The Official Journal of The Logistics & Supply Chain Management Society

The Logistics & Supply Chain Management Society
The Regional Professional Body for Logistics Practitioners

LogiSYM

The Magazine for Supply Chain Executives

DECEMBER 2015

this issue

main feature

Efficacy of the new trans-pacific alliance | page 18

In this feature, our guest author Camila Osorio talks about how effective will the new Latin American and Asian Partnership be in boosting trades.

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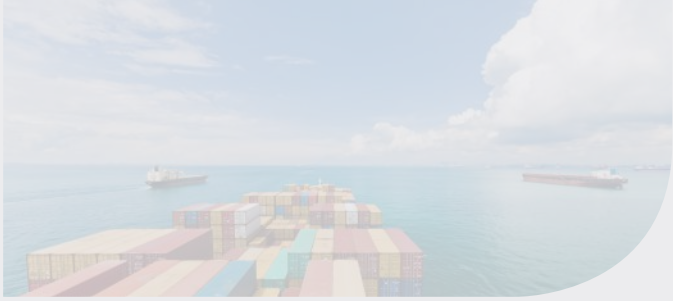
contents



22

18

26

featured

regular

30

from the editor

As we close 2015, what can we expect in 2016 ?

As we prepare to close 2015, the planning by most Shippers for 2016 would be well under way. Some may tell you 2015 was a good year, for some it was as expected and for some it may not have been so good. This sentiment is reflected across several industries. But for those in the supply chain & logistics industry, the challenges faced in 2015, will continue well into 2016.

What is different for some, will be for those who have not relented in their improvement programs. It will be in 2016 when the agility of supply chains will be tested. As we enter into Q1, we can expect much the same trends as in Q4 2015, but beyond that, we can expect some upturn.

If your supply chain is not able to ramp-up and meet demand, with speed and agility, you may be left behind. Whilst oil prices are at their lowest, the prospect of cheaper energy and potentially a continuation cheap borrowing, the signing of the TPP, the agreement on clean energy and a China that is still growing albeit at a slower rate, all points to a positive 2016.

This is for those who have developed and implemented an "Adaptive Supply Chain Capabilities" methodology, will gain the most. Others will struggle to achieve a baseline performance in what will be a very competitive market place.

For those who have adopted e-Commerce business models, it is expected that they will enjoy a higher growth rate and better margins quality. China continues to lead in the area of e-Commerce deployments. Korea is the other Asian country that can showcase well developed e-Commerce models. Other parts of Asia are slower on the uptake of this business channel.

For those who have adopted e-Commerce business models, it is expected that will enjoy a higher growth rate and better margins quality. China continues to lead in area of e-Commerce deployments. Korea is the other Asia country that can showcase well developed e-Commerce models. Other parts of Asia are slower in the uptake on this business channel.

Our December issue is again packed with many interesting articles that will touch several sectors. These include a summary of the key trade agreements TPP, RCEP, FTA, an interesting article on Avoiding the Pitfalls of Out-Sourcing – most important in an upturn market and many other good articles, contributed by industry practitioners and experts in their field.

I look forward to receiving your feedback at info@lscms.com and even publishing an article of yours. We hope that you will continue to find new, as well as relevant information to guide you through similar challenges in your own working environment.

We thank all our readers for the great feedback and contributions we have received throughout 2015 and to all the Contributors for their interesting articles.
I take this opportunity, on behalf of all of us at LogiSYM, to wish all our esteemed readers our warm Season Greetings and a Very Happy & Prosperous 2016.

Joe Lombardo
International Editor,
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LogiSYM
The Magazine for Supply Chain Executives

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a word from the president

Where did the year go and what lies ahead?

Simple answer. Who knows for sure?

To me, 2015 has gone by in a blur. It was an "interesting" year - to say the least, on both the professional and personal front and it has gone by in a whirl. Friendships were made and some were tested and strengthened through shared challenges and adversities and with others, the mettle and estimation of certain individuals were tested. In those found wanting I make the conscious decision to sever ties and choose to focus on the friendships and relationships that make the most sense for all parties. There simply isn't enough time in the day to deal with "oxygen thieves".

Why am I lifting the veil, ever so slightly on this personal approach to relationships? As many of us are wont to do as the New Year approaches, we size up what we have done and achieved and set targets, realistic or otherwise, on what we want to achieve on a personal and professional front in the coming year. Whether we do so consciously or otherwise, we all do this to some extent or another.

Market and numerous other forces that are beyond our control will have an effect on the plans that we make. Like any good Logistician will tell you, we know that our plans cannot be cast in stone but if we do not have a plan or direction in mind, we are simply planning to fail. Needless to say, contingencies must be in place as well in order to help us stay on the path we have plotted so that when December comes around next year we do not look back with regret and say if only we ....

2015 has a seen a flurry of M&A activity. 2016 will see the outcomes of these activities taking shape and form as new 'players' emerge in the market as a result. We have seen both Ocean and Air freight rates head south and in the last couple of months we have started hearing about vessels and aircraft being laid up. This looks set to carry over into 2016. The 'uberisation' of freight and new technologies like drones are still being talked about but Big Data seems to have lost some of the lustre that it had 12 months ago.

As we plan our Editorial calendar for next year, along with the 4 LogiSYM conferences in the works for Singapore, India, Dubai and Malaysia, we will be at the forefront in reporting and writing about the changes and developments in our industry. As always, we look forward to your feedback and input on what you think these are and how they affect you and we want to thank all of you for making this magazine and LogiSYM a reality.

Finally, on behalf of all of us at LogiSYM and the Logistics & Supply Chain Management Society, we wish you and your loved ones a Blessed Holiday Season and every success in 2016.

Raymon Krishnan
President,
The Logistics & Supply Chain Management Society

Please forward your comments and editorial enquires to **info@lscms.com**

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Official opening for Emirates SkyCentral in Dubai

Dubai's Emirates SkyCargo has officially opened its new airfreight terminal at Al Maktoum International Airport (DWC).

Emirates SkyCentral, a first phase 800,000 tonne capacity cargo terminal that can handle 12 freighters, is located within the Dubai South complex, 77 km from the airline's passenger aircraft hub at Dubai International Airport (DXB).

A fleet of 47 trucks, 12 of them reefers, transfer freight between the carrier's Cargo Mega Terminal bellyhold hub at DXB and freighter cargo at Dubai South, the rebranded Dubai World Central which is an emerging 145 sq km city situated within the emirate of Dubai.

The just over one hour truck journey between the two cargo terminals takes place along a "virtual corridor", a Customs approved bonded route which is closely monitored by hi-tech security, including geo-fencing and GPS tracking. The total transfer time, from aircraft arrival to aircraft departure, takes around five hours.

Emirates – with a fleet of 13 Boeing 777Fs and two B747-400ERFs - is the global number one combination (passenger and freighter) cargo carrier, according to volume statistics issued by IATA.

Nabil Sultan, emirates divisional senior vice president, cargo, said: "The opening of Emirates SkyCentral is an important milestone for us, as it represents our vision for future growth and firmly establishes Emirates SkyCargo as the world's leading air cargo carrier across all its operational areas.

"The space it currently occupies on the land allocated to us at Dubai South is part of a much bigger area, which we can develop over time to increase our cargo handling capacity to achieve our vision of 12m tonnes annually by 2050, from the current 2.3 m tonnes."

Emirates SkyCentral was officially inaugurated by Sheikh Ahmed bin Saeed Al Maktoum, chairman and chief executive of Emirates Airline and Group.

Sultan added: "This facility also features the best and latest of what the air cargo industry has to offer, and enables us to give our customers a world class, efficient and seamless service no matter what their requirements. It also further establishes Dubai as a leading global air cargo hub, which has the advantage of a strategic location in the centre of trade between east and west.

"It takes a lot of work to bring a facility such as this to reality, and I want to thank everyone for their support and commitment in making it happen, from the Government of Dubai and its various departments, to the contractors and staff of Emirates SkyCargo."

Mohsen Ahmed, vice president of logistics at Dubai South, said: "With the launch of the Emirates SkyCargo facility, Dubai South begins an exciting new chapter in its journey towards establishing Dubai's excellence as a logistics hub.

"Dubai South offers the ideal connection point for sea and air cargo, which calls for rapid movement to the markets of the Middle East, Asia and Africa."

Emirates SkyCargo, contributing 15% of the airline's total transport revenue, currently uses cargo hold capacity in Emirates' fleet of more than 240 aircraft, including the freighters, and provides air cargo services to more than 145 destinations around the world.

Singapore Airlines and Lufthansa forge partnership

Singapore Airlines (SIA) and Lufthansa have signed a wide-ranging partnership agreement that will see the two airline groups operating key routes between Singapore and Europe on a joint-venture basis. The agreement also significantly expands codeshare ties and commercial cooperation.

Flights between Singapore and Frankfurt and Munich, as well as flights between Singapore and Zurich, are to be operated under revenue-sharing arrangements. New SIA-operated flights between Singapore and Düsseldorf, which are to be launched in July 2016, will also be covered under such arrangements.

The two airline groups also intend to cooperate in key markets in Europe, Southeast Asia, and Australia, coordinating schedules to provide customers more convenient connections between route networks, offering joint fare promotions, aligning corporate programs to strengthen the proposition to corporate customers, and exploring enhancements to existing frequent-flyer program ties.

In addition to SIA and Lufthansa, the agreement includes SIA subsidiary SilkAir, and Lufthansa subsidiaries Austrian Airlines and Swiss.

The expanded codeshare ties will provide SIA customers with convenient access to and from points in Austria, Belgium, Germany and Switzerland, via the transfer hubs of Frankfurt, Munich and Zurich, with more than 20 new codeshare routes. Lufthansa and Swiss will in turn codeshare with SIA and regional arm SilkAir on more routes serving destinations in Southeast Asia and the Southwest Pacific. Codeshare cooperation is expected to be expanded to more destinations in future.

