

DECEMBER 2016/JANUARY 2017

this issue

THE DIGITAL SUPPLY CHAIN:
FIVE TECHNOLOGIES TO WATCH 20

AIR FREIGHT IN 2017 27

SHIP LOGISTICS – THE NEXT WAVE: HYBRID
AIRSHIPS! 32

SO WHAT IS BLOCKCHAIN TECHNOLOGY? 36

LogiSYM

The Magazine for Supply Chain Executives

Digital Collaboration in the Supply Chain



Crown Lift Trucks.

The full product solution for Southeast Asia.

Electric, Diesel and LPG Forklifts.



to



to



to



Whether partnering with established global companies or rising industry stars, Crown Equipment provides complete material handling solutions for efficient warehousing and effective logistics in any application.

Contact Crown's Southeast Asia headquarters on (65) 6861 3669 or contact.apac@crownc.com

CROWN

IDEAS THAT ADVANCE

crown.com

1604.1339



**DOWNLOAD
THE LATEST
ISSUE HERE**



Feature Articles

- 20 The Digital Supply Chain: Five Technologies to Watch
- 23 The Game Changers RSA Logistics Takes the Supply Chain Industry by the Horns
- 25 BGroup Logistics – Tailored Solutions with Extra Value
- 27 Air Freight in 2017
- 32 Ship Logistics – The Next Wave: Hybrid Airships!
- 34 Digital Collaboration in the Supply Chain
- 36 So What is Blockchain Technology?

Contents

From the Editor	04
A Word From the President	06
Contributors	08
Air News	10
Maritime News	12
Logistics News	14
Supply Chain News	16
E-Commerce/Technology	18
Events	39





from the editor

.....Trade Agreements, Politics & the Supply Chain!

Dear Readers,

As we approach the end of 2016, we can recall the highlights of the year, and reflect on the key indicators for 2017 and beyond. My thoughts this month is trying to connect Trade Agreement & Politics to the Supply Chain and the impact on our businesses. The great hype and rhetoric on trade agreements is bound to have some effect on the way we have been doing things – but will it really make any difference?

To most businesses the hype & rhetoric is just noise that makes good news. But in the end, the focus is on business as usual, which is what most will agree with. We have been hearing for years about the TPP, TTIP & RCEP agreements. And yet we all know that the implementation of such agreements could be several years down the road – so in essence, what you do not have, you do not miss.

But the concern we should have, is how to navigate through the real disruptors in our businesses. The supply chain is and will continue to be the backbone of our Enterprise ability to sustain our competitiveness in changing environments. For this reason it is important that the focus of attention remains in this area and deal with speculative matters later – here comes in the “politics” in our equation.

What is of concern, are the real & immediate changes that could trigger forced disruptors in a short time frame. To understand this, we need to look to Brexit, the USA new Presidential order and interplay of regional politics that link global issues. It will be these political power plays that will determine stability and continuity in our supply chains with the opportunities to facility

better performance.

The engagement of large, medium and small countries on Trade agreements, whilst real in their intent, is a very powerful process of engaging adversaries and ensuring stability. The crafting of win-win trade agreements may seem trivial to some, but is vitally important to the world order.

What is therefore our role in this evolution and how should we project our industry?

The strong emotional rhetoric that globalisation is now bad & the return to national protectionism is the way forward, cannot be completely accepted. It was this very globalisation of trade that was a key driver of global economic growth, the development of smaller regional nations, and one that successfully engaged China in this process.

The complex, yet strategic intent of trade agreements, has had a major impact on the world order and in general political stability for many years. Are we prepared to throw all of this away, in favour of some unknown model and even more uncertain disruptions?

We wish all our readers very best season wishes and prosperous 2017.

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

Joe Lombardo
International Editor



Keeping the world's products
**MOVING AND
CONNECTED**



*In the
smartest
way possible.*



a word from the president

Hello 2017!

Welcome to the final edition of LogiSYM in 2016 and the first edition for 2017.

Whilst I say this almost every year, 2017 has indeed been a hectic year for us. The editorial team, primarily Joe and Myla have been working on improving the quality of the magazine, and it shows.

We also ran two successful Symposium's in Singapore and Malaysia and by the time many of you read this, our third Symposium venue in Dubai would be well underway.

On the professional front it has been a bumpy ride as well, with small peaks and troughs throughout the year. It seemed that we were always dealing with one issue or another

and my hope for 2017 is a business environ that is probably a little more stable. I do agree with the saying that nothing is as constant as change but less frequency and inconsistency would indeed be welcome. This is probably wishful thinking.

I wish all you readers a fantastic 2017 and would also like to thank all our supporters, supporting organisations and the LogiSYM team for their commitment and hard work in 2016.

Onwards and upwards!

Raymon Krishnan

President

*The Logistics & Supply Chain
Management Society*





WEASEL® – innovative, creative, connected

SSI Schaefer's latest automated guided vehicle (AGV) for internal goods transport can be easily integrated into your transport processes. The high flexibility and scalability of the system – thanks to onward movement without the need for rails – allow WEASEL to master almost all transport tasks for products weighing up to 35 kg and with no complex sensor or control systems.

contributors



Yong Siew Mee

Vice President of Global Marketing
Quintiq

Yong Siew Mee is the vice president of global marketing at Quintiq. She oversees the company's overall strategy, brand, and global operations — contributing to Quintiq's year-on-year growth rates of over 27%. Siew Mee holds a master's degree in telecommunications engineering from University College London.



Paolo Traisci

General Manager SE Asia
BGroup Logistics

With over 20 years in the Logistics and Supply Chain industry, covering 3 continents and emerging markets, Paolo possesses an extensive experience in the international logistics business, Apparel & Fashion industry, Freight Forwarding, and E-commerce (since 2007 with projects related to Asos, Littlewoods in London and Yoox).



Raymon Krishnan

President
The Logistics & Supply Chain Management Society

Raymon Krishnan has over twenty years of experience in the Logistics industry as an end user and service provider. This experience includes senior management, government linked and academic positions in a variety of international companies and institutions based in Asia, the US, Europe and Australia.



Gregory Gottlieb

Managing Director
Airships Arabia DWC-LLC

With over 20 years in the Logistics Gregory Gottlieb is a British expat, who has spent most of the last 12 years living in the UAE. His early career in the British Army was followed by involvement at a senior level in the design, development, production and operation of both airships and aerostats.



Araceli Guenther

Pivot88

Araceli Guenther has over 20 years executive management experience and a proven ability to oversee and direct high visibility and complex management consulting projects. In addition to being an Executive Principal for Victrix Global, a consulting firm, Araceli is also a Partner with Pivot88, a software company focusing on the use of emergent technologies to provide visibility into the most vulnerable and riskiest parts of the Supply Chain – quality control within suppliers.



