes. Online freight forwarder Flexport said that several weeks before Prime Day, it saw a "significant increase" in the volume of goods being sent to Fulfilment By Amazon (FBA) warehouses.

"This can result in delays and, depending on the urgency of your shipments, extra fees in order to get your goods to FBA in time for Prime Day," added Flexport.

"Amazon warehouses require delivery appointments and with products flooding in before Prime Day, these become harder to get – especially for floor-loaded FCL shipments."

The forwarder also noted that while Amazon's less-than-truckload rates were low, before Prime Day the company's truckers found themselves "stretched pretty thin".

"If you utilise Amazon LTL, you may need to wait up to three weeks for your goods to be delivered," warned Flexport, which also offers LTL services. "Similarly, staff at Amazon's warehouses work as quickly as they can, but trucks often wind up waiting for their turn to pull up to the dock, and this can result in delays and trucking wait fees."

However, with the e-tailer continuing to expand its footprint – yesterday it announced plans to open a new fulfilment centre in Orlando – it will be hoping to ease congestion.

DP World and Masdar To Explore Clean Energy Solutions

Photo: Courtesy of Masdar

DP World and Masdar, Abu Dhabi's renewable energy company, have signed an MoU to explore areas of collaboration on clean energy solutions for DP World's ports and freezones in the Middle East and Africa.

Masdar will work with DP World to address challenges related to the delivery of sustainable, reliable and cost effective power generation, with a particular focus on areas that are remote or off-grid. Masdar will provide specialist project management services, from concept to implementation, including community projects to support DP World's operations.

The first collaborative activity will be to review DP World's operations at the Port of Berbera in Somaliland, focusing on hybrid solar photovoltaic (PV) – diesel plants, water treatment and other technical advisory services for power generation. The agreement will also look at increasing energy efficiency across the company's ports and terminals in the region.

"We strive to integrate sustainability into everything we do and I believe it is essential to modern business practice," said DP World group chairman & CEO Sultan Ahmed bin Sulayem.

"We look forward to this partnership with a world leader in renewable and clean energy that will help reduce our carbon footprint in the region and to develop long term energy solutions for the communities in which we operate."

> "This collaboration is an important step in contributing towards achieving the UAE 2021 vision and implementing the Dubai 2021 plan as well as the Abu Dhabi Economic Vision 2030, which is focused on developing the UAE into a knowledge-led economy
>
> **Sultan Ahmed bin Sulayem**
> **Group Chairman & CEO**
> **DP World**

"This collaboration is an important step in contributing towards achieving the UAE 2021 vision and implementing the Dubai 2021 plan as well as the Abu Dhabi Economic Vision 2030, which is focused on developing the UAE into a knowledge-led economy," he added.

"We are delighted to be working with DP World to explore the potential for commercially viable renewable energy across its operations in the Middle East and Africa," added CEO of Masdar Mohamed Jameel Al Ramahi. "Masdar has vast experience of delivering projects in off-grid locations around the world, and we fully understand the transformational benefits that access to reliable, cost-effective clean energy can bring to both businesses and local communities. We are excited by the opportunity to realise these benefits through this important new partnership."

The Masdar's work to bring renewable energy access to remote locations ranges from Pacific island micro-grids and rural solar home systems in Afghanistan and Morocco, to onshore wind in the Republic of Seychelles and off-grid community solar PV projects in Egypt.

Masdar's activities in the Pacific Islands included 11 highly customised renewable energy projects designed to drive economic growth and sustainable development by increasing energy resilience, bolstering job creation and contributing to renewable energy targets. The projects have replaced the need for approximately 3.2 million litres of imported diesel fuel, saving in excess of $3.7 million per year in fuel costs.

ONE Appoints Jeremy Nixon as CEO, Highest Ranked Foreigner in Japanese Shipping History

Jeremy Nixon has become the highest ranked foreigner at any of the Japanese big three lines in a history that dates back to 1884.

Nixon has taken the reigns as CEO of Ocean Network Express (ONE), the merged container company of Mitsui OSK Lines (MOL), Kawasaki Kisen Kaisha (K Line) and Nippon Yusen Kaisha (NYK), which will operate out of Singapore. Nixon had previously headed up NYK's container division. Masahiro Tanabe, an executive vice president at MOL, will serve as chairman at ONE.

NYK, as the company with the largest box fleet among the three, has a 38% stake in ONE, with K Line and MOL holding 31% stakes each in the new venture. Top executive positions at MOL, whose history dates back to 1884, NYK and K Line have traditionally always gone to long serving Japanese men. Nixon's appointment is a very significant moment, and could herald also a culture change at ONE. Nixon worked for P&O Nedlloyd from 1994 through to when it was bought out by Maersk in 2005. After just under three years at Maersk as vice president he jumped ship to NYK in 2008, where he rose through the ranks to become CEO of NYK Line, based in Singapore, in 2012.

Having formed a holding company in Tokyo and an operating company in Singapore on Friday, according to ONE, with a combined fleet of 1.44m slots ONE will rank sixth in the world when it officially starts business in April next year. Sales activity and a global promotional campaign for ONE will kick off this October, with bookings starting in February next year. ONE will form a key anchor at THE Alliance – a container grouping formed this April that also includes Hapag-Lloyd (and merger partner UASC), as well as Yang Ming.

GAC Opens Facility in Malaysia to Meet Contract Logistics Demand

GAC Malaysia has opened a warehousing and distribution facility in Malaysia to meet growing demands for contract logistics services in the country.

GAC has been providing contract logistics and distribution services in the country since 1994 and has a network of offices in Petaling Jaya, Melaka, Ipoh, Penang, KLIA, Port Klang, Johor, Lumut, Bintulu, Kemaman and Labuan. The new facility more than doubles its previous capacity.

The 4,000-pallet position ambient racked facility in Bukit Raja, Selangor, replaces the company's previous facility in Shah Alam, which had a capacity of 1,500 pallet positions. It is well connected to major sea and air ports, located just 22 km from Port Klang Seaport (Northport), 29 km from Port Klang Seaport (Westport) and 56 km from Kuala Lumpur International Airport. Its features include a selective pallet racking system, hydraulic loading bays and 24-hour monitored security and fire protection.

GAC Malaysia's Managing Director John Tansey stated, "As a gateway to ASEAN and the region and with a well-developed transport infrastructure, the country is an attractive location for multinational companies to house their operations. We are ready to serve the warehousing and distribution needs of an increasing number of companies that outsource their logistics activities to third party logistics services providers with our new and bigger facility."

Aramex Plans To Take Advantage of Last Mile Demand in Ethiopia

Aramex has expanded its operations across Ethiopia through a Master Franchise Agreement with Logix Express PLC, to cater to the country's rapidly growing needs for express logistics and last-mile delivery solutions.

Aramex Ethiopia will be inaugurating five outlets in Addis Ababa by August 2017, which will increase the number of outlets in the city to ten. Outside the capital, the company currently operates two outlets in Dire Dawa and Hawassa and has plans to open five new outlets in Bahir Dar, Gondar, Jimma, Dessie, and Mekelle.

Aramex Ethiopia also plans to further expand its operations by adding 15 new outlets by the end of 2017, cementing its position in its 23rd African market.

"As one of the world's fastest growing economies, Ethiopia is an exciting market for Aramex, and we believe there is vast potential to expand our specialized logistics services throughout the country," said Hussein Hachem, CEO of Aramex.

"With the continued growing demand for logistics and transportations services in Ethiopia, we have already started planning for additional investments in technology infrastructure upgrades, and developing our local human talent to meet the needs of our customers throughout the region and globally," he added.

As one of the most populous countries in Africa and business and trade on the rise, there is an increasing demand for express delivery services in Ethiopia.

Furthermore, with the government's active encouragement of the export sector, and the establishment of industrial zones, Aramex is strategically positioned to make the timely delivery of goods seamless. The company is capitalising on these opportunities for growth through its Master Franchise Agreement, which will ultimately enhance its reach across the wider continent.

Aramex's operations in Ethiopia include door-to-door delivery and pickup, customs clearing, freight forwarding, and e-services, including Shop & Ship and Drop & Ship.

Crown Opens New Facility in South Korean Growth Hub

To continue to meet growing demand for its lift trucks and fleet management technology, Crown Equipment to upgrade its South Korean operations with a move to a larger facility in one of the country's fastest growing logistics hubs.

Located in Icheon, Gyeonggi-do, the new facility supports Crown Korea's experienced, factory-trained team of material handling specialists including the sales and service technicians and support staff who assist customers countrywide.

The new branch is located for greater convenience and features larger sales and rental forklift fleets, better stock capacity and improved inventory management for faster parts turnaround. The Icheon facility is the third major demand-driven expansion in Asia for Crown in the last 12 months, following recently completed facilities in Johor, Malaysia and Rayong in Thailand.

Crown Equipment managing director for Asia Pacific, Steven Hill, said the new facility was required due to steadily increasing customer numbers and geographical spread of demand for Crown's innovative products and services.