"We are very pleased to have reached agreement for this extensive partnership, which will bring about significant benefits through enhanced connections and more codeshare destinations," said Singapore Airlines CEO Goh Choon Phong. "This agreement deepens ties with the wider Lufthansa Group, providing a solid foundation for numerous commercial cooperation opportunities."

"Our intensified partnership with Singapore Airlines is an excellent addition to our global joint venture network, and is a cornerstone of our Asia strategy," said ," said Carsten Spohr, Chairman of the Executive Board and CEO of Deutsche Lufthansa AG. "And all these strategic partnerships will help the Lufthansa Group further consolidate its leading position in all key markets."

United, Lufthansa to establish cargo partnership

The two airlines plan to expand their partnership to include cargo cooperation on routes between the United States and Europe. United Airlines and Lufthansa plan to extend their current partnership to include cooperation within their respective cargo divisions, United Cargo and Lufthansa Cargo, on routes between the United States and Europe, the airlines announced in a joint statement.

Elements of the cooperation agreement include the alignment of their information technology services and warehouse facilities. The potential partnership is subject to finalization of the commercial arrangement, compliance with existing U.S. and European Union regulations and necessary government approvals.

Lufthansa already has a cargo joint venture in place with All Nippon Airways for flights between Japan and Europe. The joint venture received antitrust immunity from the Japanese government in September 2014 and flights commenced in December 2014.

Widening losses of Taiwan's top three liners highlight industry woes

HONG KONG — The sharp decline in net income of Taiwan's top three carriers through the course of the last three quarters gives a clear picture of the container shipping industry's rapidly deteriorating operating environment.

Revenues of Evergreen Marine, Yang Ming and Wan Hai are steady in the first and second quarters then drop sharply from July through September.

That is a trend followed by other major carriers. Even Maersk Line, the most profitable company in the business, saw its net operating profit sink by 60 percent in the third quarter as average freight rates fell 19 percent. Zim has just reported third quarter revenues down 12 percent as average freight rates fell 13 percent in the period year-over-year.

Evergreen made $48 million profit in the first quarter, then lost $5 million in the second and lost $76 million in the third. Yang Ming was $10 million up in the first quarter, flat in the second and down $133 million in the third. Wan Hai is the only one of the Taiwan lines that remained in the black, ending the first quarter with a $66 million profit. That profit fell to $35 million profit in the second quarter and to $33 million up in the third quarter, according to data collected by Alphaliner.

But it was in the areas of the freight rates, revenue and volume that the lines were hammered during the July through September period. This can be seen in the operating profits of the carriers that were dragged down by falling average freight rates that not even record low oil prices could offset.

Evergreen's revenue tumbled 12 percent compared to the third quarter of last year, and even though container volumes grew 2 percent to 1.165 million 20-foot-equivalent units, it was nowhere near enough to correct a decline in average freight rates of 18 percent.

At Yang Ming, the situation was even worse. Revenue was down during the third quarter, and so were volumes, which fell 3 percent year-over-year. On top of the drop in liftings, average freight rates plummeted 20 percent in the three months compared to the third quarter of 2014.

Wan Hai was in profit by the end of the third quarter because of "exceptional income items" but among the Taiwan carriers, it was hit the hardest by rate reductions. Container volumes were up 4 percent to 883,889 TEUs in the third quarter, but average freight rates fell 24 percent during the period. Solid volume growth in its key intra-Asia routes in the first half has dropped off, which doesn't bode well for the fourth quarter.

Moody's expects Wan Hai's revenue to decline by 3 percent this year and will likely be flat in 2016, writing in a statement that this will be driven by lower freight rates amid a challenging operating environment with industry overcapacity and weak demand.

As the container shipping industry prepares for a gloomy end to the year, carrier executives will reflect on whether they should have significantly increased the number of vessels withdrawn from service earlier in the year rather than waiting until the second half.

According to Alphaliner, the idle container ship fleet increased sharply in November, reaching a five-year high of 1.24 million TEUs. It is 280,000 TEUs away from the record high of 1.52 million TEUs registered in December 2009.

Of the idle fleet, 40 units are between 7,900-18,300 TEUs, but Alphaliner pointed out that they are mostly idle because of void sailings and withdrawals by the alliances on the Asia-Europe trade and will rotate back into service within two to five months.

With Asia-Europe demand expected to remain weak while the trans-Pacific routes enter their traditional slack period, the number of idle ships is expected to increase in the coming weeks, the analyst predicted.

Alphaliner said the gloomy environment would also trigger more long term lay-ups, as seen last week when two panamax container ships headed for lay-up in the Philippines where they will join five 5,300-5,900 TEU units already anchored in the area.

India's Shreyas sets up joint venture with Japan's Suzue Corp

Shreyas Shipping and Logistics, one of India's fast-growing short-sea ship operators, and Japan logistics group Suzue Corp. have reached a 50-50 joint venture arrangement in an effort to capitalize on growth opportunities in the wake of strengthening trade and investment ties between the two nations.

The joint venture will provide ocean freight, customs clearance, warehousing, land transport and related logistics services, as well as real estate development for commercial use.

The partnership will have two entities, named Shreyas-Suzue Logistics India Pvt. Ltd. covering the subcontinent and Transworld-Suzue Logistics U.A.E. FZCO for the Middle East operation. The locations will be Mumbai and Dubai.

"The agreement assumes importance due to enhanced trade ties between Japan and India, strengthened by the visit of Prime Minister Narendra Modi in September 2015 and the impending visit of Prime Minister Shinzo Abe to India this month," Shreyas said in a press announcement.

The partners plan to initially use the joint venture set-up in the Indian Subcontinent and Japan, and possibly expand it into Southeast Asia in the future.

"We will utilize our experience and expertise in India and the Middle East to extend the services in this region," said R.S. Ramakrishnan, chairman and managing director of Shreyas. "Two-way trade between India and Japan is expected to grow manifold and we hope to play a key role in that space."

Yokohama-based Suzue said the alliance is expected to help expand its scope of operation "by adding India, the Middle East and Arabian countries to the existing logistics network and services in the Southeast and Far East regions."

Shreyas, part of Mumbai-based Transworld Group, has significantly expanded its India feeder reach with the acquisition of new ships during the past year. The company currently has a fleet of eight ships with a total carrying capacity of 168,406 deadweight tons.

Suzue offers warehousing, port drayage, freight transportation and commercial real estate services, and employs more than 200 people globally, according to the company's website.

During Modi's visit, Tokyo pledged to double its investment in India to about $34 billion over the next five years. Japan's government is already funding India's much-awaited Delhi-Mumbai Industrial Corridor, Western Dedicated Freight Corridor and Chennai-Bengaluru Industrial Corridor projects.

DP World official: Jebel Ali isolated in freight crisis

The Middle East, and Jebel Ali Port in particular, is relatively isolated from the freight crisis in the container shipping sector, Mohammed Al Muallem, senior VP and MD, DP World UAE Region, told TOC Middle East in Dubai.

Al Muallem said that while demand on key maritime shipping routes had fallen, leading to major decreases in freight rates, Middle East ports will grow at a forecast 5.1% in 2015, higher than the 4% growth in Chinese ports, and 2% overall global growth for the year.

Al Muallem said that "future ready" GCC ports were resilient, serving economies driven by high consumption and robust industry.

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

Regional port capacity will reach 55m TEU by 2020, while utilisation of that capacity remains high at more than 70%. Some 11.9m TEU were handled at Jebel Ali, Al Muallem's flagship container terminal with his region of responsibility, in the first nine months of 2015. This represents an increase of 4% year-on-year, after the port saw throughput of 15.2m TEU last year.

Despite the challenges in the shipping sector and mixed regional sentiment, DP World remains confident of significant growth at Jebel Ali Port, with plans to add the 3.1m TEU first phase capacity at Terminal 4, by 2018.

This will bring total port capacity to 22.1m TEU. Terminal 4, being built on a man-made island parallel to Terminal 2, will eventually have 6m TEU capacity.

In the UAE, in addition to Jebel Ali's plans, 2m TEU of additional capacity will come on at Khorfakkan and 2m TEU at KPCT Abu Dhabi, while 2m TEU will be added at Sohar in Oman, and 1m TEU each at Doha New Port, Qatar, and Dammam in Saudi Arabia, all by 2020, he said.

Connect India centers are now authorized shipping outlets for UPS In India

New service agreement to connect 1x1 semi-urban and rural India with rest of the world through last-mile delivery network of 50 cities, 650 district towns & 8,000 small towns

Connect India is now a UPS Authorized Shipping Outlet (ASO) through a new agreement that will connect customers in semi-urban and rural regions in India with the rest of world. The service links UPS[1]'s global network with Connect India[1]'s last-mile logistics capabilities. Customers in remote locations will be able to book international shipments through Connect India Centers, which will, in turn, make use of UPS[1]'s global shipping services.

Connect India currently operates through a network of Common Service Centers through Common Services Centers e-Governance Services India Ltd (CSC e SPV) and the Entrepreneur-run Connect India Centers. Together they form a last-mile delivery network covering more than 50 cities, 650 district towns and 8000 small towns across the country. According to Connect India, the company[1]'s vision is to eventually cover about 25,000 pin codes and establish 50,000 Connect India Centers over the next three years.

UPS has been present in India since 1988. This service expansion is part of UPS[1]'s long-term commitment to the country and its customers and will support market growth by helping clients connect even faster to all global markets. With this alliance UPS further expands it presence beyond the metros and urban centers in India. The Connect India Centers will provide customers with easy access to a full range of international shipping options, including packaging and labeling. The centers will also accept prepaid, drop-off packages processed online at ups.com.

Households, SMEs, entrepreneurs and artisans throughout India will benefit by using UPS[1]'s global reach with services to more than 220 countries and territories, including every address in North America and Europe.