Alex Allen

Vice President - Consultancy Services
Logistics Executive Group

Alex Allen is Vice President - Consultancy Services for Logistics Executive Group and Director of AZZIL International UAE. Both entities specialize in Corporate Advisory, International Trade Investment, eCommerce expertise, Supply Chain & Logistics Services in the SEA, APAC, EU, USA & ISMEA regions.

ADVERTISING

PUBLISHER	Peter Raven
INTERNATIONAL EDITOR	Joe Lombardo
COPY EDITOR	Maria Judd
DIGITAL EDITOR	Myla Morales
ART DIRECTOR	Fauzi Lee
LAYOUT/GRAPHIC DESIGNER	Myla Morales
PRODUCTION	Ambiguous Design www.ambiguous.design

Asia Pacific/ M.East/Africa
General **Mike King & Associates**
Contact: Mike King
Email: mike@logisym.org
Tel: +61 2 8003 7208 (AU)

EMEA/USA **Ceri Healey**
Email: ceri@logisym.org

COPYRIGHT

All material appearing in LogiSYM Magazine is copyright unless otherwise stated or it may rest with the provider of the supplied material. LogiSYM Magazine takes all care to ensure information is correct at time of printing, but the publisher accepts no responsibility or liability for the accuracy of any information contained in the text or advertisements. Views expressed are not necessarily endorsed by the publisher or editor.

LogiSYM Magazine
Level 15, Langham Place
8 Argyle Street,
Mong Kok, Hong Kong
Tel: +852 3958 2313
Fax: +852 3958 2300
Email: info@lscms.org

LogiSYM
The Magazine for Supply Chain Executives



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.

We deliver a globally, consistent set of multidisciplinary services, based on a collaborative approach. This is grounded in deep, industry-specific experience and a commitment to delivering measurable, sustainable results that can help you adapt and succeed, even in uncertain, changing environments. Our industry focus helps ensure our experienced practice leaders develop a rich understanding of clients' businesses and the insight, skills and resources required to address industry-specific issues and create opportunities.

Our services

- ▶ Business Performance Consulting
- ▶ Supply Chain Consulting
- ▶ Human Capital Consulting
- ▶ 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.

Executive Search | Corporate Advisory | Logistics Academy

Melbourne | Sydney | Brisbane | Singapore | Hong Kong | Shanghai
Mumbai | Delhi | Chennai | Dubai | Ireland | London

www.LogisticsExecutive.com

American Airlines Cargo Benefits from B787-9 on Int'l Routes

American Airlines has launched its international B787-9 service between Dallas/Fort Worth (DFW) and Madrid Barajas (MAD) in Spain, offering cargo customers up to 36 LD3 positions, or 12 pallets, depending on the market.

The B787-9 is also currently operating from DFW to Sao Paulo (GRU) and, in January, will be added to the DFW-Paris (CDG) route. Similarly, in February of 2017, cargo customers will also benefit from the use of the new B787-9 between DFW and Incheon (ICN).

"The introduction of the 787-9 brings another more fuel efficient aircraft type with even greater cargo capacity into the American Airlines fleet," said David Vance, American's vice president of Cargo Operations.

"On routes where we operate the aircraft, our Cargo customers will see notable capacity improvements. We are especially pleased that DFW to MAD is one of the first routes to benefit from the use of this aircraft, as there has been long-term demand for increased space."

FedEx Trade Networks Expands in Malaysia

FedEx Trade Networks, a premier international freight forwarder, announced the opening of a new office in Malaysia. Based in Penang, the additional facility highlights the continued expansion of FedEx Trade Networks to meet the growing market demand.

"With our network stretching into Malaysia, we are well positioned to proactively respond to customer needs and support them in simplifying the complexities of international shipping," said Udo Lange, executive vice president and COO, FedEx Trade Networks.

The new FedEx Trade Networks office

is strategically located in Penang's central business district, with close proximity to the airport and the seaport as well as the city's key infrastructure facilities. FedEx Trade Networks offers a comprehensive portfolio of services, covering e-commerce, international air and ocean freight forwarding, surface transportation (domestic and cross-border), customs brokerage, trade and customs advisory services as well as other value-added services, including My Global Trade Data, the company's online suite of information management tools.

"The world requires a new type of freight forwarder that understands how to turn global logistics into

strategic advantages," said Lange. "FedEx Trade Networks makes the complexities of global shipping simple, striving to provide customers with unparalleled supply chain visibility and logistics transparency to help move their businesses forward."

Penang is one of the most urbanised and industrialised states in Malaysia with a high concentration of key industries and sectors, including high tech, electronics and electrical products, industrial goods as well as aerospace, retail and e-commerce. Home to multinationals as well as small and medium enterprises, the city is one of the leading industrial sectors in the world.



Air Cargo Connectivity Enhances Global Trade Participation



The International Air Transport Association (IATA) released a study identifying a quantitative link between a country's air cargo connectivity and its participation in global trade. A 1% increase in air cargo connectivity was associated with a 6.3% increase in a country's total trade.

"Air cargo is key in supporting the current global trading system. In 2015, airlines transported 52.2 million metric tons of goods, representing about 35% of global trade by value. That is equivalent to US\$5.6 trillion worth of goods annually, or US\$15.3 billion worth of goods every day. We now have quantitative evidence of the important link between air cargo connectivity and trade competitiveness. It is in the economic interest for governments to promote and implement policies for the efficient facilitation of air cargo," said Brian Pearce, Chief Economist at IATA.

Key policy level and practical industry modernization priorities to improve countries' air cargo connectivity identified in the study encompass:

Legislative priorities include the ratification and implementation of:

- 1999 Montreal Convention to enable countries to adopt e-freight

- World Trade Organization (WTO) Trade Facilitation Agreement and World Customs Organization (WCO) revised Kyoto Convention to implement smart border solutions that reduce complexity and costs

The practical industry modernization priorities include:

- Facilitation of electronic processing, through electronic Air Waybills (e-AWB) and e-freight

- Implementation by governments of "single window" processing - ultimately enabling submission of all regulatory documents for trade via one channel

- Coordinated border agency procedures to reduce duplicative controls

- Implementation of risk management controls at borders to combat illicit activities and facilitate compliant traders

- Implement processes to approve release of shipments in advance of their actual arrival

“

Facilitating trade with efficient air cargo processes requires a strong partnership between governments and industry.

Glyn Hughes
Global Head of Cargo
IATA

"Facilitating trade with efficient air cargo processes requires a strong partnership between governments and industry. Governments have the important role of implementing global standards and agreements to facilitate trade and make it possible for airlines to modernize processes. In turn, the industry needs to embrace these opportunities to improve competitiveness and provide customers with enhanced shipping quality, service and better predictability," said Glyn Hughes, Global Head of Cargo, IATA.