"The new branch is another example of Crown's commitment to our growing number of South Korean customers in manufacturing, industrial, warehousing and logistics," Mr Hill said.

"It also demonstrates Crown's ability to improve the customer experience through ongoing infrastructure development in the Asian market, which is bringing global technology to local business in Asia whilst expanding the customer support network.

"Since we began operating in South Korea, Crown has delivered genuine cost savings, operational improvements and operator safety improvements to its customers, as well as growing employment opportunities.

"The new facility also enables Crown to extend its already strong environmental credentials, which is in harmony with the sustainability focus of the Icheon area.

Located in the region's commercial Busan-Jeonju-Icheon 'growth triangle', Icheon is home to the port of Tanjug Pelepas, South Korea's largest logistics complex, which supports the majority of the country's resource refineries. The area is also at the junction of three major expressways servicing Jungbu, Gyeongbu and Yeongdong, for easy vehicle access.

Nike Will Soon Sell Shoes on Instagram

Nike revealed its plan during a recent earnings call with analysts. It'll join other select brands like Kate Spade and Warby Parker in using Instagram-style posts to advertise its products and make it simple for people to buy them. Partnering with the social media platform seems like a sensible strategy for a brand that seeks to reach young consumers. Instagram's popularity with "tweens" and other highly sought-after demographics is fairly well established at this point, and the platform has made an effort to help brands reach those users through detailed posts with "buy now" tags that link out to sales pages.

Back in April, Facebook, which bought Instagram for $1 billion in 2015, claimed that Instagram's Stories features had more than 200 million users -- tens of millions of users more than Snapchat counted across its entire app at the end of last year.

SOUQ-Amazon Integration Underway

The US $650-million acquisition of SOUQ.com by Amazon has been formally concluded, with work to integrate the various systems of the two companies now underway, Ronaldo Mouchawar, the co-founder and chief executive of SOUQ.com told The National.

"For now, SOUQ will continue to operate its current websites as is," Mouchawar said, but added that customers are now able to log into SOUQ using their Amazon account details. "This is a milestone for the online shopping space in the region," he added.

It makes SOUQ.com's offering much more accessible, and Mouchawar says that the company will now be "moving into the next phase of the integration to bring more products and offerings to the region's customers".

The integration of SOUQ and Amazon will have a profound impact on the availability of e-commerce goods in the region. SOUQ is the largest e-commerce platform in the Middle East with more than 8.4-million products, but that pales in comparison to Amazon, which has 480 million products for sale worldwide.

"It is an exhilarating time for the e-commerce industry in the region. Integration of Amazon's technology and global resources with our local expertise will help us to offer a great service to our loyal customers," said Mouchawar.

There are huge logistics challenges that both e-commerce giants will need to overcome though, according to David McAdam, the chief executive of the Middle East Council of Shopping Centres.

"Last mile delivery remains problematic in Middle East markets," he says. "This last mile delivery is such a headache for so many different businesses. Amazon still loses money on its last mile delivery in the US. How are they going to do that here? There's a long way to go before it's really smooth."

DHL eCommerce Launches Domestic B2C Delivery Services in Vietnam

DHL eCommerce has launched nationwide domestic delivery operations in Vietnam, offering services tailored to the e-commerce industry. DHL eCommerce's fleet of vans and motorbikes, coupled with regular air and road connections between its hubs, will support next-day delivery in Ho Chi Minh, Hanoi and other primary markets.

"The Vietnamese e-commerce market represents a huge and relatively untapped potential for local retailers, e-tailers and marketplaces: in 2016, total e-commerce spending hit US$1 bn despite barely over 50% of the population being online," said Charles Brewer, CEO, DHL eCommerce. "With e-commerce spending expected to grow at around 23% per year between now and 2020, local e-tailers need scalable, high-quality logistics solutions with nationwide coverage more than ever before."

When using the network, local e-tailers can assign shipments requiring cash on delivery service through DHL eCommerce's online portal, allowing for faster remittance and simpler management of shipment information. Consumers will also be able to open, check and return goods at the point of receipt through DHL's Open Box Delivery service.

"Only 15% of Vietnam's e-commerce shoppers paid online in 2016, making cash on delivery a must-have feature for e-commerce to succeed. That, combined with concerns about the hassle of returns and refunds, has made growth an uphill battle for many local e-tailers," said Thomas Harris, Managing Director, DHL eCommerce Vietnam.

"We recognise that having a fast and reliable delivery service won't solve these issues alone, which is why we've tailored our nationwide network to seamlessly handle cash payments with next day cash remittance and returns to take the burden off local e-tailers so they can fully focus on growth and customer experience."

Southeast Asia Poised for Logistics Boom

Southeast Asia's market size and its potential for consumption cannot be ignored. By 2050, the Association of Southeast Asia Nations (ASEAN) will be similar in size to Europe, making it the fourth largest economic zone in the World, after China, India and the United States. Southeast Asian countries will become powerhouses in themselves; Indonesia is set to be the fourth largest economy in the world, while Philippines and Vietnam at 19th and 20th.

Research by Google and Temasek Holdings further highlights the region's potential, projecting that the ecommerce market could grow from US$5.5 billion in 2015 to US$88 billion in 2025, with Indonesia comprising 52 percent of the market. The region's young demographic will fuel this ecommerce tide. "Southeast Asian youths are sophisticated, tapped into social media and are using technology to leapfrog barriers," says Regina Lim, JLL's Head of Capital Markets Research, Southeast Asia.

"Consumers have bypassed computers and are using their mobile phones to shop. About 20 to 30 percent of those online in Southeast Asia have bought something via the internet in the last 30 days, a similar rate to the United States or the UK."

And, it hasn't gone unnoticed by ecommerce players. Alibaba has just increased its stake in the region's biggest ecommerce site, Lazada Group, bringing its total share to 95 percent and launched its popular Tmall platform in Malaysia and Singapore. It will also be setting up logistics hub in Malaysia and Thailand. Luxury ecommerce brand, Reebonz, last month, opened a 200,000 square-foot Ecommerce Hub in Singapore, while Singpost launched a US$131 million Regional eCommerce Logistics HQ at the Tampines Logistics Park in Singapore, last month.

Lim believes that the appetite for ecommerce coupled with a lower cost of production could lead to more manufacturers relocating from China to Southeast Asia. "China wages are now three to four times higher (than before) while minimum local content laws in some Southeast Asia countries are further driving manufacturers to relocate to these countries to serve the growing consumer populations," she says.

"Our top markets for industrial development are Indonesia and Vietnam. Indonesia's manufacturing output could accelerate to 6.5 percent over the next five years, from the current five percent. Vietnam stands out with its skilled workforce and relatively low costs."

Finride unveils the T-pod, the World's First Driverless Truck

The first full-scale prototype driverless commercial transport vehicle has just been unveiled by Swedish tech company, Einride. The 'T-pod,' an electric self-driving vehicle that is remotely controlled by drivers, is significantly smaller than today's heavy trucks and works alongside its innovative charging stations and electric-car infrastructure.

The concept vehicle can reduce carbon dioxide emissions from freight transport in Sweden by up to 60% by 2030, the tech company claims in an announcement. Einride was founded with the aim of creating a sustainable transport system to help achieve Sweden's environmental goals and has been planning the T-pod system for over a year.

The T-pod is about 7m long and has an operating weight of 20 tons. It is controlled by an operator, which provides the advantage of human flexibility and decision-making, but it also has the ability to take advantage of a self-driving system.

"Our mission is to push the dial towards a sustainable future, starting with an impact positive transportation system," says Robert Falck, CEO of Einride.

"The world's best tech and transport brains have been working on the T-pod structure for over a year and so it was overwhelming to see the positive response and support received from both customers and partners, when we finally unveiled it at Almedalen," he added.

MARKET MOVES

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Asset-heavy and asset-light business model convergence in Freight & Logistics sectors.

Asset-light logistics operators with advanced IT systems have are becoming increasingly popular acquisition targets for large logistics providers and freight forwarders. However, we increasingly see that that "leaner" logisticians are looking for assets and reliable networks to supplement their services.

Divestment enquiry rates have increased in markets like Southern Europe and MENA as market consolidate continues. This is balanced against demand from private equity and large locally owned conglomerates seeking to purchase logistics assets to re-shape their businesses toward incoming producing growth sectors.
In the past month, LSP's with property assets continue to be in demand and are realising solid valuations driven by underlying property yields.

We expect investment activities in the transport and logistics sector to remain high driven by the search for growth; changes in demographics and supply chain; evolution of business models; increased focus on customer proposition, and changes to the regulatory environment. With interest rates remaining low, returns on asset acquisitions remain attractive. We expect that further investments this year will see transactions to significantly exceed USD$67bn on the basis of announced transactions alone.