"The growing cross-border market in India and the renewed focus on boosting exports of indigenous products presents an opportunity to connect rural communities direct to an international delivery network," said Mark Martyn-Fisher, Managing Director of UPS India. "Our alliance with Connect India is invaluable in opening new markets for the budding entrepreneur and SME company networks that need a reliable, convenient logistics system in order to survive and flourish."

Mr. L. R. Sridhar, Founder and CEO of Connect India said, "We aim to become the drop-box for all domestic, international and banking needs in India. This will entail, first and foremost, evaluating possible business models and riding the wave of mobile internet connectivity to create a relevant marketplace platform for rural India. Even as we explore new partnerships to improve our last-mile distribution capabilities, being UPS's Authorized Shipping Outlet will open up a whole new international market for our customers."

UPS is a global leader in logistics with 435,000 employees worldwide. The over 70 country strong India Sub-Continent, Middle East and Africa region, UPS[1]'s largest in geographic terms, forms a key part of the UPS global network. On a daily basis, UPS transports more than 18 million packages and documents around the world.

Logistics Executive Group launch the Australian Logistics Academy Diploma courses (ALA) through their Logistics Academy Portal

A partnership with the Australian Logistics Academy has provided another solid step in Logistics Executive Group's aspiration to be a leading provider of Logistics and Supply Chain Training for their global clients.

"The main objective of this partnership is to assist and support the growth and development of the Logistics and Supply Chain industry as part of a Best Practice initiative for all our clients, across regions" said Darryl Judd, COO Logistics Executive Group.

"Brining the ALA Training onto our Logistics Academy online portal, is a new initiative designed to develop industry expertise soft skills and at the same time strengthen collaborative working practices between Logistics Executive and the wider logistics community we serve. This partnership will help cement the ethos of working together for the mutual benefit of all parties and their continued success" continued Mr Judd. "It is this collaborative approach that helps us to bring the practical application of best practice theory to life."

There are two courses on offer: The ALA Diploma in Logistics Management and the ALA Advanced Diploma in Logistics & Operations Management. Both courses (equip students, replace with) upskill professionals with effective technical and management skills, necessary to becoming efficient Logisticians at the supervisory and managerial levels. In addition, the programs aim to provide the essential knowledge and prerequisites needed for the pursuit of further education in business or logistics management.

As part of a flexible workplace training initiative, the ALA Diploma in Logistics Management is available as an online six-module diploma. It incorporates various areas of logistics functions including electives in Purchasing, Warehousing & Distribution, Transportation, Supply Chain Management and Logistics Technology.

The ALA Advanced Diploma in Logistics & Operations Management further develops student learning with a ten-module advanced diploma, incorporating further electives from the various Logistics functions and a Business Research Project to illustrate competency in understanding how all the various components of the Supply Chain fit together. The ALA Advanced Diploma offers an accredited pathway to a Certified Professional Logistician (CPL) certification.

Both courses are respected and recognised by professionals in the Supply Chain and Logistics Industry worldwide and have seen thousands of professionals enrolled in the programme over the last 17 years. The key advantage for fulltime working students is that both are designed to fit in with fulltime work and hands-on industry experience is considered of great advantage.

"We are delighted to be offering the best in class training as part of our partnership with the ALA. We support their commitment to nurturing best practice communities on a worldwide scale, whilst also continuing to innovate and provide leading-edge resources to our customers" added Darryl Judd.

All ALA course offerings can be accessed via the Logistics Executive Group's Logistics Academy website at:

http://www.logisticsexecutive.com/academy/ala-diploma-advanced-diploma-courses/

Logistics Executive Group and LogiSYM, partner for the 2016 LogiSYM Supply Chain Conference – Singapore

The dates have been set once more for the LogiSYM Supply Chain Symposium, collaboration between Logistics Executive Group, the leading provider of Logistics and Supply Chain Consulting services and The Logistics and Supply Chain Management Society (LSCMS), one of the largest industry associations for Logistics and Supply Chain in the Asia Region.

LogiSYM is the region's first industry event focused on bridging concepts, practice and technology in Supply Chain management, to real world implementation and benefits that result in increased Supply Chain pipeline velocity, profitability and performance. Logistics Executive Group has been an active collaborator with LogiSYM, taking a leading role in supporting and promoting activities and providing content and the latest research on Logistics and Supply Chain trends and program construction expertise.

Since its commencement, LogiSYM has grown in success to now incorporate three world-class events annually across Singapore, Malaysia and Dubai with an average attendance of 400 plus C-level and Management Level Supply Chain professionals. LogiSYM also runs smaller events throughout the year in Hong Kong, Dubai, Shanghai, and Singapore. These events are supplemented by the monthly LogiSYM magazine. With over 80,000 subscribers, it is the official journal of the Logistics and Supply Chain Management Society (LSCMS).

To be held on 9-10 March 2016 at the NUSS Kent Ridge Guild House, Singapore, with a theme of "Future Forward Supply Chains – imagining tomorrow's supply chains, today", the 2016 LogiSYM Supply Chain & Logistics Symposium is an event not-to-be-missed!

The symposium will have a comprehensive and dynamic program that includes presentations from highly distinguished local and overseas speakers. It has been designed for both professional and personal development in a relaxed, collegiate environment. This coming year the event is structured to allow delegates to have more interactivity with supply chain peers, facilitating the development of ideas and attainment of actionable take-aways that they can integrate back in their workplace.

The Conference will benefit key decision-makers, capable of influencing debate and decision with a range of delegates that are completely is diverse and the list will include chief executive officers, senior executives, and management who are involved at all levels of procurement, manufacturing and materials management, and the people responsible for contracting, outsourcing, warehousing, logistics and other supply chain activities.

"Logistics Executive Group has captured a worldwide audience of business professionals through our dedication to staying abreast of industry innovation," said Darryl Judd, COO of Logistics Executive Group. "We are very pleased to be part of these world-class LogiSYM events and continue the delivery of knowledge-sharing to our vast Supply Chain and Logistics Community" he continued.

In addition to general tracks that looks at topical areas such as Supply Chain Visibility and Sustainability, the Economic Impact on Dynamic Supply Chains and Technology such as IoT, 3D, the conference will have exciting additions to the program that build on previous years with specific focus on:

Cold Chain – Food, Pharmaceutical, Biomedical and Beauty, Chemicals, Oil & Gas, E-commerce & Retail, Disruptive Technology in the Supply Chain.

Join an audience of academics, shippers, carriers, and ancillary service providers from across sectors to network and learn about the most important issues facing supply chains, businesses and the people who run them.

LogiSYM 2016 brings together senior professionals who face the challenges of developing Supply Chain strategies, academics wanting to share ideas and theories and understand market realities as well as solution providers who want to hear their customers needs and wants and have a professional open forum at which to reach out and engage.

Planned rail corridors would connect China to Russia's Far East ports

Russia and China plan to spend $3 billion to build two rail corridors aimed at encouraging the movement of containerized freight from the northeastern provinces of China to Russia's Far-East ports. Russian Railways is expected to launch containerized rail services on the two new routes by the end of decade, giving Chinese exporters better access to the ports of Vladivostok and Nakhodka.

Rail shipments between Russia and China mainly travel on the existing Makhalino-Hunchun rail route, over which about 850,000 twenty-foot-equivalent units have moved since the beginning of the year. Most of the shipments moving between the two countries are textile products and consumer goods.

To make the new corridors attractive to shippers, the government plans to implement a special tariff policy that will make them significantly cheaper to use than the Makhalino-Hunchun route.

Although Russia and China plan to offer discounted tariffs on the new rail corridors, they have not disclosed the details of the discount, nor have they outlined the lengths of each corridor. Russia plans to invest the majority of the $3 billion, with the remaining coming from China. Russia expects the new corridors to increase containerized rail trade in this region with China to up to 100 million 20-foot-equivalent units by 2025, or roughly 100 times more than is being railed between the duo now, according to Alexander Galushka, Russia's Minister of Far East Development.

The corridor linking Suifenhe, China, to Vladivostok and Nakhodka, named Primorye-1, will handle 50 million TEUs annually by 2025, while the corridor linking the southwest Primorye seaports of Posiet, Zarubino and Slavyanka to China will handle 60 million TEUs a year, according to ministry estimates.

As Western sanctions took their toll on Russia's economy, the country turned toward China and the Asia-Pacific for trading partners and economic growth. The government has reduced customs and taxes at Far East ports to make them more alluring, and Russia is investing heavily in both rail and port facilities in its Far East in a bid to prepare for the trade growth it expects from Asia.

Ocean freight start-up secures $1.3m seed round

Kontainers, an online booking platform for container shipping, has raised $1.3m in seed funding led by EC1 Capital with participation from Northstar Ventures and Partech Ventures.

Founded in 2014 by Graham Parker and Charles Lee, the Newcastle-based firm intends to bring the "trillion dollar ocean freight industry into the 21st century" by giving companies instant access to live shipping rates, online booking, customs clearance and real-time tracking.

Said to be the first of its kind in the UK, the platform is already being used by companies across the country including dairy farmers, exporters and brands such as Bosch and Saint Gobain.