Korean Lender Said To Seek Sale of 16 Ships Returned By Hanjin

Korea Development Bank, the main lender to Hanjin Shipping Co, proposes to sell as many as 16 vessels the failed container line used as collateral for loans, a person with direct knowledge of the matter said.

The state-owned lender plans to pick an arranger next week to help sell the ships returned by Hanjin, which filed for bankruptcy protection late August, the person said, asking not to be identified, citing company rules. The ships are a mix of container and bulk

carriers. A Korea Development Bank spokesman declined to comment.

Since the court receivership filing, Hanjin has been shrinking its operations as it returns vessels to owners on advice from the Seoul Central District Court. It is also winding down its business in Europe, and the court has invited bidders for its Asia-US marketing operations to help raise funds for the indebted firm.

Hyundai Merchant Marine Co, Korea

Shipping Association, Korea Line Corp and private equity firm Hahn & Co are among those that have expressed interest in buying Hanjin's Asia-US operations. The court declined to disclose the fifth bidder.

Of the 97 container vessels it operated, unloading of cargo from 89 ships has been completed as of Oct. 30, according to Hanjin's website. The company has been returning chartered vessels to owners as soon as they are unloaded.

Box Shipping's Best Hope is That Things Don't Get Worse: Drewry

CONTAINER shipping's best hope this year and next is for things to stay as bad as they are and not get worse, says Drewry's Container Forecaster and Review.

The latest Drewry Maritime Research report estimates that revenue for 2016 may reach US\$143 billion, but this compares to \$218 billion back in 2012.

Worse than expected second quarter financial results will be followed by a better second half-year, it said.

But Drewry still expects container carriers to record a collective operating loss of \$5 billion this year.

Said Drewry's top box analyst Neil Dekker: "Hanjin's failure is the

culmination of several years of poor commercial decisions and mismanagement, not just by Hanjin, but the industry as a whole."

But this, he said, will not signal a major tipping point. "It was more a side-show as freight rates had crucially already turned a corner at the mid-year point," he said.

"More consolidation is likely, but is not necessarily the route to the Promised Land. Senior company executives talk about synergy savings of hundreds of millions of dollars, but this means nothing when it is all too easily given away in weak contract negotiations and the desire to maintain precious market share," he said.

Mr Dekker said the answer lies with fully addressing the revenue side of the equation.

"Thankfully there are signs that the spot market is being addressed to some degree. The acid test for 2017 will be how the lines approach BCO contract negotiations," he said.

The report also released port operator throughput standings. Hong Kong's Hutchinson Ports with 81 million TEU topped the list, ahead of Maersk's APM Terminals with 69.3 million TEU and Singapore's PSA International with 53.1 million TEU.

**Warehouse
Solutions**



**Supply Chain
Solutions**



**Material Handling
Solutions**



**Office
Solutions**



**After Sales
Support**



**LINK YOUR
OPERATION
WITH SPAN**

SPAN
COMMITMENT TO EXCELLENCE

span-group.com

T: +971 4 289 5111 | E: inquiry@span-group.com

ABU DHABI | BEIRUT | DOHA | DUBAI | RIYADH

RSA Logistics Awarded “Employer of the Year” at the Middle East HR Excellence Awards



Photo: Photo Caption: L-R: Simon Stephens, Frazer Jones Middle East, Seema Gupta- Manager – Talent Development & Administration & Abhishek Ajay Shah- Co-Founder & Managing Director

RSA Logistics, a leading Dubai-based third party logistics (3PL) provider, was awarded “Employer of the Year” at the 2016 Middle East HR Excellence Awards, the most distinguished platform in the region for recognizing HR and talent development professionals, held at the InterContinental Hotel.

The Middle East HR Excellence Awards honour the exceptional accomplishments of individuals, teams and organisations that have made a significant contribution to the development of the Middle East HR Industry. The awards come under the HR Summit and Expo, the biggest HR event

in the region. RSA Logistics was conferred the title by a panel of judges for showing outstanding people development strategies that fostered an environment of engagement and motivation, leading to higher productivity, thereby proving itself as an employer of choice.

Abhishek Ajay Shah, Co-founder and Managing Director- RSA logistics said, “We are honoured to be named Employer of the Year. We strive to create an enriching, value-based culture and environment of learning, engagement and endless possibility for our team to help them achieve personal growth. We are very proud of our team, and will

continue to push ourselves to deliver the best for them.”

Seema Gupta, Talent Development & Administration Manager -RSA Logistics, added, “We are thrilled to receive this recognition for our people practices. We strongly believe in the capability of our team, and in celebrating small and large victories, which invariably helps us to build a culture of trust & inclusiveness. This award is moreover a nod to the commitment of RSA’s senior leadership team who expect us to strive for nothing less than excellence.”

RSA Logistics in a short period of 7 years has grown from 10 to 230 team members. The organisation consistently promotes a culture of knowledge-sharing, achievement and recognition, and of living by the company’s core values. RSA’s commitment to building a strong team is reflected in its talent acquisition process, its training and development strategies as well as its engagement activities. The company was recently also recognized as a Best Employer by GCC Best Employer Brand Awards 2016, held in October.



6 months Industrial Attachment required for Logistics and Supply Chain students. These students have completed 6 months of academic studies in STEi Institute in:

Diploma

- Business Communication
- Entrepreneurship & the Environment
- Marketing Management
- Intergrated Business Logistics — International Transport
- Managerial Economics & Information
- Operations Management for Logistics

OR

Advanced Diploma

- Supply Chain Management
- Transport Management
- Purchasing & Materials Management
- Warehousing & Distribution
- Strategic Management

Flexigistic UAE Selects Exactus Aware 3PL SCM Suite for Operations Excellence

Flexigistic is a UAE based 3rd Party Logistic Service Provider that provides one-stop-shop logistics services for various industry verticals.

The company is headquartered in Jebel Ali Free Zone and it has branch and representative offices within GCC region.

Recently we have decided to use Exactus Aware Supply Chain Suite to manage our 3PL Operations, including Freight Forwarding, Warehousing, Distribution, Transportation and Finance. Freight Forwarding & Finance Module implementation has completed and currently implementation is on-going for the RF & RFID based Warehouse Management System, Freight Forwarding & Finance Module.

"We were looking for an advanced and proven solution to fulfill our growing operations and customer requirements," said Sanjeeve ST, GM of Flexigistic. "As an integrated logistics services company, we were looking for a single-platform 3PL Suite and the functionality of Exactus' Aware solutions was selected due to its proven expertise in the domain. "The Exactus Solutions will be an essential component of our strategy to respond to growth while continuing to deliver a high level of customer satisfaction, Flexigistic objective is to utilize the best of breed technologies to drive efficiencies and productivity in its operations. We are raising the technology standards for the operations of our company and we believe that our investment will enable us to emerge as a leader in the logistics companies", added

Sanjeeve. "Flexigistic' selection of Exactus SCM Suite as a strategic supply chain tool to support its clients is a testament to the confidence they have in Exactus' firm commitment to the logistics services industry in the Middle East," observed Jinu Nair, Director of Exactus.