Clipper Announces £11.75m acquisition of Tesam Distribution

Clipper Logistics has announced the acquisition of Tesam Distribution Ltd, a provider of warehousing and distribution services to the retail sector. Based in Peterborough, UK, Tesam operates from three sites, totalling 1.1m sq ft of warehousing, with approximately 250 employees. The purchase price paid was £11.75m (€13.6m), using Clipper's existing cash and bank facilities. It says the assets of Tesam include cash of £3.4m and freehold property, which will be sold post-acquisition, realising a £2.7m net gain.

Rhenus Group to buy Australian Forwarder O'Brien Customs

The Rhenus Group is to purchase Australian freight forwarder O'Brien Customs and Forwarding Pty Ltd to expand its network in the Asia-Pacific region. O'Brien has been offering its customers air and sea freight transportation in addition to Customs services for seven years. O'Brien has its headquarters in the northern part of Melbourne. The Rhenus Group is planning to expand the firm's current operations in future with its network and its services. They include domestic traffic, support for import/export, buyers' consolidation, as well as warehousing and integrated logistics.

Kerry Logistics buys 50% stake in Lanzhou Pacific

Kerry Logistics has acquired of 50 per cent shares in Lanzhou Pacific Logistics Ltd partnering the China Railway Container Transport Company Limited (CRCTC), in the management and operations of LPL. The investment marks another strategic step in advancing Kerry Logistics' expansion into the rail freight and multimodal services under the 'Belt and Road' Initiative. LPL specialises in intermodal brokerage services across China and Central Asia including Uzbekistan, Kazakhstan, and Russia. Kerry Logistics has been growing its European footprint over the past six months, with acquisitions in Spain and Germany, and a new office in Warsaw, Poland.

Alibaba Group increase stake in Lazada

Alibaba Group Holding Limited announced that it will invest approximately US$1 billion to increase its stake in Lazada Group, from 51% to approximately 83%. The transaction will increase Alibaba's total investment in Lazada to over US$2 billion. Lazada will continue to operate under the same brand following this investment.

STEF acquires Spanish cold chain logistics provider Transports Badosa

STEF has acquired Transports Badosa, a Catalonia-based provider of temperature controlled logistics services which reported revenues of €12.6m in 2016. Founded in 1970, Badosa has a 3,100 sq m 'refrigerated platform' at Les Preses in north-eastern Spain, a fleet of 34 vehicles and 76 employees. Angel Lecanda, Managing Director of STEF Iberia, commented: "With the acquisition of TRANSPORTS BADOSA, a well-known family business with a strong reputation in our sector, we are reinforcing our resources in Southern Europe. Together, we will offer high value added solutions, particularly in refrigerated groupage, one of the main area of STEF Group's development in Spain."

IN tIME establishes direct Spanish presence with acquisition

IN tIME Express Logistik has announced the acquisition of Spanish courier and express transport operator Servicios Empresariales Ader, S.L. (Ader) along with two smaller sister companies. Ader, founded in 1992, was sold by its founder and majority owner Emilio Ropero, who stepped down from all roles following the closing of the transaction. The company operates from 17 offices and depots, with over 120 employees producing annual revenues of approximately €40m.

American Fast Freight acquires Grand Worldwide Logistics

Ocean freight forwarder American Fast Freight has acquired Grand Worldwide Logistics, a warehouse and third-party logistics company serving the beverage/spirits, food and paper industries. Headquartered in Chicago, Illinois, GWW is a warehouse and third-party logistics company serving the beverage/spirits, food and paper industries, among others. AFF is currently owned by The Resolute Fund II, L.P., a private equity fund managed by The Jordan Company, L.P., and AFF's management team.

M&A INSIDER

Merger & Acquisition Deals & Transactions

BUSINESS FOR SALE

JAFZA based Logistics Warehouse

Jafza South, Dubai United Arab Emirates
Plot size 13,316 m2. Built up area 7,736 m2
USD$4,000,000

JAFZA South based Logistics Warehouse for sale. 4 years old with Civil Defence approvals, EHS approved overhead sprinkler system, four roller shutter doors – three of which have dock levelling facilities, 540 m2 of open plan office accommodation split over two floors and 6.5m Eaves height at lowest point.

3PL Contract Logistics and Cold Chain Provider

3PL Contract Logistics | Middle East
Undisclosed

Large scale warehousing business with specialist contract logistics operations in cold chain. Owned property in strategic location and solid customer contracts.

A Very Rare Opportunity - Well Established International Project Management Firm in the UAE

UAE
USD$7,500,000 (Furniture / Fixtures included)

10+ year old International Project Management firm specialising in the full spectrum of construction and project management services. Strong forward customer contracts (guaranteed backlog of projects for 2017-2019) and stable staff of 60+ employees across the GCC region. Revenues more than USD$6.5m+ and cash-flow of USD$2.25m+. Profit margin 31%+. Financial Audit Reports from one of the big four international auditors are available.

Regional contract transport company with locked in customer contracts.

Transportation / Trucking
UAE
USD$40,000,000 - $48,000,000

Regional transportation business with more than 30 years' profitable track record in the UAE. Excellent growth prospects with new customer contracts locked in and implementation for 2017-2018. Large mixed fleet including more than 60 prime movers and 100+trailers. Good average age of assets and excellent safety management programs.

BUSINESS FOR SALE

Niche 3PL / General Sales Agency

Airfreight / Cargo | Singapore
USD$300,000

SME sized specialised Airfreight General Sales Agency. Young business with solid visibility, well established customer and supplier relationships. Steady sales with untapped regional potential.

ADR Hazardous Chemical Logistics Company

3PL / Transportation Chemical Logistics | Spain

Asset-light specialist 3PL company with annual revenues in excess of 8m€ (with a 9% EBITDA margin), 25 employees, two dedicated warehouses (leased) and has all required ADR licences. YoY double digital growth with strong profitability and the company generates material free cash on a consistent basis. The company possesses the main required licences (registration of Industry No. 3070, Environmental management ISO 14001, Quality Management ISO 9001, SQAS Certificate of Transport and Logistics certificate, Certificate for Animal Feed). The ADR logistics company works for a few high quality chemical manufacturers with whom it has long term contracts that have just been renewed.

SEEKING TO BUY

Small to Medium size freight forwarding and warehouse business in East Africa

Logistics / Freight Forwarding
Target Geography: East Africa (Kenya / Rwanda / Tanzania)

Seeking small to medium size forwarding business or businesses complete with business licences to be part of a new market entry for a Regional Logistics Services provider. Could be a small regional operator with multiple offices or a single business.

Project Engineering and Commercial Architectural Firms

Construction & Design
Target Geography: United Arab Emirates

SME to Medium size commercial architectural firms in the project construction sector.

Globally known MNC seeking 3PL, Trucking and Warehousing Assets to support strategic growth and diversification

Logistics / Freight Forwarding / Warehousing
Target Geographies: United Arab Emirates / United Kingdom / Saudi Arabia / Australia / Russia / Germany / India / Vietnam / Indonesia / China / South America

Publically listed MNC seeking a range of supply chain related assets across its global footprint and to meet strategic initiatives. Annual revenues greater than USD$10mio.

European 3PL sought by Asian 3PL expanding internationally

Logistics / Freight Forwarding
Target Geography: Benelux region / Germany

Seeking solid stand-alone 3PL business in the Benelux region as part of an international expansion being undertaken by a major Asian based 3PL.