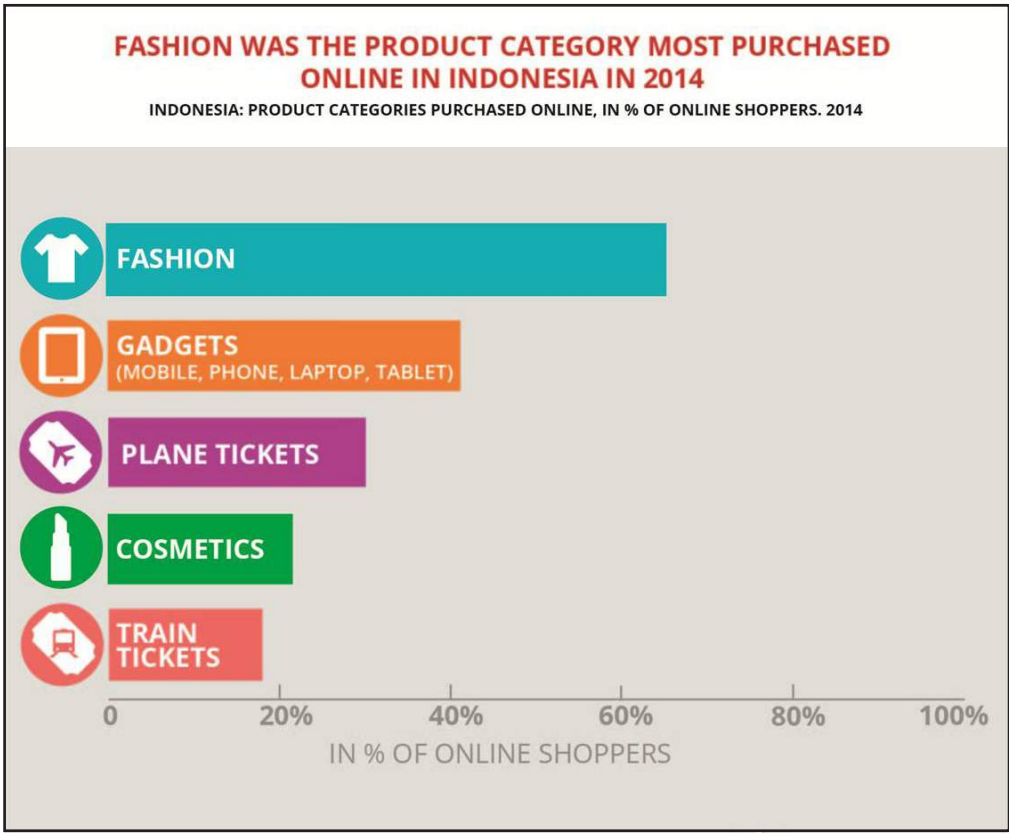
The investment will support Kontainer's upcoming launch in the US this month, and will help its plans to roll-out more products such as an imports module and a 'less than container load' module.

Kontainers' Parker commented: "It's ludicrous that today, while one can leverage software like Xero, Salesforce, Dropbox, AWS and Google Apps to run a business, trillions of dollars of trade still rely on decades old tech like phones and faxes.

"Our mission is to simplify global trade and our cutting-edge but intuitive platform does exactly that. If we get this right, not only will global trade get simpler, but there will be more if it."

Julian Carter, founding partner of EC1 Capital, continued:

"Kontainers is going after an enormous, global scale opportunity yet untouched by technology in any meaningful way. This seed round will help build the core team, execute its product roadmap and test new markets."



Indonesia to become the largest B2C e-commerce market in Southeast Asia

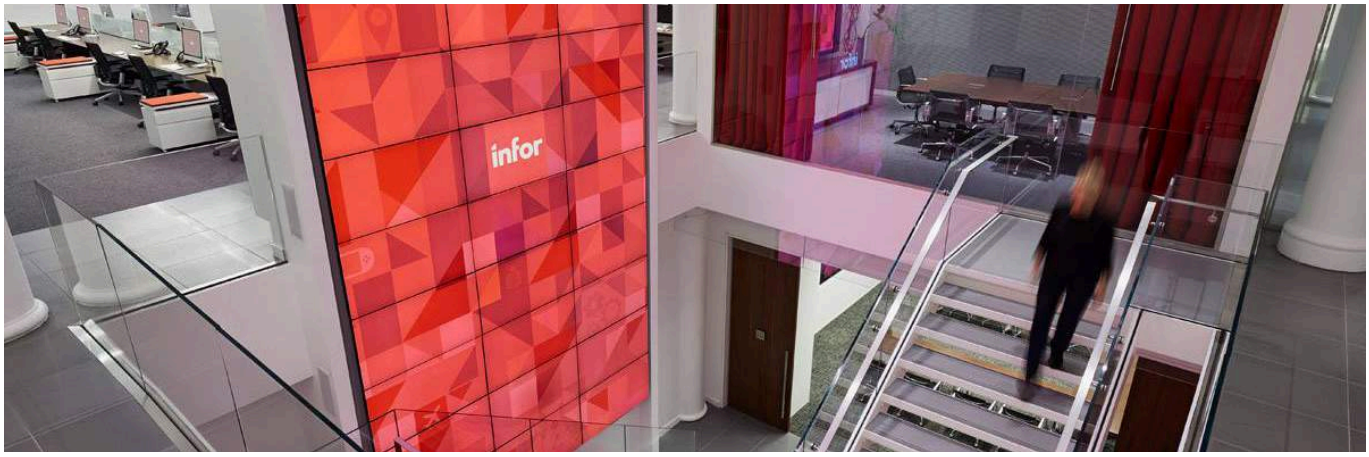
According to a new report by market researchers yStats.com, Indonesia has the potential to become the largest of the fast growing B2C ecommerce markets in Southeast Asia. The report also highlights some important trends in Indonesia's online retail, most notably the rise of mobile commerce.

The fourth most populous country worldwide, Indonesia, ranks in the top 10 global markets by number of internet users, despite low internet penetration. Although only a low double-digit share of internet users in the country makes purchases online, Indonesia has the potential to become by far the largest of the B2C ecommerce markets in Southeast Asia, due to rapid anticipated growth.

Mobile phones were used by the majority of internet users in Indonesia to access the web in 2014, and were the device most used by online shoppers to make purchases online. Smartphone penetration is growing, expected to top 100 million users within the next three years, ranking Indonesia among the top five countries worldwide by number of smartphone users.

Clothing and other fashion-related items were the most purchased online product category last year. The payment method most preferred by online shoppers was bank transfer.

The most popular ecommerce website in Indonesia, Lazada, combined online retailing with the marketplace model and achieved triple-digit growth across Southeast Asia last year. It also attracted additional investment, as did two other marketplaces, Tokopedia and Elevenia. The two major online classifieds websites in the country, OLX and Berniaga, formed a joint venture under the OLX brand.



Infor to acquire GT Nexus for $675m

Infor, a supplier of software to the manufacturing industry, announced it has entered into an agreement to acquire GT Nexus, a cloud-based global commerce platform, for $675m. The deal is expected to close within 45 days, pending regulatory approval.

GT Nexus provides a cloud-based global order management system that allows manufacturers and suppliers to manage shipments to customers, distribution centres and retail outlets. GT Nexus offers pre and post export financing and payment protection through the GT Nexus Cloud with customers spanning 90 countries and including adidas Group, Caterpillar, Columbia Sportswear, DHL, Home Depot, Levi Strauss & Co., Maersk, Pfizer, Procter & Gamble, and UPS

Charles Phillips, CEO of Infor stated, "Together, Infor and GT Nexus will provide customers with unprecedented visibility into their supply chains to manage production and monitor goods in transit and at rest".

He added, "In a complex, high velocity supply chain, all partners need to know what was ordered, when it was built, where it is in transit, if the order has changed, and has it cleared customs. Specialization and speed are moving the future of manufacturing into the commerce cloud."

Infor has more than 3,200 fashion and retail customers, many of which use GT Nexus. The addition of Infor CloudSuite technology to the GT Nexus network will enable businesses to integrate merchandising, marketing, and demand data creating the first global commerce cloud with end-to-end control and visibility for the production of direct goods.

APL Logistics launches ShipMax Alliance software

Scottsdale, Arizona - APL Logistics, the go-to global supply chain specialist, today launched ShipMax Alliance – an easy-to-use collaborative shipping solution designed to save time and money by optimizing and managing high-frequency truck deliveries across increasingly complex supply chains.

Developed with APL Logistics' world-class supply chain management expertise, ShipMax Alliance helps shippers – particularly in the consumer and retail industries – take advantage of collaborative logistics in a variety of ways, including:

- Seamlessly pairing freight loads from compatible partners to common destinations;
- Managing a steady stream of smaller deliveries to customers from multiple origins to common destination pairs – without incurring additional costs;
- Saving time and money by automating processes to streamline routes, customize cargo combinations and optimize delivery schedules;
- Requiring minimal training and low integration expenses to speed implementation;
- Tracking metrics through detailed carrier performance reports and dashboards

"APL Logistics saw customers struggle, sometimes manually, to handle a growing volume of smaller, more frequent deliveries to fulfil e-commerce or omni-channel orders. Our in-depth supply chain work and experience across multiple industries found that despite increased supply chain complexity, customers can achieve cost and service improvements through collaborative logistics. The launch of ShipMax Alliance, a powerful yet easy-to-use collaborative shipping solution, adds another offering to our end-to-end supply chain tool-kit. It is designed to help customers focus on growing their business, while tracking cost and service metrics." said Fabio Duque, APL Logistics Global Vertical Leader for Consumer.

ShipMax Alliance will initially launch in the Americas, with a planned roll out to other regions in early 2016. You can find out more information about ShipMax Alliance at http://www.apllogistics.com.

Efficacy of the new Trans-Pacific Alliance

By Camila Osorio

How effective will the new Latin American and Asian Partnership be in boosting trade?

In October 2015, twelve countries from the Pacific Region signed a multilateral free trade agreement aimed at boosting trade and investment. These countries represent 40% of the global economy and one third of world exports. They are comprised of three Latin American countries, which are listed in the Trans-Pacific Partnership (TPP) as: Chile, Mexico and Peru. In addition, other countries like Colombia are also planning to join this alliance. The question therefore is will this partnership boost the trade between the two Pacific Regions?

The influencing factors involved, which are cover in more detail below, include: The current deficit in the trade balance, a high dependence on commodities and the challenge in overcoming cultural disparities.