"We expect Flexigistic to not only realize many operational efficiencies and overall cost savings but also forge a competitive advantage by deploying our supply chain solutions. By getting real time information about the business operations and leveraging the performance metrics Flexigistic will be able to gain better visibility into their chain to maintain the inventory value reduction and eliminate non-value added costs", added Jinu.

Flexigistic is a Dubai based 3rd Party Logistic Service Provider that provides one-stop-shop logistic services. We are headquartered in Jebel Ali Free Zone and we are affiliated with NAFL, FIATA & WCA for direct access to thousands of Logistic Companies worldwide for seamless connectivity and assured service at best-cost.

With our existing infrastructures, cutting edge Supply Chain Suite System, we are equipped as one off the largest one-stop logistics service provider with strong ability to serve various industry verticals.

FLEXIGISTIC OWNED ASSETS:

NO.s	Location	Covered Warehouse m ²	Open Yard m ²
1	DUBAI	23,400	45,221
2	DUBAI	-	31,266
3	KSA- PETROMIN	3,000	7,000
4	KSA - AZIZIA	-	113,598
5	IRAQ	2,000	4,500

28 Various Types of Material Handling Equipment with 25-1.5 Tons Lifting Capacity

SERVICES WE PROVIDE:

Contract Logistics
 Project Logistics
 Clearances & Freight Forwarding Services
 Transportation Services
 Open Yard Storage Services
 Supply Chain Consultancy Services

**FLEXI
 GISTIC**
 Supply Chain Made Easy

Steven Gurung
 Business Development Manager
 +971 56 416 9317
 StevenG@flexigistic.com

Office: +971 4 883 6866
Fax: +971 4 883 6663

Sanjeeve ST
 General Manager
 +971 50 708 2923
 SanjeeveST@flexigistic.com

Web: www.flexigistic.com
Email: info@flexigistic.com

Samsung to Invest More Than \$1 Billion in Texas Chip Factory

Samsung Electronics Co. said that it would invest more than \$1 billion in its Austin, Texas, semiconductor factory, as the South Korean technology giant seeks to bounce back from its recent smartphone recall by redoubling its efforts in smartphone components. Samsung, which reported its worst

quarter of operating profits in two years in the three months ended Sept. 30, said that it would spend more than 27 trillion Korean won (\$23.65 billion) on capital expenditures this year, a record high, to beef up its capabilities in semiconductors and display panels.

The emphasis on components sales comes as the company has been reeling from a spate of reported fires that forced it to discontinue its Galaxy Note 7 last month.

In Austin, Samsung said that it would spend the money over the next eight months to boost production of processor chips for smartphones and other devices. The company says it has invested more than \$16 billion in its Austin facility, which it opened in 1997.

While Samsung's mobile fortunes have taken a bruising, the company's components division remains a bright spot. The company is widely considered to be a leader in producing 3-D NAND flash memory chips which are widely used in computer and mobile phone storage and organic light-emitting diode, or OLED, panels, for smartphones and televisions. It is also the world's largest producer of dynamic random access memory, or DRAM chips by volume.

In the most recent quarter, Samsung's components division accounted for 84% of the company's overall operating profit, the highest proportion since Samsung launched its first Galaxy S-series smartphone in 2010.

LLL Writers Prominent in Seahorse Freight Journalism Awards



Photo: Mike King, LogiSYM Commercial Consultant, receiving the 2016 Seahorse Supply Chain Journalist of the Year trophy in London in December from Gillian Smyth, Director of Marketing & Strategy at the American Bureau of Shipping.

Lloyd's Loading List journalists featured prominently in this week's annual Seahorse freight, maritime, and transport journalism awards, with all three regular reporters shortlisted in one or more categories and one scooping a prestigious award.

Asia correspondent Mike King won this year's Supply Chain Journalist of the Year award, and was also shortlisted in the categories of Environmental Journalist of the Year and the Air Cargo Journalist award.

Lloyd's Loading List editor Will Waters was shortlisted for the Supply Chain Journalist of the Year award and the Journalism on Innovation award, and Europe correspondent Stuart Todd was also shortlisted for the Journalism on Innovation award.

Elsewhere within the Seahorse Club Journalist Awards 2016, held annually to reward excellence in freight, maritime, and transport journalism, Janet Porter, long-term writer and editor within Lloyd's Loading List sister publications Lloyd's List and Containerisation International, was rewarded with a Lifetime achievement award, reflecting her outstanding contribution to media coverage of international container shipping.

Alibaba Buys 32% Stake in Grocery Chain Sanjiang

Alibaba Group Holding Ltd will spend more than 2 billion yuan (\$290 million) buying about one-third of Sanjiang Shopping Club Co, picking up a slice of a regional Chinese discount supermarket chain, which has more than 1 million members.

Shares of Sanjiang surged by its daily 10 percent limit on Monday, giving the Ningbo-based company a market value of about \$830 million.

China's largest e-commerce company will hold about 32 percent of Sanjiang, it said in a filing. It will buy 1.52 billion yuan of new shares, 438.6 million yuan of stock from existing holders, and 188 million yuan of convertible bonds via

a private sale. If converted, the bonds would account for 3 percent of equity.

The deal marks Alibaba's latest acquisition of bricks-and-mortar retail, as it tries to revamp traditional offline and online models. Billionaire co-founder Jack Ma's goal is to replace distributors and middlemen and let stores buy directly from suppliers based on real-time demand and inventory. Sanjiang, a local take on Sam's Club, sells groceries at discounted prices and operates about 160 stores scattered across the prosperous eastern province of Zhejiang.

"Sanjiang shopping has an extensive

offline network and experience in running retail stores," the companies said in the filing. The two companies will work in procurement and logistics, and integrate business lines.

Alibaba does not plan on any additional stake purchases in the next 12 months, Sanjiang said in a stock exchange filing. The convertible bonds can be converted to Sanjiang shares six months after issuance.

Alibaba has invested in physical retail - including in Suning Commerce Group Co and Intime Retail Group Co - to flesh out its online shopping offerings, open up new sales channels and improve its logistics network.

Aramex Eyeing Expansion of E-commerce Business

Aramex CEO has said the Dubai-based firm is pursuing partnerships with logistics and technology companies to expand its e-commerce business after it posted a 3 percent drop in its third-quarter net profit.

The company, which was formed in 1982 as an express wholesaler and now operates across 60 countries, expedited its plans in July 2016 to expand business into other sectors after two investor groups, led by Dubai billionaire Mohamed Alabbar, bought a combined 16.45 percent stake in it.