Medium size freight forwarding business in the UAE

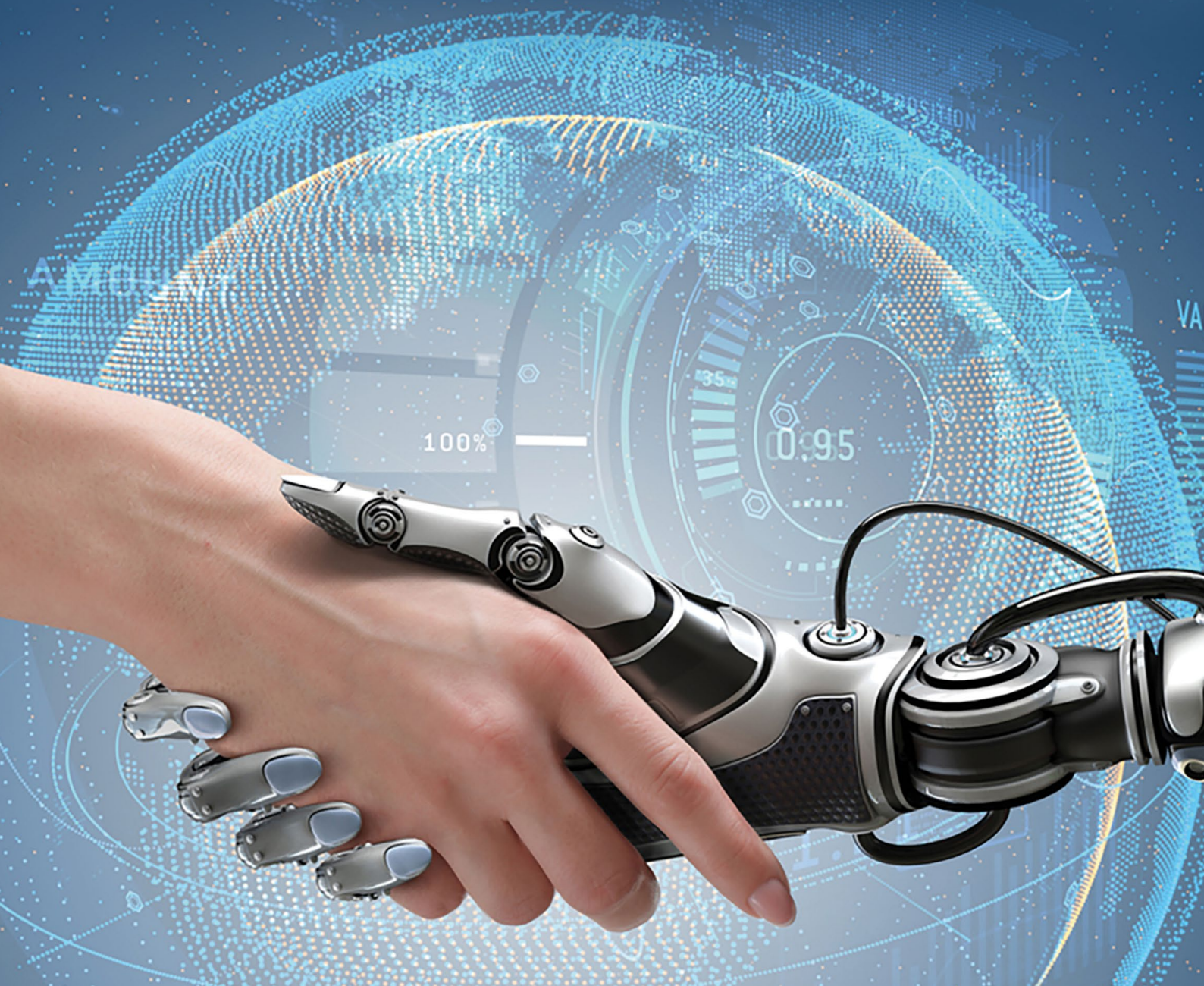
Freight Forwarding or like
Target Geography: United Arab Emirates

Regional logistics firm seeking medium size acquisitions in the areas of logistics, warehousing and freight forwarding. Ideally seeking businesses with solid financial history and annual revenues greater than USD$5mio.

In addition to those listed, Logistics Executive Group has mandates for similar businesses from trade buyers and investors. Please contact us for more information.

Labor Shortages: Why Automation is a Necessity in Today's Economy

If you're not automating you business, you risk going out of business.



Before the holidays last year, Daniel Adam, director of Operational Excellence at Sealed Air Product Care, flew to Romania to meet with his customers in the consumer goods industry. When he asked them what was keeping them up at night, each one had the same answer: skilled labor.

Labor is the most significant resource challenge today, more so than either natural or physical resource issues. Seventy percent of executives across multiple industries and Overall, 45 percent of consumer goods executives say they are facing labor challenges, according to the recent Economist Intelligence Unit's Global Resource Challenges Report, which was commissioned by Sealed Air to understand the perceptions and realities of labor, natural and physical resource challenges within the industries we serve.

For many companies and industries, labor represents a significant percentage of total costs. In the fulfillment industry, labor made up 22.5% of a company's cost in 2016 – the second largest cost for the business after products themselves. So shortages and prices have a substantial impact on businesses. (Source: www.ibisworld.com.au)

Every region has its own unique labor challenge and way of handling those difficulties. When U.S. retailer and e-commerce warehouses need labor, they need it quickly for a short period. They typically expand their operations tenfold for the six weeks around the holidays each year. As a result, the labor sought after is very task-oriented, and companies fill their needs by using temp agencies. Investing in long-term solutions is not seen as cost-effective due to short-term needs.

Meanwhile, unemployment continues to drop in most European states, and therefore, companies focus on hiring employees who are retained and trained to work across the organization in multiple functions. In India's growing consumer goods industry, cheap labor is plentiful, but finding the right skills presents a bigger challenge.

"India's e-tailers are often limited by the physical size and location of their warehouses, so there are constraints to adding more labor while maintaining safe working conditions," Adam says. "Now, they are trying to bring in some automation to manage capacity and finding skilled technical labor locally is tough."

Shortages, increasing salaries, high turnover, and low employee productivity can have a substantial impact on the bottom line of businesses today.

Not many find fulfillment jobs very satisfying. When girls dream about being Cinderella, they speak of fairy Godmothers and glass slippers, not picking and packing several hundred customer orders for dispatch. So it's not surprising that turnover rates are as high as 70 percent in some industries, which in turn requires companies to spend money recruiting and training new employees.

Shortages, increasing salaries, high turnover, and low employee productivity can have a substantial impact on the bottom line of businesses today. Over the next

30 years, the gap between retiring baby boomers and new workers will continue to widen, creating labor shortages across industries. At the same time, wages are on the rise. Factory wages in China increased 19 percent from 2005 to 2010 alone.

To maximize their labor efficiency, many companies provide productivity-based incentives to produce or package more goods per hour. However, that temporary increased productivity is not sustainable nor can it be the long-term strategy to keep pushing employees to work faster. The motivation eventually tapers off and increased benefits diminish.

"The labor and skills shortages that we are facing in consumer goods are mostly self-induced," Adam says. "There's so much more we could do to mitigate the issue. Companies should reevaluate the process in which those people work—cutting the waste and focusing on the value that each employee brings."

Repetitive work should always be eliminated or minimized through automation. Then workers should focus on value-add tasks in a safe and ergonomic environment, rather than overwhelmed by the ever-increasing volume of orders to fulfill, according to Adam.

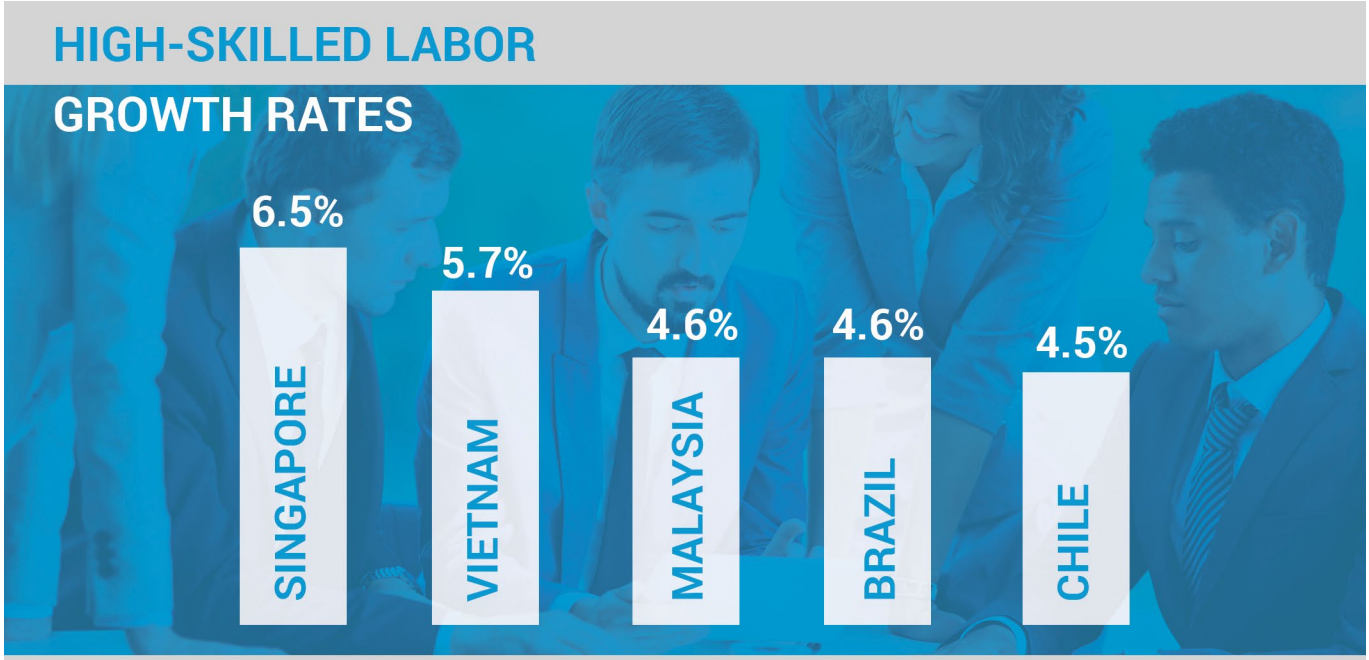
We will solve our labor challenges by investing in innovation and training our workforces to leverage technology that will improve our productivity. We are evolving our business practices and processes as technology allows us to create value in innovative ways.

No matter the industry, robots are becoming a bigger part of our economy. Researchers believe 47 percent of occupations could possibly be automated within 20 years. The automation revolution is already happening. Tablets are now taking our food orders at our airports instead of waiters. While you think Uber was innovative in providing on-demand transportation, they're already experimenting with driverless cars.