A Deficit in the Trade Balance

According to the ALADI (Latin American Integration Association), CAF (Latin American Development Bank) and CEPAL (The United Nations Economic Commission for Latin America and the Caribbean, known as ECLAC, UNECLAC or in Spanish CEPAL, a United Nations regional commission to encourage economic cooperation) in the first semester of 2014, the trade deficit of Latin America with Asia Pacific was USD 38 billion.

Only Brazil, Chile and Venezuela have a trade surplus with the Asia Pacific (APAC). The remaining countries of Latin America have a large deficit. This is led by Mexico whose deficit with Asia is around USD 50 billion.

The main Asian trade partner with Latin America is China, however, China has not signed the TPP. In 2014, trade with China increased by 5.5%, whilst the trade with rest of Asia decreased. Therefore, it is astounding to note that 70% of the whole Latin American trade deficit with APAC, is with China. This suggests that the Trans Pacific Partnership (TPP) itself, won´t bring more equity to the trade balance between Latin America and Asia. To achieve this equity, it will need the Latin American governments to adopt internal policies that foster exports from the region.

High Dependence on Commodities

Latin America needs to explore other markets rather than commodities. The region needs to consider the Asian Market as a consumer rather than as a producer, which only imports commodities, such as minerals, from Latin America. Mexico is leading in exporting non-commodity goods. The country is the largest exporter in the world of flat screens and the fourth of computers, microphones and speakers. The biggest market share for these products is US and then Canada.

The role of Small and Medium Enterprises

As mentioned, Latin America needs to make a shift towards exports from Latin American countries to Asia. This shift has to be from natural resources, which are low value products, produce by few large firms, to high value added products. Latin American governments have seen the opportunity to make this shift by investing in Small and Middle Size Enterprises (SME's), since their products have higher value. Hence, increasing the participation of the Latin American SME's in the trade with Asia should be one of the priorities of the Latin American governments.

On the other hand, foreign companies who want to expand their operations in Latin America should evaluate the value of SME's in the value chain. According to ECLAC, these SME's represent 35% - 40% of Latin America's GDP and amount to 90 - 98% of all the firms in the region. Therefore, SME's are attractive for Merger and Acquisition deals, since they provide higher flexibility to the Supply Chain. However, the foreign direct investment from Asia in Latin America amounts to only USD 9 billion compared to USD 158 billion from the United States, with

Japan being the biggest investor from Asia. This indicates that Asian companies' investment in Latin America remains low and there are big opportunities for partnership among the regions.

There are different factors influencing the current trade situation of Latin America with Asia. Soft factors, such as cultural differences, may be challenging attempts to boost trade in the region and reducing the deficit in the trade balance.

Do cultural differences play a role?

Other Free Trade Agreements were already in place among some of the countries, like the North American Free Trade Agreement (NAFTA), Association of Southeast Asian Nations (ASEAN), the Pacific Alliance recently created, and the Community of Latin American and Caribbean States (CELAC) to name a few. Despite these trade agreements, trade balances continue to show high inequality.

Javier Huerta, Latin Department Manager at CWCC (an advisory firm), affirms, "One of the challenges of the bilateral investment, is the mutual lack of trust among the different cultures. There is a lack of knowledge in Latin America about Asia, specifically about China". The large geographical distance and the lack of direct flights are contributors that explain why China's market and culture are unfamiliar to many Latin Americans. Therefore, both Regions have local stereotypes about the other, which restrain them from establishing workable trade partnerships.

Javier, who advises Latin American companies that want to establish their footprint in Hong Kong and China, encourages his clients to learn more about their target markets. Of high relevance are skills that enable them to learn how to earn their Asian partner´s trust in order to close a deal. To tackle this challenge, several summits like the China-LAC Business Summit, have been created to promote economic and trade cooperation with Latin America and the Caribbean region. It is therefore very important to have an understanding of each country's culture and market. Being able to develop the skills to manage cultural differences is an essential competency to gain in this diverse, global marketplace.

Another challenge is the language barrier as a large percentage of the population in Latin America and China do not speak the common business language of English. This is why companies like IFB International Freightbridge are teaching Spanish to employees who are responsible for operations with Latin America. In addition, "hiring Latin Americans in China has improved the communication among the operations function there", according to Jack Han, Regional Director for Latin America.

Javier and Claudia Lopez from Kerry Logistics, agree that finding the right partner in Latin America is another key variable. There is a complexity in the supply chain in Latin America due to, among others things, the noticeable gaps in infrastructure, which increase transportation costs and lead times. Therefore, "finding domestic, logistics providers and offering products that are new in Latin America, (an example of which is Kerry Logistics' offering of Integrated Logistics)", have a significant impact on increasing margins. The Ti-Logistics Executive Latin America Report has a detailed SWOT analysis

of the Domestic Logistics Providers, as well as country profiles analysis with the respective vertical markets opportunities that denote this.

Without a doubt, the TPP brings new opportunities for boosting the trade among Latina America and Asia. However governments and companies need to identify strengths and weaknesses and overcome the existing challenges which include the four areas mentioned above: the deficit in the trade balance, the current high dependence on commodities, low participation of SME's in the trade between the regions and cultural barriers in or to make the best out of this alliance. The opportunities of a successful partnership between the two regions are endlessly and overall there is a lot of optimism that this agreement will be highly successful.

Camila Osorio
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About the Author

Camila holds a MSc. in Operations and Supply Chain Management and a Bachelor in Chemical Engineering. She has previous experience in a multinational chemical company, which provides expertise in the areas of: Supply Chain, Operations, Process Improvement, Quality Management, Manufacturing, and Chemical industry. Furthermore, she has experience in the Latin American market.

Camila is based in our Hong Kong Regional Headquarters and works as Regional Consultant for the North East Asia Region. She speaks English and Spanish.

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Understanding & preparing for TPP, RCEP and T-TIP

By James Mears

There is a lot of news in supply chain management today – from single window initiatives to secure supply chains to regional trade agreements. With each having its own set of obstacles and benefits, companies should not only weigh the costs against the benefits, but also consider the effect that these new policies, rules and agreements will have on their entire supply chain, including trade compliance.

In the last few years, regional trade agreements have taken a foothold in the trade compliance world. Currently there are three major regional trade agreements in negotiation or ratification – the Trans-Pacific Partnership (TPP), the Regional Comprehensive Economic Partnership (RCEP) and the Transatlantic Trade and Investment Partnership (T-TIP).

These regional trade agreements have the potential to open new markets, reduce trade barriers, and set a new and higher standard for all future trade agreements around the world.

Trans-Pacific Partnership (TPP)

"Establish a comprehensive regional agreement that promotes economic integration to liberalise trade and investment, bring economic growth and social benefits, create new opportunities for workers and businesses, contribute to raising living standards, benefit consumers, reduce poverty and promote sustainable growth;" (Preamble to the Trans-Pacific Partnership)

The preamble to the TPP immediately outlines the positive impact it would have once implemented – economic integration and liberalized trade and investment. Those are lofty goals, but then again, the 12 member countries (including Australia, Canada, Japan, Malaysia, Mexico, Peru, US, Viet Nam, Chile, Brunei, Singapore and New Zealand) form an alliance that represents 40% of total global trade. This one agreement is poised to set a new standard for all other trade agreements and to chart the course for the fastest growing markets in the world.

For countries in the Asia-Pacific region, TPP means an opening of new markets with reduced, if not eliminated, tariffs between countries where tariff rates were as high as 20% on some goods. TPP will also provide a steady boost to the member countries' imports and exports over the next 10-15 years. Most importantly, the TPP will remove some of the complexities seen now in a region where there is an influx of trade agreements with overlapping rules of origin, which make it difficult to claim benefits. For small, developing economies such as Viet Nam, the TPP holds the largest gains in terms of Gross Domestic Product (GDP) and total import/export volumes, and it creates a stronger position in the supply chain for companies located in those areas. For other countries, such as the US and Japan, the TPP stands to place them at the forefront of a burgeoning market with the ability to set the rules that all others will follow.

On the other side of the agreement are the new standards driven by the US. New standards around child-labor laws, intellectual property rights, and environmental actions are

just a few that caused much debate during negotiations. Asia-Pacific member countries of the TPP will have to adjust their supply chains to meet more stringent requirements around the humanity, intellectual and environmental areas of the TPP.

The TPP still has a long way to go. All 12 member countries have passed the text of the TPP and are now in the ratification process. Most of these countries are in the midst of or just finishing major government elections, which could affect how quickly, or how cumbersome, the ratification process becomes.

Regional Comprehensive Economic Partnership (RCEP)

Also known as the Asian track, the RCEP is led by China and includes Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Viet Nam, Australia, India, Japan, Korea and New Zealand. Although originally expected to conclude in 2015, the RCEP is now scheduled for 2016, due to the number of negotiations still taking place.

According to a report by CNBC, South Korea's trade ministry released a statement in October, which estimated that the RCEP would create an economic bloc accounting for nearly 30% of the world's trade. Add in the 40% covered by the TPP, and there is little left for those not involved in either trade agreement. The goal of the RCEP is to bring the Asia-Pacific region together under one trade agreement. The calming of the "noodle bowl" effect is expected to open new markets by making origin requirements easier to meet and reducing the number of overlapping rules of origin. However, a major difference between the TPP and the RCEP is the Association of Southeast Asian Nations (ASEAN). The RCEP is backed by ASEAN as a means to centralize the power of the ASEAN community and create a stronger negotiation power. This added support may be the difference in how fast the RCEP is ratified.

However, the same stumbling blocks that have delayed the TPP are now affecting the RCEP – intellectual property rights, e-commerce, and domestic politics. While the RCEP is still negotiating the initial text of its agreement, the TPP is moving forward, creating pressure for the RCEP committee to move beyond negotiations, so that the ASEAN community does not lose its foothold in the trade of goods and services.