"Looking ahead, we are pursuing partnerships with innovative logistics and technology companies to further transform Aramex into a leading technology enterprise, grow our e-commerce proposition and sustain

ably expand the business," said Aramex chief executive Hussein Hachem.

Aramex said it had established a joint venture e-commerce company with Australia Post, in a move that could herald a new expansion drive by the company.

Alabbar has previously said he is keen to harness Aramex's footprint in logistics and transport to build an e-commerce platform across the Arab world comparable to Alibaba, in areas such as banking and retail.

The Arab world's young population and improving internet access mean the region is well placed to capture the growing popularity of e-commerce.

The company said its third-quarter

profitability was hit by fewer working days due to public holidays and slower economic activity in the Gulf.

Aramex made a net profit of 72.2 million dirhams (\$19.7 million) in the three months ended September 30, it said in a statement. This compares

with a profit of 74.6 million dirhams in the same period a year earlier.

EFG Hermes and SICO Bahrain forecast that the firm would make a quarterly net profit of 75.8 million dirhams and 77.1 million dirhams respectively. Third-quarter revenue was 1.05 billion

dirhams, compared with 917.0 million dirhams a year ago.

Cross border e-commerce was the key driver of the growth and will continue to drive the company's business strategy and expansion plans in the future, said Hachem.

Singapore-Based E-commerce Enabler Launches App for Indian Businesses



Avula, said: "With significant mobile phone penetration in India, the app will make the online world easily accessible to anyone who wants to sell online across the country." Talking about the revenues, Avula said the sellers can create stores for free without having to pay any commissions. However, the company has entered into a revenue-sharing agreement with payment gateway Citrus Pay and charges per transaction. Besides, it is also partnering with PayPal as its global payment gateway partner.

Shopmatic's 'Go' app lets individuals and merchants develop online stores

Singapore-based e-commerce enabler Shopmatic has launched an mobile app for small Indian businesses and solo entrepreneurs to create their own websites in just two minutes and for free.

Called 'Go', the app lets individuals and merchants develop online stores by snapping pictures of their products, enabling payments and selling their products by sharing on social channels, from their phones. The app has been primarily tailored for the Indian market, but would soon be launched in Hong Kong and

Singapore in the next 3-4 months. Anurag Avula, CEO, Shopmatic, said about 5,000 merchants have already developed store-fronts and websites using the app in the past three days. The plan is to get about 1 million sellers on the app by December 2017, and help them digitise and scale their businesses by using social media.

ONE-STOP SHOP

Founded in December 2014, Shopmatic manages the entire e-commerce ecosystem — from developing a unique web store, to listing products on marketplaces and social-media channels, to providing insights on how to sell online.

A number of online sellers are shifting out of big e-commerce sites and setting up their own online platforms to not only gain better visibility but also save on commission and logistics charges, he said.

A few other sites such as Kraftly and Shopo.in, both marketplaces, are also helping small businesses create their own online stores. However, they charge commissions, which are as low as 0-5 per cent compared with 25-30 per cent by the big e-commerce platforms. While e-commerce majors earlier charged 10 per cent as commission from sellers, they have now increased the fee.

What trends will you profit from in 2017?

Don't miss this webinar with leading logistics and manufacturing experts for an in-depth look at the technological and market trends around the corner, and the opportunities they represent.

The digital supply chain: Trends to watch in 2017

Date: January 25, 2017

Time: 3:00 – 4:00PM GMT+8

Have a question? Get it answered at the Q&A session at the end of the webinar.

Register now at events.quintiq.com/2017trends



THE DIGITAL SUPPLY CHAIN: Five Technologies To Watch



Faster, smarter, and cheaper. 2017 will mark the turning point for a number of technologies, and more importantly, for supply chains worldwide. Technologies that were once thought of as emerging — The Internet of Things, blockchain, augmented reality, 3D printing, and machine learning—will enter the mainstream and grow at a phenomenal rate. What does this mean and how will it impact you? Let's take a closer look.

INTERNET OF THINGS

The Internet of Things (IoT), the network of connected physical objects, continues to grow at a blistering pace of five million devices a day. In a recent study, tech research firm Gartner estimates that there are 6.4 billion connected devices worldwide today. That's up 30% from 2015, and we're on track to hit 20.8 billion by 2020.

But IoT is more than just Fitbits and iPhones — it includes the GPS radio in a handheld scanner, the RFID chip in a pallet, and the myriad networked sensors in everything from pipes to machines. And while we probably won't see any breakthroughs in 2017, we're going to see increased adoption as costs continue to drop.

This trend marks a great opportunity for companies to push for end-to-

end visibility in their supply chains, which will give them a tremendous advantage, particularly in today's volatile markets, in detecting changes quickly as well as in spotting opportunities and threats.

For example, 3PLs could reduce fuel costs by optimizing fleet routes based on real-time traffic conditions; bulk logistics providers could ensure temperature stability for their cargo in transit, and manufacturers could prevent stockouts by monitoring inventory across all their distribution centers.

These opportunities add up: A 2012 study by General Electric estimates that the rail freight sector could save as much as \$27 billion over 15 years with just a 1% reduction in system inefficiency; in aviation, an increase of 1% in fuel savings could translate to \$30 billion in savings over the same period.

BLOCKCHAIN

The push for visibility continues with the blockchain. You might know it as the technology behind Bitcoin, but its applications go beyond finance. Blockchain has the potential to simplify the way we track and trade anything of value.

Here's how it works: Imagine that you have a digital ledger for every item in your supply chain. One that records every transaction that occurs in its journey through your supply chain. But instead of storing it in a central database in the cloud, every supplier is given a copy, in which they will validate any changes using an algorithm. This system of distributed consensus creates a single, immutable version of the truth — boosting trust, transparency, and efficiency among all parties.

Although still in its infancy, blockchain is worth keeping an eye on in 2017 as we start to see it in action in the supply chain. For example, London-based startup Everledger recently launched a service that helps companies track the movement of diamonds through the supply chain, which will help combat insurance fraud and theft. Similarly, a retailer could use blockchain to validate the origins of the organic produce it stocks on its shelves. And that's just the tip of the iceberg: Gartner reports that it has documented more than 130 different use cases for blockchain across various industries in March 2016.

AUGMENTED REALITY

Like the Internet of Things, we're reaching a tipping point in augmented

reality (AR) regarding price and capability. This will drive adoption in 2017, particularly in logistics and warehousing operations, where AR will have the most impact. According to a 2014 DHL report, warehousing operations is estimated to account for 20% of all logistics costs, and the task of picking 55% to 65% of the total cost of warehousing operations.