Automation will improve labor efficiency and provide additional savings in other categories of resource usage. In the fulfillment industry, automated packing systems will not only reduce the need for labor but provide efficiencies in fulfillment velocity, damage reduction, freight and packaging costs as well as customer experience.

Another benefit is fewer mistakes and improved safety. Instead of relying on humans to ensure the right products are packaged with the right amount of packaging and addressed to the right person to ensure they get there safely is no longer necessary. Automation enhances the customer experience by standardizing how goods are packed and shipped.

Labor-intensive jobs will continue to evolve with advances in automation. Bank tellers have not gone away because of the automated teller machine, and toll booth attendants have not become extinct because of E-ZPass. It's not about replacing people but providing employees with tools that eliminate some of the repetitive tasks so they can instead focus on problems that are truly essential for the business — those that require their talent and ingenuity to solve. "Most companies say that they are facing labor challenges, but in reality, they are sitting on gold mines



Source: Global Resource Management Index, Indicator Ranking, 3.04) Talent pipeline: labor force growth. The Economist Intelligence Unit 2016. http://sealedair.com/insights/global-resource-challenges

just waiting to be developed", says Daniel. Humans and robots working together in unison complement each other, driving efficiency and growth in our global economy.

With the exponential changes in technology, the need for skilled employees has never been higher or more specialized. The major concern is finding and training people to adapt to companies increasingly complex and technology-driven organizations. But some regions are preparing today to meet those challenges in the near future. While emerging-market Asia has the lowest share of skilled employment today, two countries within that region—Vietnam and Malaysia—are expected to experience among the fastest growth in skilled labor between 2016 and 2020.

So executives must not only look at how to train their local workforces but also leverage the global workforce to meet their labor needs. To support an economy that is increasingly reliant on skilled labor, countries must continue to invest in science, technology, engineering, and mathematics (STEM) education for their own populations and attract skilled labor from other markets.

Labor is our economy's most valuable resource, and we must ensure businesses have the tools, training, and innovations necessary to become as efficient and productive as possible. Businesses that leverage automation will have an advantage as we face rising labor shortage and costs. Automation allows us to become more sustainable, improve our operational efficiency and, ultimately, improve the standard of lives for many around the world.

Pasi Pesonen
Vice President - Product Care, Asia Pacific Region
Sealed Air

Pasi has been with the organization for 26 years and is now leading the Product Care business in Asia Pacific as Vice President for the region. He first joined Diversey, currently a division within Sealed Air, in Finland and has since lived in six different countries, successfully serving in several local clusters in Marketing, Supply Chain/Logistics, Sales and General Management roles.

He has an extensive professional and leadership track record with broad business experience. Among others, he has been the Finnish Marketing and Supply Chain lead, Managing Director Finland and Sweden, Global Customer Management Excellence, and Global Sales Operations Lead. He also held positions as sales lead for North/East Europe and was the Vice President of Diversey Care, East Europe before he moved to Singapore in 2015 to lead the Product Division in Asia Pacific.

Pasi has a Master's Degree in Food Science (economics & marketing).

Change Management - *Quite a Challenge to Handle?*

At some point in time, we may have all been faced with various forms of change in our work environment. The reality is that many of us did not like it as we do not like change. But change takes place around us all the time. Most of the time we do not even know that it is happening and yet we accept it after we realise that is has happened. The fundamental resistance to change for many of us, is the fear of the unknown. Or moving us away from our comfort zone. Or that we were not part of change process consultation? Whatever the reason, there will always be resistance and skepticism to change. However change in our business environment is almost certain a necessity and no longer a choice.

HOW DO YOU START TO MANAGE CHANGE IN THE WORK PLACE?

Change has been many a CEO's greatest challenge to manage. There are virtually very few businesses that have not needed to make some form of radical change. Some have been successful in dealing with change and others have failed. Even for the successful ones, the journey would not have been easy. The need for change is often identified when things are going badly wrong. But on other hand when one anticipates the changing landscape, the response is often "if it ain't broke why fix it?"

As a visionary CEO this is a challenge – you can see the rough ride ahead but no one else can. You are on your own ! But not all is lost – change has to start even if there is little "buy-in" at first. Change has to start by understanding what has to be changed and most of all, why. When these two key points are clear the transformational change can begin. The launch of the change process is the next big event that needs to be carefully handled. The tendency of making big broadcasts of change and promoting the concept of adapting to a "new company order", is often 1st in the spiral of failure. Premature alarms and calls for massive change is seen as a revolution. A threat and the formation of core resistance throughout the journey no matter how well it has been planned and intended.

Having identify what and why change has to happen, the next is to identify the priority of where change needs to be applied. Often change will impact the whole organisation but there is a delicate sequence of where this change transformation begins. Well selected change catalysts will enable a smoother transition, accelerate the "buy-in" and reduce resistance on the way.

WHAT IS THE OPTIMUM SEQUENCE OF A CHANGE MANAGEMENT ROLL-OUT?

Experts will differ on this question, and will also differ by organisation. However, I believe that the most but effective change management strategy is to identify the areas which are key to make early gains in the transformational process. There are two corporate functions that are instrumental in the process and critical to the transformational roadmap in the organisation – these are principally the Human Resources function and the Finance function. Why do I think these are the key starting areas ? Because people and money are the two crucial assets in an organisations overall workings.

As change impacts people greatly, it is the HR function that has to enable and manage "the reset" elements of change. Dealing with people in a transformational scenario is paramount to success. The key questions of the what, why, where, how and when change need to be supported by HR! Driving change through a structured HR platform, will help not only the transitional stages but will also help to stabilise and sustain the longer term program. The second key enabler is finance. This provides the space and leverage to evolve the programs necessary to manage the transformation. But finance is also a powerful lever to ensure that the governance of a change management program is well balanced whilst engaging other functions in the organisation.

The 3rd and most important enabler is the leadership for change management that provides the vision and guidance throughout the transformational journey. This all sounds great! But is this enough to achieve the desired changes? And how do you ensure the checks and balances required to keep the program on course?

the most but effective change management strategy is to identify the areas which are key to make early gains in the transformational process

Managing the challenges of the transformational journey are often quite tough!

Indeed planning the transformational journey, enabling the key functions and having a strong leadership in place to kick-off the program, are undoubtedly fundamental. But what happens when things do not go to plan or heavy resistances are met or the business stability starts to falter? It has been know that in such cases, all is cancelled and everyone tries to get back to normal. This unfortunately would be the 2nd step in the spiral of failure. It is very difficult for an organisation to return to a previous state of operation once a change program has been initiated. There is no going back! The wheels of motion started fuelling changes, as people appreciate that change could be good. It is often a few hard core resisting change, who make the loudest noises that create panic and confusion. However well prepared a roadmap and strategy is, there will always be a natural confusion and doubt that arises throughout the program. It is that fear of the unknown and the shift from that comfort zone, that kicks in hard on those who are touched by change. However being able to recognise it and prepared to deal with, is the true value that change managers and change agents bring to the party. Change is managed through teams.

Nurturing change, building the blocks for the new company order, developing confidence in the key enablers on the transformation journey is a fundamental part of the roadmap. It is the tactical execution that needs a detailed attention at the very early stages of the program.

Revising or formalising policies, procedures and guidelines will be

essential to provide the working principles for clarity. But creating a trusted and tested methodology to stay on course will be key for all. This will overcome fear of the unknown and help navigate to through new waters.

WHAT ARE THE KEY TRIGGERS THAT CAN KICK-START A SOUND AND EFFECTIVE PROGRAM?

Some Companies have stronger tendencies to be inward facing. They are pre-occupied with the internal workings and battling inter-departmental silos and positioning their corners. The sales function is probably more outward facing than others. They can see their competitors, their organisation's shortcomings and the disconnects between the functions that should be supporting sales.

The classic cases are well know, of where change is needed and if this does not happen, the company usually ceases to exist. The most powerful wake-up call that will make an inward looking organisations realise their folly ! It is when their customers tell them how bad they are. This may too late and change becomes a major battle of survival rather and productive transformational experience.

An effective and productive approach to kick-start a change management program, is to change the organisation from an inward to an outward facing! This can be achieved by deploying structured Client surveys on key performance or perception parameters. Benchmarking key parameters with best-in-class and internal staff engagement surveys. These 3 tools will provide useful and critical information that will create the 4th dimension enabler to the transformational program. There of course other tools and drivers that could be used.

Using fact based data will become the basis to change things. Knowing full well that by not taking the necessary change actions, the consequences will be self evident!

WHO SHOULD DRIVE THIS PROGRAM AND LONG WOULD IT TAKE TO ACHIEVE?