Transatlantic Trade & Investment Partnership (T-TIP)

Probably the least known of the three powerhouse trade agreements, the T-TIP is "an ambitious, comprehensive, and high-standard trade and investment agreement," according to the US Trade Representative's website. The two key players – US and European Union (EU) – already see more than $1 trillion USD in the flow of goods and services each year. This annual trade in goods is expected to grow as the T-TIP is poised to eliminate tariffs and other duties on goods in the agricultural, industrial and consumer products industries, as well as provide reciprocal access to the EU market for US textile and apparel products.

Nevertheless, the T-TIP has its own set of issues. The biggest issue to date is the quality standards for food products, health care, worker's rights and environmental protection. Once these issues are resolved, the benefit to both sides will be tremendous. Consider this –a car made in Europe but sold in the US has to go through two different safety tests, which adds nearly 25% to the cost of the car, according to a 2013 Third Way study. The T-TIP would create a mutual recognition between the two countries in terms of automotive safety tests, thus eliminating a cost for the manufacturer with savings passed on to the consumer. More than anything, the T-TIP stands to create a template for 21st century trade agreements. As noted by the EU Chief Negotiator after the 11th round of talks in October, "[The] T-TIP is an opportunity to develop a shared vision on how global trade rules should be modernized to catch up with today's reality."

Looking Ahead

Each of the regional trade agreements faces different obstacles in the year ahead. However, as the negotiations continue, we could see more calls for standardization and harmonization of trade regulations across other blocs of countries. For companies doing business in the countries participating in the TPP, RCEP or T-TIP, the next 12 months will be critical.

In 2016, make sure to watch for these key developments with each of the regional trade agreements.

TPP:

The ratification process in each of the member states – Which country will ratify first, and which will find domestic barriers due to new political regimes

Possible consolidation of TPP and RCEP should China and the US begin cooperating with each other

RCEP:

Will China put this agreement on a back-burner and focus more attention on the more inclusive Free Trade Areas of the Asia-Pacific (FTAAP)

T-TIP:

Additional negotiation rounds for T-TIP begin in February 2016 as the key negotiators on both sides push to finalize the text by the end of 2016

Resolution of agricultural trade barriers in T-TIP could lead to major agricultural trade growth for the US and EU, as the US has faced similar barriers with other countries including those involved with TPP

Making the Most of FTAs

If you are taking advantage of FTAs, you are well aware of how much time it takes to obtain FTA benefits. Due to the high workload and a perceived lack of return, many organizations simply choose not to utilize preferential mechanisms made available via FTAs. Unfortunately, that decision can have a ripple effect throughout the supply chain. An organization that does not qualify their products is unable to pass on preference to any of their trading partners, who then become unable to benefit from lower prices and duties for goods that could have otherwise been imported under an FTA. Additionally, these trading partners will have a reduced capacity to qualify their products for their own customers because preferential origin was not available for the imported goods consumed in local manufacturing operations.

As 2016 approaches, take a moment to review how FTAs are utilized in your organization. Look for areas where your supply chain may be affected with the passage of the TPP, RCEP and/or the T-TIP. Whether you are managing the qualifications for one or multiple trade agreements, the keys to success are understanding the process, bringing everyone together on the same platform to share data, and utilizing technology to alleviate additional resource or time constraints.

James Meares
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About the Author

James Meares is the Vice President for Asia-Pacific operations at Integration Point. His is responsible for all of Integration Point's activities in the Asia-Pacific region with a particular focus on expanding the company's presence and support services. Meares background over the past 30 years has been in commercial, functional, strategic, and senior management roles at major corporations. He has a proven record of leadership in supply chain services and in the establishment of operations to support clients in many Asian countries. Meares is also involved in, and has lead, several Asia-Pacific industry associations.

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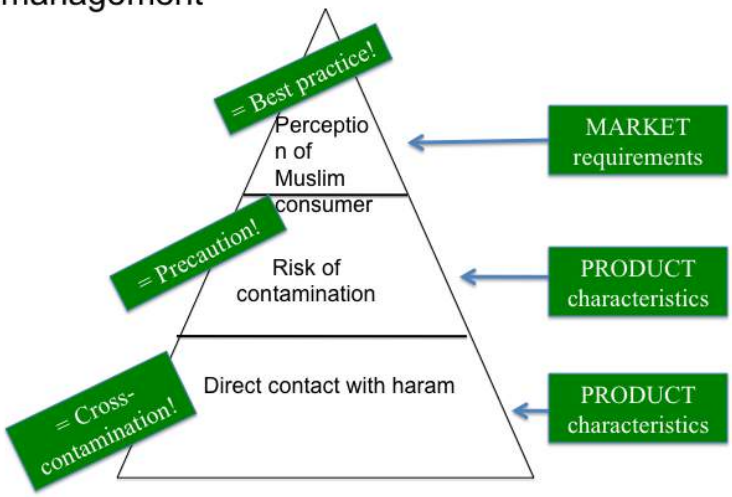
Halal Supply Chain Management: An emerging requirement for food, cosmetics and pharmaceutical brands

By Marco Tieman

Muslims want assurance that the products they consume are a true manifestation of Islamic principles, plus they should be wholesome and good. A series of high profile halal issues and scandals in recent years with top brands have shaken public confidence in the ability of manufacturers and governments to assure the halal integrity of halal certified products. Today a singe halal issue can easily balloon into a major crisis for brands on a global scale. Although there is a wide diversity in awareness and adoption of the halal concept, there seems to be an increasing level of halal awareness among Muslim consumers. Halal issues in the supply chain, whether intentional or unintentional, can lead to a complete breakdown of consumer trust in a brand. Similar to food and product safety, halal requires a supply chain approach to better protect the halal integrity from source to the point of consumer purchase.

Figure 1: The foundation of halal supply chain management



Source: Marco Tieman (2011), The application of halal in supply chain management, Journal of Islamic Marketing, 2(2), pp. 186-195

The foundation of halal supply chain management

The foundation of halal supply chain management is based on three building blocks: direct contact with haram, risk of contamination, and perception of the Muslim consumer. Figure 1 provides an overview.

Direction contact with haram addresses cross contamination of halal (fit to consume for the Muslim consumer) products with products and materials that are haram: forbidden according to the holy Quran such as alcohol, pork, and dog. Cross contamination is addressed through primary and secondary packaging. However, taking further precaution beyond packaging is essential in order to minimise risks and doubt among the Muslim consumer. Risk of contamination is addressed through physical segregation in transportation, warehousing and sea/air terminals as well as clearly identification of the halal status on the halal goods, freight documents, and in IT systems. Effective communication of the halal status is a prerequisite for effective segregation in the supply chain.

Islam is very diverse, so are the halal requirements. Perception is addressed through alignment of specific market requirements with the Islamic school of thought, local religious rulings, and local customs. For example, certain

countries require religious cleaning of reefer containers in case of earlier pork shipment or when the history of the last shipment is unknown. Another example is that certain types of halal slaughtered meat (like machine slaughtered and stunned) could be considered non-halal for other Muslim groups, which could require segregation from halal meat that was hand slaughtered without stunning.

A halal supply chain by design

A first step in organising a total halal supply chain is to conduct a GAP analysis to better understand the vulnerabilities and possible compliance issues in your current halal supply chain. The scope of a GAP analysis could cover both sourcing and distribution. The GAP analysis provides insight into the most urgent GAPs in your current halal supply chain. A second step would be to embed halal assurance in your halal supply chain by design. Amongst others this covers areas such as corporate policy, logistics objectives, logistics control, supply chain structure, supply chain resources (organisation & IT), supply chain processes and performance indicators. Halal compliance in the supply chain can be achieved by either (1) halal certification of supply chain partners and/or (2) assuring halal compliance through a contract. In both cases it is recommended that halal compliance is checked through regular audits. In here a distinction can be made in frequency depending on importance of a supply chain partner (high/low volume handled), halal sensitivity of product (animal origin yes/no) and location of supply chain partner (Muslim or non-Muslim country). In the implementation of halal supply chain management it is important to take a phased approach. This could be rolled out on a tier-by-tier basis. For example you first start with your supplier, then your logistics service provider, distributors, HORECA, and finally retail.

Synergy advantages

Collaboration, both vertically with supply chain partners and horizontally among companies in the same industry, could generate synergy advantages. Synergies are of particular importance in ensuring efficient halal supply chains. Effective vertical collaboration of halal supply chains can be achieved through halal clusters and halal logistics service provider. Halal clusters are spatial clustering of halal production chains, whereby a significant part of the halal supply chain is geographically positioned in a halal cluster, providing evident logistical advantages (by shorter transportation times); optimal use of by-products, including waste and energy; increase capacity of cluster participants and innovation growth; and stimulate new business formation that support innovation and expand the halal cluster. A halal logistics service provider assists in managing global halal supply chains according to the specification of the destination market and ensure that the integrity is maintained throughout the halal network. This logistics service provider makes use of common halal distribution centres in key gateways, consolidation of transportation, and use of other halal assets. Vertical collaboration allows for (1) effective halal supply chain assurance: reference to one international halal logistics standard (IHIAS 0100:2010) and consistent communication of the halal status throughout the supply chain; (2) standardisation of halal assets in a supply chain: from source to point of consumer purchase; and (3) supply chain optimisation: sharing demand data through the supply chain (facilitating a better customer response), reducing inventories, and better transportation planning.