For the uninitiated, an AR solution enables the user to overlay vital information onto real-world surfaces, just as a heads-up display in a car projects the speed onto the windshield. The Vuzix Smart Glasses, for example, allow pickers to keep their hands free by projecting the picking list into their field of view — letting them move quicker, more accurately and efficiently. In fact, a pilot project run by DHL in 2016 using the Vuzix solution saw a 25% boost in efficiency.

Another key use case for AR is improving on-site repairs. For instance, an equipment repair technician could make a call on-site to an expert if he stumbles upon a problem. The expert will then be able to provide step-by-step guidance based on what he sees, streamed live through the technician's smart glasses. This way, the technician gains first-hand experience and the job gets done faster; it's a win-win.

3D PRINTING

3D printing is a US\$5 billion dollar industry today, but that's nothing compared to what analyst firm Canalis predicts where 3D printing will be in 2019: US\$20.2 billion. 2017 will see 3D printing take off, as many of the barriers to speed and quality are overcome by new advances in technology.

For example, the new M1 printer by California-based startup Carbon can produce an object 25x to 100x faster

than conventional printers using a technology called Continuous Liquid Interface Production (CLIP). What's more, CLIP also provides a leap in quality, making it possible to 3D print isotropic parts with mechanical properties and a surface finish like injected molded plastics.

These advances are driving adaptations and adoption in the industrial space, too. HP's entrance into 3D printing in mid-2016, in particular, will be interesting to watch. Its Jet Fusion 3D printers are not confined to just rapid prototyping and can be used to produce thousands of parts at a go.

We're also starting to see the virtual warehouse concept come to life. Mercedes-Benz Trucks, for example, has begun offering its customers plastic spare parts to be 3D printed at a push of a button. And Air New Zealand is 3D printing lightweight cabin components, such as cocktail trays, to save on manufacturing and repair costs.

MACHINE LEARNING

The volume and complexity of big data continue to grow, and the end of 2016 will mark our crossing over into the zettabyte era. For the first time, global IP traffic will surpass one zettabyte (ZB) per year — that's 36,000 years of full HD video content, in one year. And according to a 2016 Cisco white paper, that figure will triple in the next five years.

The opportunity and challenge for supply chain professionals here will be to unlock the value within their data with machine learning (ML), and by extension, artificial intelligence (AI). For example, instead of just 3D printing parts on demand, a car company or an airline could predict the maintenance needs of their assets based on data

gathered from real-time monitoring of smart devices, and produce the part just as it's needed.

Quintiq has taken a different approach to overcoming big data complexity. Its Self-Learning Supply Chain platform has enabled companies such as DHL, Danone, and Virgin Atlantic to manage and optimize key planning functions as one. This integration, coupled with Quintiq's world-leading advanced analytics and machine learning capabilities, give planners the intelligence and control needed to navigate an increasingly volatile and unforgiving global economic environment.

On that note, machine learning will be pivotal this year in increasing operational agility and productivity in the supply chain. And with more companies offering ML and AI services this year, it looks like 2017 is going to be a very exciting year for supply chain tech.



Yong Siew Mee
VP Global Marketing
Quintiq

Yong Siew Mee is the vice president of global marketing at Quintiq. She oversees the company's overall strategy, brand, and global operations — contributing to Quintiq's year-on-year growth rates of over 27%. Siew Mee holds a master's degree in telecommunications engineering from University College London.



LOGISTICS. PERSONALISED.



CHEMICAL LOGISTICS AT ITS BEST

Solutions & Services for Chemical & Petrochemical Supply Chains
Integrated Service Portfolio for Liquid Chemicals and ISO Tank Containers





The Game Changers

RSA Logistics takes the supply chain industry by the horns

The world is changing at a rapid pace. With customer demands becoming more exacting by the day, the only way to stay ahead of the supply chain game is to keep alert and remain agile. This is the ethos employed by RSA Logistics, a multi-award winning 3rd party logistics provider headquartered in Dubai. The secret behind RSA's success is a hunger for growth matched with strategic vision that keenly observes and pre-empts the needs of the macro-economy. Equipped with a highly specialised team, in-house technology development expertise, and bold decision makers, the young company looks forward to being known as game changers in the supply chain industry.

In the short span of 7 years RSA has grown from 10 to 230 team members. From 1 to 13 facilities. Strategically headquartered in Dubai South, RSA currently owns 7% of the 3PL market in UAE with best-in-class health and safety standards. Dubai South, part of the Dubai Logistics Corridor, along with Jebel Ali Sea Port and Jebel Ali Free Zone (JAFZ), is the favored entry point to the emerging markets of the Middle East, Africa and South Asia

projected to reach \$12.8 trillion in GDP by 2022-23¹. Dubai South is also home to Al Maktoum International Airport which by 2022 will be the world's largest airport with a capacity of 220 million passengers and 12 million tonnes of cargo per year².

In addition to staking claim on a strong geographic vantage point, RSA's main claim to fame has been in identifying gaps in the region's commercial scene and taking the right strides towards bridging them through strategic partnerships and investing in the right infrastructure. To date, one of its greatest success stories has been teaming up with German chemical logistic giant ALFRED TALKE Logistic Services to bring the most sophisticated and safety compliant solutions for the handling of petrochemical and chemical goods. The move came in response to the increased trend in vertical integration of chemical and petrochemical companies in the Gulf region, creating a demand for comprehensive chemical logistic services with international safety standards.

Since its inception, RSA-TALKE has built 2 specialised chemical facilities in Dubai South and earlier in 2016 inaugurated its third facility, an integrated chemical logistics hub for storage, handling, cleaning and maintenance of ISO tanks. The integrated facility in Jebel Ali attracts larger chemical and petrochemical companies with a complete solution, creating a new gateway for cargo through Dubai, in line with the vision of DP World. The key offering of the inaugurated first phase of the chemicals hub is storage and transshipment capacity for up to 800 TEU - designed for empty or laden ISO tank containers with classified hazardous substances or non-hazardous chemicals. When combined with the global transport capacities at its disposal through the joint-venture, RSA-TALKE is capable of serving a holistic solution for chemical logistics that meet the highest quality and safety standards, all from a single source.

Furthering the scope of niche services offered to its customers, and in order to address the under-served food sector in the UAE and the

Middle East, RSA Logistics decided to leverage its expertise in asset design and management to construct a sophisticated cold chain warehouse under the banner RSA Cold Chain (RCC). The objective: To provide a high-growth and scalable end-to-end cold chain solution to quality-focused food companies. The facility, located in the non-bonded section of the Dubai South free zone, provides customers the benefits of the free zone, whilst ensuring ease of access to best maintain the integrity of the cold chain. This is particularly strategic given that the food and beverage industry in the MENA region is expected to reach 7.4% annual growth over the next four years³. Echoing his sentiments expressed at the Automation and Technology in Cold Chain panel at the 2016 Logisym conference in Malaysia, Co-Founder and Managing Director of RSA Logistics, Abhishek Ajay Shah, states, "Climate change, a growing population, and a customer base comprised of millennials demanding immediate product delivery spells opportunity for cold chain service providers like us. We aim to deliver on this complex requirement by leveraging the right technology, keeping savvy and integrating our services more efficiently across the board."