There is no magic answer to how long a transformational program would take. But what is important, is that change management is about doing the things that are necessary and doing them well. In other words being effective and efficient at what the business and the organisation needs to deliver. This is a very obvious statement that no one disagrees with. But the failure comes when the organisation does not see this being deployed nor practiced. Why then is such an obvious and accepted statement the core of failures in an organisation? This is the 2nd major challenge that the CEO has on his hands. A CEO cannot lead the organsiation the strategic roadmap as well manage the tactical transformational changes. Some organisations expect the CEO to manage both. He can only lead the strategic and tactical but cannot manage both. Successful change management programs have been achieved by entrusting such an initiative to the COO or a high ranking company officer working closely with the CEO and board. The Change Owner of a transformational program must be empowered at the highest level that will provide the leadership, resources, guidance and governance to achieve the CEO's Vision ! It is through such an approach that change can succeed and thrive. Having a vision is not enough, it has to be backed by structure, method, empathy and resilience to overcome many challenges – a change owner is a very special person and works through people across all sectors of the company. If you are planning a change management program, the above article is a summary of the course one should take. There will be another update on this topic in a Q4 edition. But meanwhile plan well, prepare for a tough journey but also enjoy the experience – it will be unique!

Joe Lombardo
Founder
ESP Consult

Founder of ESP Consult, Joe Lombardo, has advised CEOs on change management through a supply chain focus.
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. This introduction to a transformational journey, illustrates that it is not as complicate or as expensive as it may seem. The rewards and benefits will be significant. ESP Consult advises on structuring the model to facilitate and successfully implement Adaptive Supply Chain driven organisation. 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**

How to Build Trust Quickly When Time is Limited

When talking to supply chain leaders about building trust, a key question I get asked is how do you build trust quickly in a newly formed team, when time is short?

This is a valid point. A study by Towers Watson found that it takes seven months to build trust with people and half that time to lose it.

In today's fast-paced business world, we often don't have the luxury of time to decide whether someone is trustworthy or needs more time to trust us. Teams must be put together quickly, decisions made and deadlines met.

Yet, when you scratch below the surface you find that most leaders are constantly fixing people and customer issues. It's a struggle to work on business goals when most managers are in constant fire fighting mode.

The irony is that underpinning these challenges are trust problems. Trust is at the heart of every relationship, every interaction and every transaction. It even influences the systems you create.

Managers need to start thinking about creating an environment where trust thrives, so that trust can be built quickly and efficiently. Whilst this approach takes some time initially, it will drastically reduce the daily fire fighting and frustrations longer term.

TRUST CAPITAL AS AN ECONOMIC DRIVER

Economically, high trust increases value. Imperative Research found that companies that are high in trust have 2.5 times the revenue generation of low trust organisations. While Great Places to Work Institute together with Fortune magazine discovered that high trust companies beat the average annualised returns of the American S&P 500 by a factor of three.

Trust enables different people within an organisation to consistently rely on each other. It's trust that enables your customers and other stakeholders to believe that you will deliver on your promises and behave responsibly. It's trust that enables a company or brand to bounce back after a reputational crisis.

Generating optimal trust enables an organisation to operate with greater efficiency and speed. Improved synergies across the company and within functional groups, is a crucial motivator.

What's generally misunderstood or over-looked is that trust capital is an intangible that powerfully supports and activates other types of capital.

It reduces friction and stress within people capital – so that they take risks, innovate, and collaborate - to make more intellectual property. It's the foundational element behind organisational capital; it fuels the ability of an organisation to mobilise and sustain change. It's a precondition before teams and departments will share information, ideas, and work together on projects.

Trust underpins that the right decisions are being made based on the collective insights of employees, to create efficient and suitable supply chain systems to achieve strategic outcomes.

Trust capital provides a powerful source of sustainable, competitive advantage. Intangible assets represent more than 80% of corporate value and are hard for competitors to imitate. Competitors may use the same technology and hardware, but your trust competitive advantage is really about how fast your people can innovate and deliver.

Generating optimal trust enables an organisation to operate with greater efficiency and speed. Improved synergies across the company and within functional groups, is a crucial motivator.

In order to sustainably embed trustworthiness, it has to be fundamental to how the company operates as a whole, rather than just being embedded into a couple of processes and subsystems. This ensures that everyone in an organisation from the bottom right to the top can rely on others to do the right thing and deliver on their promises.

BUILDING TRUST CAPITAL FOR LEADERS

Savvy business leaders are constantly building and managing trust with those around them. This pays high dividends to make life easier when risk and uncertainty increase.

What I have found, is that average leaders do little to improve trust and there are two key reasons.

First, they are so caught up in deadlines and general fire fighting that they overlook that building trust with others would actually save time, not take time away.

Second, most leaders in general do little to increase trust. Not because they don't want to, but because they aren't even sure where to start. If they try to attempt change, they waste time focusing on the wrong trust elements. This results in a vicious cycle. Trust doesn't get improved. And it is then relegated to the sidelines as being too hard.

But there is a proven way and knowing how is crucial!

Building trust starts with leaders who

are intentional on building trust in their portfolio of competencies. Some organisations have comprehensive training programs on this topic that are aligned to a company trust framework. This ensures everyone is on the same page when they talk about trust and call out behavioural issues.

Of course, that's not possible for every organisation or every leader. This is where the three-step trust formula helps you build trust no matter what the situation.

THE TRUST FORMULA

In a perfect world, trust should to be championed by the CEO, board and executives. so that it is inserted into the very fabric of their organisation's architecture.

According to neuroscience, if you want to get people to trust you quickly, you need to focus on three factors that the brain requires to perform well at work.

1. Creating Psychological Safety

A Surprising Ingredient in High Performing Organisations is psychological safety. This is by far the most important out of all the dynamics Google measured in a high-performance team.
Employees need to see and feel evidence that their workplaces are safe and that their fellow co-workers are looking out for them. More importantly, workers need to know that their bosses and colleagues really care.

Psychological safety helps people thrive in their jobs. Employees want to work in an organisation where they can be themselves, speak up about any concerns and that if they make a mistake they won't be criticised.

They want to know they can work the extra mile and their efforts will be recognised. This feeling of psychological safety enables employees to become more emotionally invested in the organisation they work in. It means they're more likely to work harder and be engaged in their work.

To build trust quickly, focus on creating a safe space for people to bring their best selves to work is a leaders duty.

By acknowledging every team member through eye contact in meetings, inviting each person to speak, practising deep listening, expressing gratitude and rewarding excellence.

While on a one-to-one basis, empower individuals with questions such as "What would you do if you had my role?" and "I need help with this. I've heard you're the person who knows what to do. What would you suggest?"

2. Focusing on Impact

When people have clear directions, understand the meaning of their role and how it contributes to the success of the organisation, they feel as though their contribution matters. Their work inspires them to get out of bed each morning excited to go to work, because their work makes a difference.

When employees understand their overall role in the business 91% will work towards that success. But the number plummets to 23% if they don't (Bill Quirke, Melcrum).

As a leader, it's vital to reduce uncertainty by letting people know where the company is headed and why. When employees feel that communication is ambiguous or they don't understand what is expected of them, they fall into fear and low trust. Clear, accurate and relevant communications are very important. Aligning the organisations needs, with company goals are an indispensable process for successful trust levels.

Where possible, encourage employees to meet with others in the company or customers who actually benefit from their work. When employees discover how their work positively impacts others it becomes highly motivating. This also strengthens people's sense of belongingness and connection. It also improves productivity by 6% (research by Adam Grant at Wharton School).

3. Reinforce Connection

We are biologically wired to want to be with other people. Having a sense of connection to those around us improves our well-being. Yet, we often receive conflicting messages at work that we need to focus on tasks and not waste time making friends.

Research and experiments show that when people intentionally build social ties at work, their performance improves. Those that have high trust levels at work have more meaningful relationships and feel both secure in and loyal to their group. They also know they have support when they need it.

Furthermore, we trust people who are similar to ourselves. You can unite people together - no matter how different they are, by aligning them to the company purpose or a really compelling goal.

Positive collaborative work groups enables colleagues time to socialise and talk about things that are non-task related. This in turn is the foundation of building trust and achieving results.

USING THE TRUST FORMULA

An organisation creates values through efficient internal business processes aligned to strategy.

Business leaders who cultivate trust, ensure that they flush out trust issues before they become problems. This ensures preventive actions avoid unnecessary stress, incoherence, and inefficiencies.
Ultimately, you develop trust by ensuring people feel valued for who they are, understand how their work positively impacts those around them and through providing the right people and resources to see it through. By practising these behaviours, you will reduce fire fighting working mode. Instead, employees become more accountable, decision-making becomes faster and there is better collaboration between departments or teams.

Then, all you need to do is, get out of the way and watch the magic unfold, while you start hitting the real goals that got lost in the chaos.

Marie-Claire Ross
Chief Corporate Catalyst
Trustologie

Marie-Claire Ross is the founder and Chief Corporate Catalyst at Trustologie. She is a workplace sociologist, author and consultant focused on helping leaders create high trust work environments. If you want to find out how well your organisation or team excels at trust, try a complimentary assessment at http://www.trustologie.com.au/trust-capital-score

The Future of Warehousing and Logistics with Robotics Automation

GreyOrange, one of the world's top 50 robotics companies, serves its Asia-Pacific customers with the latest Artificial Intelligence in its robotics hardware and software solutions for supply chain automation.