Collaboration between companies in the same industry, also known as horizontal collaboration, can take different forms in achieving synergy advantages in halal supply chains. Horizontal collaboration can be beneficial for manufacturers, retailers and restaurant chains. Collaboration can be facilitated through either (1) direct collaboration between different companies or through an (2) intermediary, such as a logistics service provider or trader. Direct collaboration among different companies can be achieved in four possible ways. First, there could be a dominant industry player, where smaller companies could use the halal assets or supplier contract (for example a contract with a transporter or logistics service provider) of the dominant player in the facilitation of the halal transportation and/or warehousing requirements of the other players. The dominant player has developed the halal assets or supplier contract based on his specifications only, whereas the others are using his assets or contract. It is a low cost method, but might lead to objections from the supplier. A second possibility is that transportation is facilitated by company A, warehousing facilitated by company B, and halal cargo boxes by company C. The choice which company will be used to facilitate which activity is based on the expertise, resources or volume. A third way is collaboration between companies in the same industry on project basis. This could be relevant to facilitate for example a joint supply from one country to Saudi Arabia to meet the food, cosmetics and medical requirements during the Hajj season. Another application could be a temporary collaboration between companies in the supply of humanitarian aid during a crisis situation, which requires an integrated supply chain management approach to effectively coordinate inter-agency performance, eliminate redundancies, and maximise efficiencies. A fourth method is intensive collaboration on continuous basis between companies where activities are done together in 'joint department'. This could be applicable when companies are based in a halal cluster, in order to facilitate sourcing of halal raw materials (as well as other products and services) and distribution of halal goods.

A halal logistics service provider is able to consolidate halal goods flows for different companies that need domestic road transportation, cross border transport, air shipments, sea shipments, warehousing, and value added logistics (like repacking, customisation to certain Muslim markets). In here various companies can make use of the expertise of, global network of and ability to consolidate halal flows by this logistics service provider for a more effective and efficient management of the various halal logistics requirements according to the destination market. Consolidation is one of most important

services offered by halal logistics service providers, where they really do add value to the halal industry.

Horizontal collaboration allows for (1) sharing of information: halal status, best practices in halal supply chain and value chain, and halal specifications; (2) pooling of resources: outsourcing to a common (halal certified or compliant) logistics service provider, efforts, halal assets (for example a dedicated halal container); and (3) bundling of halal volumes: reducing transportation costs, improved segregation conditions.

Conclusion

Supply chains are complex and are vulnerable in terms of cross contamination, risk of contamination, and a possible mismatch with the expectations of the Muslim consumer. A supply chain approach toward halal is needed for a better halal assurance for the Muslim consumer and protection of brands. As brand owners are questioning whether and how to start with halal supply chain management, a GAP analysis of their supply chain can provide a first insight into vulnerabilities and possible compliance issues. A robust halal supply chain by design is key in better managing risks in halal supply chains. The logistics service provider plays a key role in orchestrating these complex sourcing and distribution networks and in realising synergy advantages.

Recommended further readings

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Avoiding the common pitfalls in logistics Outsourcing

By Keng Pang

In the past few years logistics outsourcing has become one of the most frequent activities undertaken by companies looking to advance the logistics operations. The GFC and the rapid globalization we have experienced in the last decade have catapulted the Third Party Logistics Services sector to the forefront. Global players like Zara, Samsung and a plethora of others who require that their product launches are released more often to a wider more distant marketplace in a faster more efficient manner in order to stay competitive. A whole wellspring of new academic research has sprung up around the subject of outsourcing to examine every facet of it and various ways supply chain partnerships can succeed. This includes innovations like e-commerce enterprising, and the examination of selection methods, as outsourcing of logistics has increased in importance. Given the popularity of logistics outsourcing, you could be forgiven for thinking that success is a foregone conclusion.

However, as many companies who have found out the hard way will testify, there are many obstacles to overcome and certain pitfalls to avoid in logistics outsourcing if your partnership with a 3PL provider is to be successful.

So, what is the path to success?
Well firstly by being aware of the logistics outsourcing challenges and what pitfalls to avoid, your supply chain can certainly achieve cost, labour and efficiency benefits. In the case of third party logistics companies like Linfox, outsourcing has taken on an entire new level of complex integration with their customers. Linfox employees are so enmeshed with their customers, driving the same cars, adapting similar work cultures and practices that they deliberately blend in to their customer work environments. This has enabled companies like Linfox to strong partnerships were they collaborate with customers on new services, relationship-specific investments and become strategically involved at not just the customer delivery but the top end of planning and product release initiatives. Another example would be the way DHL have intensified their customer relationships and lead to higher performance through their e-commerce offerings. Getting your logistics outsourcing partnerships right can lead to a sustained competitive advantage in the market place when this works effectively.

On the other hand, there have been major problems caused when a collaborative third party outsourcing partnership goes wrong that can have hugely detrimental impact on a business. It is therefore worth investigating, what are the pitfalls and what should you look out for?

Pitfall #1: is to expect too much. Rarely does an outsourcing initiative deliver 100% of the savings projected. Do not be too dismayed by this revelation though. If you achieve 70% of what is projected, that is still a big plus for your organisation. A Post implementation focus on performance optimization in operation excellence, will allow you to close the gap at magic 100%, if that is what you are seeking.

Some of the more serious pitfalls to avoid in logistics outsourcing include the following:

Pitfall #2: If anything should go without saying – Everything you expect from your outsourcing partner should be provided to them in the form of detailed, written procedures. The investment you making defining processes and operational procedures at an early stage with your provider will only ensure a smooth implementation.

Pitfall #3: Outsourcing too much, too soon – Make provision for a honeymoon period and start by outsourcing a share of your chosen process. Increase the scale if all goes well.
Pitfall #4: Going in without an exit plan – Ensure the contract with your provider includes a procedure for disengagement if the partnership does not deliver on expectations. Nobody likes to make a wrong decision but being prepared should you find things are not working as planned will only provide you with greater security to your supply chain in the event that there are operational issues.

Pitfall #5: Abdicating Responsibility – Remember that your outsourced processes are still your processes. While micromanagement is a bad idea, monitoring and measuring activities are essential.

Pitfall #6: Treating the process like a purchase: Remember that you are entering into a long-term partnership when you outsource logistics processes. Chasing the best price is seldom the wisest way to choose your provider.

Pitfall #7: Absence of Internal Buy-in: Nothing can derail a partnership faster than finger pointing and negativity within your own operation. Every penny invested in change management and securing stakeholder buy in, is money well spent.

Much of this may sound like simple commonsense the last degree it is. However there are real traps, which can significantly impact an organisation, sometimes with serious follow on consequences for customer service and revenue. The horror stories are many and varied as a logistics service provider can make or break a company's reputation due to the strong involvement that they have in customer interaction and meeting product quality and supply.

Outsourcing is a proven strategy for saving cost and improving service in the supply chain. It allows you to focus on your core activities whilst tapping into the expertise of your Logistics partners and therefore bringing benefit to your customers. This often also provides the benefit of much reduced overall cost to serve.

However, as detailed in the examples of Linfox and DHL above, logistics outsourcing is not just a vendor relationship - it is a true partnership. The key therefore is setting up the relationship for success, right from the start. Select your 3PL partner wisely, take note of the to plan and you will be creating the best opportunity for your business to enjoy the benefits, without the pain.

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Keng has a total of 20 years of working experience; of which 17 years were focused on the logistics industry, in both Singapore and China.

She has accumulated experiences in a 3PL environment for sectors in high-tech manufacturing, luxury retailers , FMCG, Oil & Gas, Chemical and Banking and Financial industry.

The 10 years of general management experience has sharpened her insight into customers' needs and constraints versus the market trends enabling her to understand corporate and shareholders' perspectives. This has enabled her to make important and critical decisions and effectively manage resources, focusing in areas which reap desired results.

Keng is also a PMC trained Business Advisory Consultant and has also been trained in assessing Organization Business Excellence.

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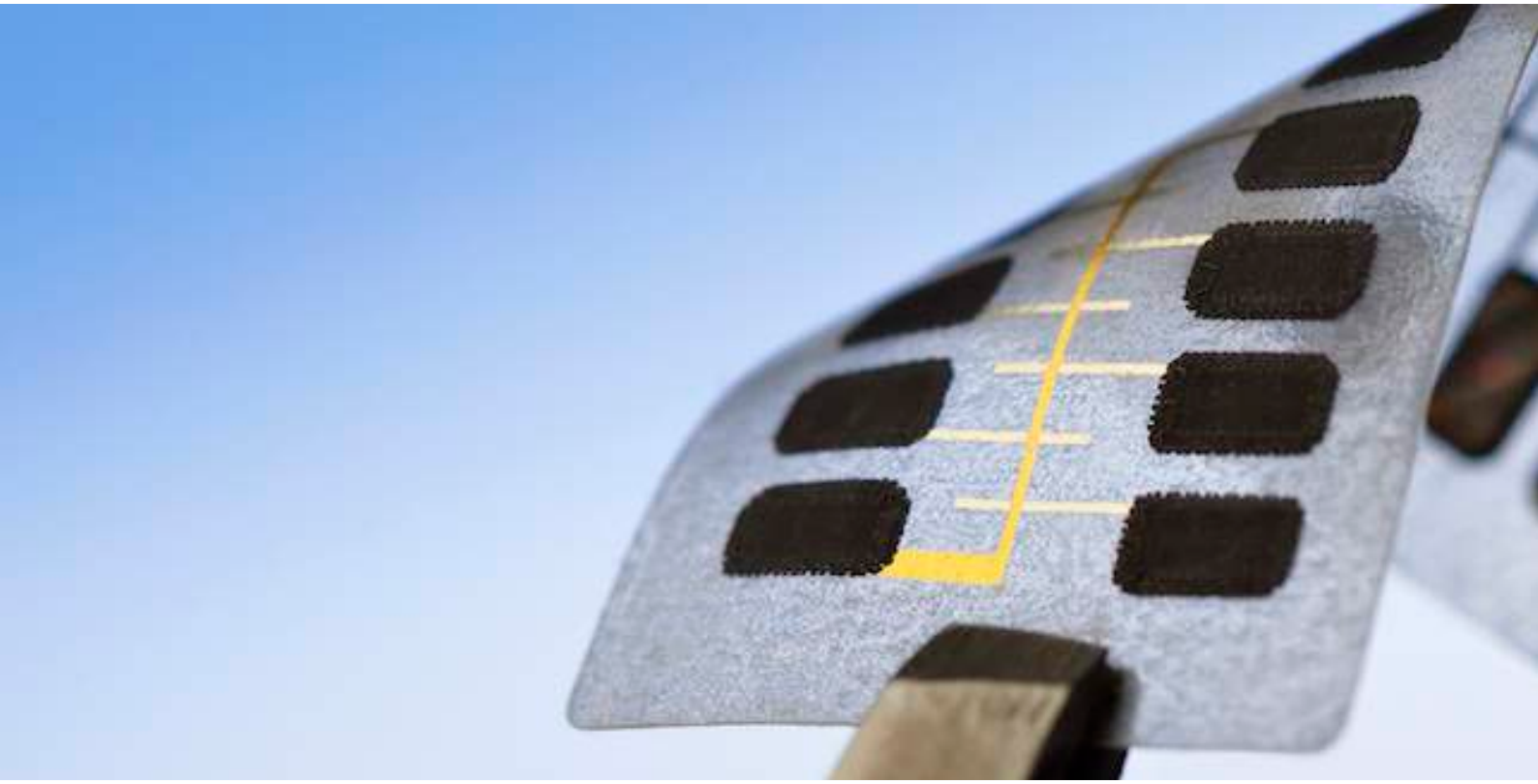