We aim to deliver on this complex requirement by leveraging the right technology, keeping savvy and integrating our services more efficiently across the board.

Abhishek Ajay Shah
Co-Founder & Managing Director
RSA Logistics

In a bid to promote best practices in overall supply chain efficiency in the market, RSA Logistics also launched On-site logistics in September 2015. With On-site, RSA as third party logistics experts takes its expertise to the customers' site, offering a business-to-business guarantee to product owners for their inventory management, and overall supply chain efficiency. This corresponds to UAE's plan for the manufacturing sector, that is to raise its overall GDP contribution from 11 per cent to 25 per cent by 2025 – a move to balance out the current market volatility⁴. RSA's creativity and contribution to the overall economy saw it being ranked 9th out of the Dubai SME 100 list and SCATA named it 3PL Service Provider of the Year in 2015.

RSA's ability to mobilize resources to meet the demands of the market comes from building a strong core comprised of a world class safety culture, in-house technical expertise and a highly specialised and engaged team. RSA takes an active approach to creating a value-based culture and an environment of learning for its team members, whilst promoting transparency to maximise engagement. RSA personnel are challenged to create value for customers through innovation. The success of the many initiatives of its talent development team culminated with the company being awarded Employer of the Year in November 2016 at the Middle East HR Excellence awards.

RSA's focus on technology is another vital aspect in its personalised offerings to its customers. The IT infrastructure at RSA is the best in its sector with state-of-the-art hardware and software that in today's

challenging, complex and rapidly changing environment provides the most timely and efficient response while supporting the company's business strategy. The in-house IT team is a proactive department, engaging in a dynamic dialogue with customers to better understand their requirements and deliver a more efficient service. The mandate of the IT team is to provide real-time data to customers for better decision-making and to automate processes through innovation to make them faster, better and cheaper. RSA has also developed an in-house Innovation Think Tank to drive the importance of technology, invention and thinking out of the box throughout the organization.

RSA Logistics' success is the outcome of anticipating market needs, harvesting opportunities for growth through innovation, and mobilising resources to best serve the economic milieu. The company's proactive approach has led to the development of a growing suite of niche services with the purpose of creatively overcoming challenges in the supply chain. The premise behind every new venture comes from actively listening to the pain points of the customer base in order to derive the best solution. RSA's trajectory is on an upward trend and we can look forward to the company shaking up the logistics industry in more ways than one in the years to come.

1. Dubaisouth.ae – Customer Service page

2. Dubaiairports.ae – Al Maktoum International

3. Gulfmanufacturing.com

4. "UAE eyes 25% manufacturing contribution by 2025" – Gulf News, June 2 2015

BGroup Logistics

Tailored Solutions with Extra Value



Some industries rely more on speed and efficiency than others, within these is the world of retail fashion. Designs which are in vogue today can easily be considered outdated the day after.

“Nothing moves as fast as fashion” remarks Gianmaria Beretti, CEO APAC at the renowned fashion logistics company BGroup, “and we make it move even faster” he says.

“We know how important is for fashion items to arrive in store on time and in perfect conditions and we work hard to make sure we deliver the perfect service” he adds.

BGroup was set up in the 1970s as a company specialized in transporting hanging garments. Today, BGroup has firmly established itself as a global leader in apparel-related logistic business by serving major fashion brands, with a yearly stock-around of over 150 million items and 50 million Mt (2015 value) of textile materials, becoming the ideal partner for all companies in the textile/clothing sector for stock management of raw materials and finished products.

With a rapid growth, the business has expanded into restoration services, pick and pack, inventory management, stores replenishment and reverse logistics.

BGroup is a 3PL international company headquartered in Italy, with over 200,000 sqm of warehouses directly managed between Europe, Asia, Africa and America.

The soundness of the company has allowed BGroup to invest in large equipped warehouse facilities in Italy, Turkey, Bangladesh, China, Vietnam, Singapore, Mauritius, USA and other strategic places for the fashion industry. The organization has seen its services unfolding into a plethora of new options for its clients thanks to its unprecedented ability to work in close ties and to listen to the clients’ needs in several niche markets across various locations in the world.

Nowadays the company is well established in 4 continents and 16 countries, with projects of further expansion in Asia and in the Middle East.

With over forty years of experience in the sector, BGroup’s aim is to create a synergy between past and present, combining the Italian tradition with the constant search for innovation and high standards.

Speed, efficiency, reliability, flexibility and attention to details are the essential values of the company, in order to deliver the best successful business solutions to the clients.

Supported by a dedicated team of professionals, BGroup services are not limited to simply transport and logistics, but are tailored to each client in specific logistic projects.

In regard to VAS (Value added services), BGroup is able to differentiate itself by offering quality control service for any type of textile, garment and accessory, repairing, ironing, reconditioning and labeling, which gives to BGroup an edge in the fashion logistics industry.

Other fashion services include reverse logistics, one of the biggest operations carried out nowadays, and one of the adding value service offered by BGroup. Specific logistics projects

are developed to perform every steps, from the general quality check, replacement of the hangtag if missing or damaged, items folding and placing in a poly-bag, barcode printing and scanning, to goods placement in special dedicated areas.

In addition to that, the cycle counting inventory, a dynamic allocation of the merchandise to maximize warehouse space, especially in those areas with little space availability. BGroup motto is efficiency and no waste policy: therefore all the bin and GOH (Garment on Hanger) locations are always optimized within a very detail oriented management of the available space.

BGroup grants the best technology offered to the clients together with an excellent service, thus contributing to the success of their retail operations. "Our constant search for innovative solutions, and our use of new technologies, our skilled staff and advanced IT systems give us the ability to manage autonomously the logistics operations, providing real-time information to the client while they can focus on their core business" Beretti says.

Indeed the logistics management is possible thanks to BGroup's top-notch WMS system, which interfaces with many different systems available on the market. In a single hub, the clients can store and control yarn, fabrics, accessories and finished products, being able to monitor and store all data in a single computer system. Integrating the logistics and the QC with the international transportation and customs (consulting activities for the different markets) BGroup optimizes the costs, the delivery and the processing time, quickens and simplifies customs procedures following all the tracking of the

finished product, from the origin to the final destination.

Furthermore, third party providers have to ensure that the chance of error is reduced to the minimum. Traditionally most of the operations are performed manually, leading to missing pieces, wrong items being shipped in terms of size, color, typology and few other issues. BGroup's methodology is to keep an eye on productivity through a scanning procedure that follows the goods from their receiving, picking and packing operations. This leads to an error reduction of up to 30%, with a consequent reduction of time waste.