If there is one thing that much of the world has in common, it is the state of its warehouses. One of the most traditional industries, warehouses the world over have mostly remained technology-starved for decades. In many parts of Asia, warehouses are poorly managed and cumbersome, making even the most basic operations like sorting, picking, storing and documenting, inefficient and often error-prone and unreliable.

As the global race for businesses to stay ahead intensifies, supply chains are increasingly under pressure to deliver higher performance and lower costs. Companies around the world are turning to technology to improve operational efficiencies in their warehouses, fulfillment and distribution centers.

According to an IDC report, IDC FutureScape: Worldwide Robotics 2017 Predictions, by 2018, 45% of the 200 leading global e-commerce and omnichannel commerce companies will deploy robotics systems in their order fulfillment warehouse and delivery operations. Over the next years it is expected that many applications will incorporate some level of machine learning and as such, Artificial Intelligence will become more prevalent.

SUPPLY CHAIN AUTOMATION WITH ROBOTICS TECHNOLOGY

Leading players in the logistics industries are gradually beginning to recognize the need for technology to overcome the limitations of manual operations. They have led the adoption of advanced robotics technology in the last five years or so, to create high productivity warehouses and optimize supply chains to cope with the dramatic evolution in terms of volumes.

In Asia, several logistics players for consumer goods, retail, e-commerce and 3PL(third-party logistics) are also consciously investing in automation technologies to make their pricing more competitive, deliver on consumer expectations of faster deliveries and seamlessly handle the increasing volumes of shipments along with the growing complexity of operations.

With the implementation of robotics automation, warehouses can increase their throughput and accuracy, using the same or even less space, equipment and resources, reduce the lead time for processing orders, reduce errors in packaging and dispatching, and improve their overall efficiency enormously.

Across India to Indonesia, China, Thailand, Malaysia to Singapore, key players in Asia's large logistics industry and e-commerce marketplaces, have announced their plans to invest in the expansion and modernization of their warehouses and logistics network during these couple of years as part of their efforts to modernize their supply chain processes and strengthen their position.

GROWTH OF GREYORANGE, ONE OF THE WORLD'S TOP 50 ROBOTICS COMPANIES

Back in 2011, GreyOrange was born as a two-member team with enormous passion for robotics and the zeal to solve supply chain problems. Conceived with the vision to cater to the logistics industry and transform them with the power of robotics, GreyOrange has emerged today, as a global technology company which ranks among the world's Top 50 Robotics Companies, according to Robotics Business Review, and Top 10 for Industrial Robotics in warehouses today. It has been at the forefront of innovation in robotics technology, Artificial Intelligence and machine learning. The company has seen phenomenal success since its inception, growing at double digit rates year-on-year, and rapidly capturing new markets around the world.

Truly adaptable, scalable and modular, its two main products - GreyOrange Butler and GreyOrange Sorter - are designed to work in almost any kind of warehouse environment; and are helping several companies across the world, including Asia, solve complex business problems. Since warehouse operations constitute about one-third of the overall supply chain management cost for businesses today, GreyOrange technologies are providing an important competitive advantage to its customers. Visit www.greyorange.com

The GreyOrange Butler and Sorter are a result of the company's continued commitment to innovation: over 60% of its workforce is dedicated to R&D. With its strong technology DNA and automation expertise, GreyOrange is pushing the traditional boundaries of existing markets and redefining warehouses and supply chains across the world.

CASE STUDIES OF EXCEPTIONAL GROWTH USING ROBOTICS AUTOMATION

Robotics solutions from GreyOrange have enabled some of the leading companies across e-commerce, logistics, FMCG and Retail to automate their warehouse operations and significantly increase the efficiency of their supply chain. GreyOrange has established a strong presence in various geographies including Asia, Middle East and Latin America. Among others, the GreyOrange Butler is deployed in Nitori, one of the largest home furnishing chains in Japan and Sodimac, a home improvement retailer in Chile.

Its Logistics customers across the world include Kerry Logistics, Aramex, Ninja Van - Southeast Asia's fastest growing technology-driven last-mile logistics company - and Loggi, a digital platform for express delivery in Brazil. Its case studies with FlipKart and Aramex are documented here - http://www.greyorange.com/products/sorter

The customers of robotics automation from GreyOrange include consumer goods retailers, e-commerce companies and third-party logistics(3PL). Among them are several noteworthy examples who partnered GreyOrange with the aim of significantly reducing their OPEX(operating expenses), streamlining their revenue processes with robotics automation and meeting service levels during periods of variable demands.

The phenomenal growth of the middle-class in Asia in a relatively short span of time - and its rapidly

evolving consumption patterns for consumer goods both at retail and online - presented several distribution challenges. In this example, we will highlight one of its customers, a leading online consumer goods distributor. Their challenges included handling high volumes, single-item as well as multiple-items per order, packages of different shapes and sizes, shipping to numerous locations across the country, and services including same and next-day delivery.

This customer was also looking to improve its processes to handle the huge demand surge during festive seasons to provide the best experience to its consumers. Manual sortation of thousands of parcels for hundreds of destinations in a few hours, while operating within the limited space in its warehouses and transit centres was leading to costly inefficiencies and inaccuracies. Moreover, its large number of third-party logistics (3PL) vendors handling its last mile delivery in the country, would typically charge for each shipment based on manually approximated packet weight and dimensions. This meant potential revenue loss for due to a lack of accurate data.

GreyOrange designed a customized solution and implemented several of its Linear Sorter systems across its fulfilment and transport centres nationwide. The customer achieved their goals with a throughput of 48,000 items per hour, and reduced OPEX to half and improved revenue recognition by >10%. It has also reduced the sorting process time to half while significantly reducing errors and eff¬ectively utilizing warehouse space that resulted in savings up to 2.5 times.

THE FUTURE OF SUPPLY CHAIN AUTOMATION IS HERE

GreyOrange's robotics solution has enabled several of its customers to automate its fulfilment and transport centers and resolve the challenges in order sorting, routing and inaccurate billing for shipments by vendors.

Considering the challenges warehouses and supply chains face today, they will only get more complex and will see a greater reliance on technology – especially robotics. The future is already here and logistics executives who are fast to adopt robotics technologies will enjoy a larger competitive edge.

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GreyOrange is a multinational technology company that designs, manufactures and deploys advanced robotics hardware and software products for automation in warehousing and logistics industries. With deep engineering and cutting-edge technology at its core, GreyOrange is helping customers leap forward by simplifying business processes and enhancing productivity to unprecedented levels.

GREYORANGE HAS TWO FLAGSHIP PRODUCTS IN ITS PORTFOLIO:

GreyOrange Butler is a goods-to-person robotics solution, powered by Artificial Intelligence, for inventory management and order fulfillment. Reducing order fulfilment and inventory replenishment time in warehouses is imperative for businesses today to gain a competitive advantage. With a throughput of up to 600 picks per hour per pick station, the GreyOrange Butler helps accelerate order fulfilment and inventory replenishment time, while enabling warehouse managers to reduce stock losses and pilferage by tracking inventory in real-time. In layman terms, for instance, in an e-commerce warehouse that is not automated, a picker spends more than two-thirds of his time walking from one corner to the other to pick or put the required items from/to different shelves. The GreyOrange Butler can bring these racks to the operators much faster making the process time-efficient, while cutting down errors, damage, pilferage and stock misplacement. It integrates seamlessly to existing WMS/ERP system, and adapts to changing inventory profiles, demand patterns and peaks. Its modular system architecture ensures bi-directional scalability to increase storage volume or fulfillment throughput independently, by adding more storage racks or robots, as needed.

GreyOrange Sorter comprises an advanced software and robotic sortation system for order profiling, routing and consolidation in fulfilment and distribution centres. It offers unmatched throughputs, package-handling capability and reliability as it routes packages based on defined sortation logics such as destination, volume or any other custom logic based on business requirements. The system can efficiently eliminate any errors in sortation, speed up the logistics process, and reduce the delivery cycle. Completely modular and scalable, it can sort up to 6000 parcels per hour with up to 500 end-destinations.

Challenges in Life Sciences Supply Chains in Asia

The distribution network of a (bio) pharma company depends obviously on the one hand on where life sciences products for the APAC market are manufactured and on the other hand the nature of the product which might require for example temperature controlled handling. Market requirements and propositions of competitors also influence the design of a company supply chain as well as the location of strategic inventory and the chosen route to market. Last but not least, life sciences supply chains are also heavily influenced by regulations and legislation. Especially in a growth market like APAC it is challenging to find the right solution in determining the appropriate cost/service balance to serve specific channel and market combinations. Martin Gouda and Sui Leng Khoo of BCI Global explain which pitfalls to avoid and how.