The Sensor – A Game Changer for Supply Chains and Beyond

By Cathy Robertson

The sensor, defined by Cambridge Dictionaries Online as "a device that discovers and reacts to changes in such things as movement, heat and light", has made a significant impact throughout the supply chain and is now serving as the basis of the Internet of Things revolution.

A Brief History

Sensors have been around for quite a while. But beginning in the 1950s, sensors began to be utilized in wireless sensor networks. Not surprising, the use of these networks were first used by the US military in its Sound Surveillance System (SOSU) to detect and track Soviet submarines. According to a report authored by Silicon Laboratories Inc, SOSUS used submerged acoustic sensors distributed in the Atlantic and Pacific oceans.

Fast forward to the year 1980 as interest in these wireless sensor networks increased, the US Defense Advanced Research Projects Agency established its Distributed Sensor Network Program to formally explore the challenges in implementing distributed wireless sensor networks in conjunction with academic partnerships with such auspicious universities as Carnegie Mellon and MIT. This, as noted by Silicon Laboratories Inc., was the beginning of the shift from being only a military application to studying other potential applications occurred. The result of this partnership has resulted in the growth in multiple sensing technologies including microelectromechanical systems (Examples include pressure, acoustic sensors), CMOS-based sensors (Examples include temperature, humidity, proximity sensors) and LED sensors (Examples include ambient lighting ad proximity sensors).

By the late 1990s, the hardware costs to implement large-scale wireless sensor network applications reached attractive levels for businesses. A growing market, BCC Research estimates the global sensor market alone will grow at a 10.1% CAGR through 2020 to $154.4 billion.

Sensors and Supply Chains

Sensors are used in a variety of ways within supply chains including tracking cargo and parcels, monitoring temperature and humidity levels of goods such as pharmaceuticals, foods and other perishables and asset management.

Simply monitoring these changes in sensor points is not enough though. By combining the monitoring with analysis from data obtained from these sensor points, actionable steps can be taken to improve the supply chain such as re-icing cold chain shipments, inspecting and repackaging damaged goods, or involving law enforcement to pursue stolen products and/or equipment.

There are a growing number of companies that provide such a combination of monitoring and analysis. Logistics Trends & Insights LLC recently chatted with one such company which actually stands apart from other such companies as it seems to be the only one in a niche market. CargoSense is a technology startup company based in Washington DC which is currently focused on transportation monitoring of pharmaceuticals and other perishables. CargoSense provides what it calls "Black

Box" insight for individual shipments. Not only is temperature monitored but also humidity, light and over 20 other sensor points. The sensors in turn allows the company to collect and analyze all the shipment data from origin to destination, pull out events and share the analysis with all players involved in a particular shipment, thus, providing the complete story of a shipment.

In addition, the technology is shifting to other uses and is being utilized and distributed in the form of beacons. This will aid in the calculation of transportation routes, asset management and other services. As a result, those involved in a particular shipment will be able to determine where the shipment was when something happened and then take necessary steps to correct. For more information on this, check out www.logisticsbeacon.com.

What's next for this technology company? Having just recently received an additional round of funding, the CEO, Richard Kilmer noted, "The industry is demanding more robust and relevant information within specific contexts in order to truly control and optimize critical functions to cut loss, reduce risk and enhance both product and service delivery. We are focused on expanding our solutions to encompass the complete supply chain system in order to monitor environmentally sensitive cargo in both mobile and fixed environments."

The Internet of Things

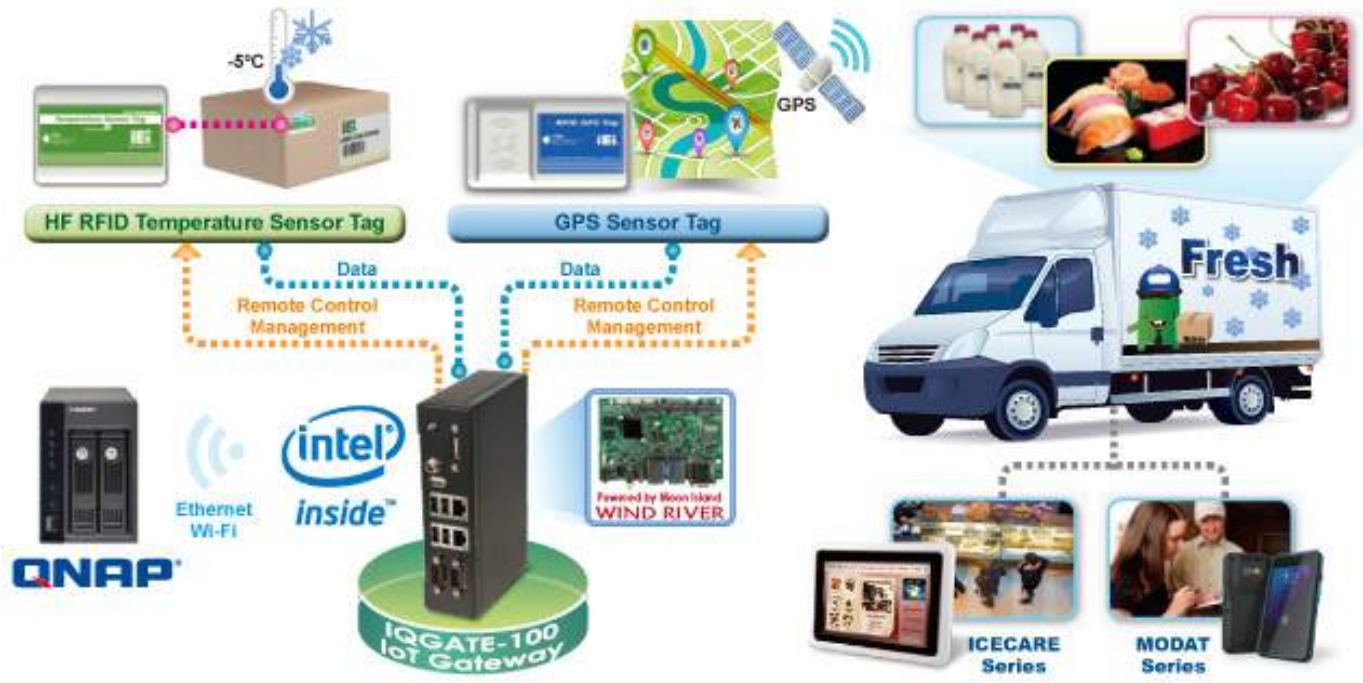
CargoSense is just one example of the many companies in this burgeoning field of sensors and analytics. In fact, during our conversation, the CEO referred to the company as being a part of the "Internet of Things". Gartner defines this concept as "The network of physical objects that contain embedded technology to communicate and sense or interact with their internal states or the external environment."

Indeed, this concept, while vague by design, is growing rapidly. According to DHL and Cisco's report, Internet of Things in Logistics, there will be more than 50 billion connected devices by 2020 up from today's estimated 15 billion connected devices. Furthermore, Internet of Things is expected to deliver a $1.9 trillion boost to supply chain and logistics operations.

This "boost" will likely be towards supply chain and logistics operations that are not only considered traditional ones but also those still in its infancy today or have not been even thought up yet. Changes in the way transportation is obtained and conducted and how warehouses and distribution centers are managed are occurring at such a rapid clip.

This disruptive trend is affecting all industries and has coined such terms as "Smart Cities" and "Smart Homes". Within "Smart Cities", sensors are being used to do everything from monitor the number of vacant parking spots available in a city to detect the level of trash and rubbish in containers so that trucks can optimize their collection routes. For the "Smart Home", home owners can remotely monitor air conditioning, lights and burglar alarms with just a smart phone app.

In addition, the benefits to the health industry are immense. Wearables that can monitor blood pressure and Google glass contact lenses that can measure blood sugar levels will benefit millions that have high blood pressure and/or are diabetic for example.
And let's not forget the automotive industry which is experiencing growing interest in autonomous cars.



The Outlook

The outlook, of course, is anyone's guess but it is likely one in which more and more devices are connected as DHL and Cisco predict. It is also one in which security and the sharing of personal information may come under attack. But, as DHL and Cisco note in their report, it will become even more important for all involved in the supply chains of these devices to collaborate and place a priority towards security. In addition, data analytics will play a growing role to support the safety and security of these devices.

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Cathy Robertson is provides research and analysis for strategy, IT, marketing and operations needs.

Her research and analysis have appeared in a number of reports, consulting projects and published articles from leading publications. In addition, she provide content expertise for blogs, white papers and websites.

Besides sharing the supply chain passion via the written word, Cathy has presented at several conferences including Ti Conferences, Cargo Logistics Canada, Southeast Freight Conference and CSCMP.

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