LIFE SCIENCES MANUFACTURING APAC

Many life science companies are rapidly expanding in the APAC region. Manufacturing takes place in clusters in e.g. Singapore, Japan, India and China. Some Asian countries attract investments to create a solution specifically for their domestic market. Medtech companies are investing in manufacturing plants in countries like Thailand, Malaysia and Vietnam. Still more than 85% of life science products are produced in other global regions. Looking at the distances in those situations between manufacturing locations and the APAC markets, a thorough Sales & Operations Planning process to align manufacturing with local demand is mandatory.

APAC MARKET

There are differences within the various APAC markets that influence the development of the most

optimal supply chain structure for an individual company. Local (i.e. national) regulations sometimes require brand owners to work together with distributors to get a license for a specific country. Regulations are not harmonized across the whole region and local customs impact the cross-border capability heavily, resulting in low reliability and the need for local stock points.

GO TO MARKET STRATEGIES

APAC represents 28% of the global healthcare market and is rapidly growing in size. Today Japan and China still represent 70% of the total APAC market. The total share of ten ASEAN countries is only 10%. For these smaller countries most brand owners decide for a distributor model to go to the various national markets. In some countries like Japan and Vietnam the position of dealers and/or distributors is strong and bypassing them is not an option. Regional players like DKSH, Zuellig and LF are distributing into many national markets based on their strong (logistics) networks. Direct and more centralized models are not common in the APAC market yet, also prevented by the lack of harmonization in regulations.

SUPPLY CHAIN PARTNERS

Supporting the brand owners in the distribution to the markets four main categories of service providers distinguished. First of all the local dealers and distributors. In the majority of the countries you will find thousands of distributors ranging from big to small. The second category consists of important regional players in the distribution like Zuellig who operate across the region. The third category are the local logistics providers that are active in specific national markets. Examples here are Yongma in Korea and Mitsubishi in Japan. Global players like DHL, Schenker, UPS, Fedex, the last category, are active across the whole APAC region and trying to position themselves.

Altogether, there is a broad array of services offered by a variety providers in the market. Although many investments are being done by those companies, there are still challenges that have to be addressed before a safe and cost effective route to market can be realized. This goes especially for shipments that are dependent on a temperature controlled environment. In countries like Indonesia, where it is already a challenge to keep food products in the proper conditions, the challenge for pharma and biotech is even bigger.

SUPPLY CHAIN ENABLERS IN THE FUTURE

There are five drivers which will enable smooth supply chains in the future: adjusted regulations; investments in infrastructure; temperature controlled packaging; late postponement; e-commerce.

REGULATIONS

Countries in APAC are reviewing their regulations for the life sciences market in order to make things easier for companies to provide life sciences products to the consumers/patients. This is especially difficult when these regulations prevent companies to implement their most optimal strategy. A good example is the difficulty to set up central solutions because of local labeling requirements. One of the biggest enablers for the industry will be the alignment and harmonization of regulations in the APAC region. This will make more centralized and regional solutions possible, allowing also for late postponement in the area.

INVESTMENTS IN INFRASTRUCTURE

Many service providers are exploring the potential to expand their activities in the life science industry. Global and local service providers are investing heavily in infrastructure (warehousing & transport) and service (e.g. consignment, hospital logistics and temperature controlled). The growth in APAC will fuel the investments that will be done by the main players in the logistics services industry. The advantage for APAC here is that lessons learned from more mature regions like the US and Europe can be taken as a starting point. For example, modern warehouse building techniques (like the use of earth warmth) will allow for more cost efficient solutions with less energy consumption to keep the facilities within the temperature range.

TEMPERATURE CONTROLLED - PACKAGING

Temperature controlled shipments are a challenge across the globe, but especially also in APAC. It can be concluded that most of the temperature excursions are experienced at hand over points like airports. To overcome the challenge of keeping temperature at the right level, not only at 2-8C but also for 15-25C shipments, the packaging industry is very active in developing phase change solutions. A phase change material (PCM) is a substance with a high heat of fusion which, melting and solidifying at a certain temperature, is capable of storing and releasing large amounts of energy. Heat is absorbed or released when the material changes from solid to liquid. These solutions based on PCM are less dependent on human intervention and can be used in different transport modes without any interference with the temperature controlled cargo. Manufacturers like C Safe, Sky Cell and Tower are amongst

the front runners of this development that will bring opportunities for improvement in reaching a controlled and compliant cold chain without excursions.

LATE POSTPONEMENT

A model that is developing rapidly is called the late postponement model. This model is already more common in the European market where regulations are more harmonized and supported by authorities and customs. Companies like Celgene and Ferring are using this model. Product is brought into the APAC region from manufacturing locations (in these examples: in Europe) in bulk in customer packs. The product is stored in a central location and based on demand, the product is labeled in the central location just before it is send to a specific (national) market. Centralization concepts based on central distribution centers or regional hubs support a decrease in cost and generally an improvement in service. Unfortunately, these concept are only possible when allowed by customer requirements. In most cases, due to the regional distances, these requirements are only met when using (expensive) air freight solutions and therefore only possible for high end products like e.g. biotech based medicines.

E COMMERCE

APAC is one of the global regions where e commerce is developing rapidly. Customers in the region are used to being on line. Easy ordering via a smart phone is (getting) part of daily life. Especially for fashion and luxury goods already good examples of successful e- commerce strategies in the APAC region can be seen. Since medical technology is looking for more end customer intimacy for certain products (like glucose meters for diabetes patients), the use of these e-commerce channels might be a viable solution for certain products in the future.

Given the situation today the expectation is that developments will be slow, but steady. Many countries are looking at streamlining their legislation to support the distribution of pharmaceutical product in their territory. Product availability will increase in the future but most APAC countries still have a way to go. It will certainly take more than a couple of years before the streamlining of supply chain solutions will match European and US practices. Step by step the supply chain setup will reach more mature stages, benefitting in the first place patients in the APAC region.

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Martin Gouda
Partner (Suppy Chain Practice)
BCI Global

Martin Gouda is Partner Supply Chain Strategies at BCI Global and has over 25 years of experience in international supply chain optimization. He has been working in various roles in the on strategic and tactical level in management and consultancy. Martin worked for a global 3PLs for almost 10 years in various roles in business development. The last three years he was leading the Healthcare sector on global level. Martin carried out strategic projects with fortune 500 companies in various industries in the areas of warehousing, distribution, transport management and end-2-end.

As a consultant he worked for BCI Global for companies like Abbott, Medtronic, Pfizer, Celgene, Acist, Baxter, Invacare, Wartsila, ExxonMobil, UPS, TNT, DHL, and many others.

Martin is the chairing the Health Care Logistics forum (HLF) and was the founding father of this forum.

EVENTS

September

MATERIALS HANDLING MIDDLE EAST
September 11th - 13th, 2017
Dubai, UAE

5TH PHARMA & BIOSCIENCES CONFERENCE
September 18th - 19th, 2017
Budapest, Hungary
www.coolchainevents.com/

AIR CARGO HANDLING CONFERENCE
September 19th - 21st, 2017
Budapest, Hungary
www.achconference.com/

October

GULFOOD MANUFACTURING 2017
October 31st - November 2nd, 2017
Dubai World Trade Centre
www.gulfoodmanufacturing.com/

LOGISYM MALAYSIA 2017
October 24th - 25th, 2017
Hilton Petaling Jaya
www.logisym.com/events/logisym-malaysia-2017/

November

LOGISYM INDIA 2017
November 23rd - 24th 2017
Delhi, India
www.logisym.com

ASIA-PACIFIC 3PL AND SUPPLY CHAIN SUMMIT
November 20th - 21st, 2017
Singapore
https://events.eft.com/3pl-asia/

THE 12TH ANNUAL GPCA FORUM
November 27th - 29th, 2017
Dubai, UAE
www.gpcaforum.net

EMERGING AIRPORTS CONFERENCE & EXHIBITION
November 29th - 30th, 2017
Jeddah, KSA
www.emergingairports.com

December

THE 8TH INTERNATIONAL SAUDI TRANSTEC EXHIBITION & CONFERENCE
December 5th - 7th, 2017
Dhahran International Exhibition Center, Dammam, Kingdom of Saudi Arabia
www.sauditranstec.com

LOGISYM OMAN 2017
December 13th, 2017
Muscat, Oman
www.logisym.com

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Corporate Advisory

Complexity-to-Opportunity. Partnering to Evolve Your Business – Globally.

Complexity and change is a constant in today's environment. Smart, agile companies must navigate the changes, while sustaining growth and improving operational effectiveness. Logistics Executive Group Corporate Advisory and Consulting Group is a leading boutique provider of performance and outcome driven consulting services across Business Performance, Supply Chain and Operations and Human Capital.

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Our services

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- Organisation & Executive Coaching
- Astrum Lighting Innovation
- Jafza Representatives
- Practice Consultants
- Mergers, Acquisitions & Merger Integration Strategy

About us

Logistics Executive Group is the acknowledged industry leader providing a suite of whole-of-life-cycle 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. We offer a full suite of solutions designed and executed to best position our clients to enhance growth and overall performance.