BGroup is an innovative company that boasts a network of professionals and experts, who are always in search of the latest solutions in every aspects of the logistic chain, identifying new opportunities and exceeding clients' expectations. BGroup stands out for the care towards each customer's needs, the constant search for innovative solutions, and the use of tools and technology to provide real-time information on the operations. "We offer tailor-made solutions that fit to our clients' needs and not have them fit into fixed-service packages. We are flexible in our 'mix & match' approach", Beretti underlines.

Recently BGroup put emphasis on this "customization" in its partnership with one of the top Singaporean luxury brand distributors to transform and streamline the latter's business operations. After a long study and analysis of the day-to-day operation flows, BGroup applied its focused and well-coordinated logistics and distribution services with great success. Within six months, BGroup had reorganized the inbound and outbound operations flow with a new layout to maximize staffing

workloads and hike productivity. With the implementation of a tailor-made solution, the distributor's logistic cost structure moved from fixed to variable, with a remarkable total saving in terms of time and operation costs.

BGroup's future plans involve the expansion of its business in new territories, managing new clients and obtaining additional retail deals. Moreover, it is currently working on a new creative platform that will function as a hub for ideas, propositions, new solutions and other ways to grow via e-solutions.

With its passion and commitment, BGroup is the ideal partner of serving international fashion retailers and apparel brands, a company that has been creating growing and long-lasting relationships with its clients over the past four decades thanks to the outstanding service provision and reliability.



Paolo Traisci
General Manager SE Asia
BGroup Logistics

With over 20 years in the Logistics and Supply Chain industry, covering 3 continents and emerging markets, Paolo possesses an extensive experience in the international logistics business, Apparel & Fashion industry, Freight Forwarding, and E-commerce (since 2007 with projects related to Asos, Littlewoods in London and Yoox).

He is passionate about the omni-channel retail revolution and look closely to the digital transformation in the supply chain. Wanting to take part to this transformation, adding up values to the traditional logistics and supply chain industry, he now offers his expertise to BGroup and its wonderful challenge.

Air Freight 2017

Should Airfreight be considered as part of your global Supply Chain strategy in 2017?

The answer is a resounding yes!

Shipping be it Air, Ocean, Road or Rail, is vital to the everyday life of the average consumer and in the ever changing world of commerce. As technology in this area continues to evolve and develop rapidly, the transportation industry must change and adapt as well in order to meet increased demand for faster delivery times.

Of all modes, Airfreight is probably the mode where this is most relevant. If however the implementation and adoption of the e-AWB is used as a yardstick, this is far easier said than done. From

personal experience, 3PL's and to some extent even carriers are still hampered by legacy technologies from 30 or 40 year old systems and are unable or unwilling to break free of these outdated and antiquated shackles.

Disappointing 2016

Reports from many 3PL's are coming in that 2016 has been a disappointing year for airfreight as economic and political uncertainty have increased this year.

One of these topics has been the Trans Pacific Partnership (TPP). Everyone is still uncertain to what will happen to the TPP when Trump takes office this month. Many are of the opinion that it will not be ratified. As many know, the TPP aims to provide a platform for wider,

regional economic integration, and supports the foundation for a free trade agreement of the Asia Pacific. This would give the initial 12 countries the opportunity to shape future trade liberalisation in the Asia Pacific region and promote the growth of regional supply chains and give them better access to globally significant markets. It will diversify trade and investment relationships, and provide a platform to build on the goods and services exported to TPP countries. China is of course taking full advantage of this void that will exist – or rather continue to exist and have not been sitting on the sidelines during TPP



negotiations. Along with 15 other countries, China has been negotiating a region-wide trade deal since early 2013, covering around 50% of the world's population and 30% of global GDP.

The Regional Comprehensive Economic Partnership (RCEP), a less ambitious treaty than TPP, which aims to tackle some highly sensitive aspects of trade, finished its 15th round of negotiations in November.

While the China-excluded TPP is facing uncertainties after the U.S. election, some countries like Australia are already signaling they would support a China-led regional trade deal, and as they are prone to do, China will certainly use this to their advantage.

Oceanfreight was certainly affected by the challenges. In 2016 we saw the collapse of Hanjin Shipping and just a couple of months ago, Japan's big three shipping majors – NYK, K Line, decided to end decades of fierce rivalry and merge their container shipping businesses into a new line (a new joint-venture company) with a total capacity of 1.4m TEU's, which would rank as the sixth largest in the world and have a global market share of approximately 7%

Global trade has been fairly stagnant since 2014 and air cargo a derived demand of

trade has felt the pinch. Growth has been minimal in recent years and 2016 was no different as demand for air freight slid in several markets all around the world.

According to IATA (the International Air Transport Association), jet fuel prices in the last year have dropped 17.8 percent. While the jet fuel price drop is noticeable, many shippers have developed efficient practices utilising other modes of transportation and may struggle to be convinced that the air cargo market will remain advantageous enough to justify increasing usage.

Technology as the enabler

Despite this lackluster performance, it is certainly not all doom and gloom for Airfreight in 2017. Technology will continue to play an increasingly critical role in the day-to-day operations of companies all over the world.

IoT

The Internet of Things (IoT) is on its way to providing the world with more connectivity than ever before, and the effects are being felt in the transportation industry with the increased usage of technologies like RFID tags. The importance of high quality and efficient inventory and communications systems continues to rise as companies seek to optimize supply chains and minimize lead times.

Looking ahead, 2017 has a great chance of being a prosperous year full of growth and innovation that will most likely set a new precedent for speed and quality in the transportation industry.

e-Commerce

e-Commerce continues to grow as more and more people elect to shop online from the comfort of their own home or on mobile devices while they are on-the-go. This trend has led to the need for innovation by companies and shippers to ensure their supply chains are able to meet the time and place expectations of their customers.

As e-Commerce becomes more commonplace in developed economies, air cargo has an opportunity to resurface as a viable mode of transportation despite soft demand. A tough 2016 has stifled the optimism of many but airlines and manufacturers have been hard at work to find a way for air cargo to mirror the relatively robust growth in passenger traffic.

Aside from the BIG 5 – China, USA, UK, Japan, and Germany – a number of regions and countries are poised to become major players in the e-commerce market.

According to DHL eCommerce CEO Charles Brewer, they are positive about the e-commerce potential of three regions in

11th WORLD CARGO SYMPOSIUM **2017** 14 - 16 MARCH ABU DHABI



Join us in Abu Dhabi for WCS 2017!

The World Cargo Symposium (WCS) is the largest and most prestigious annual event of its kind and the only one to bring together key stakeholders from the entire air cargo supply chain.

Our 11th edition, under the theme "Transform today, shape tomorrow", will focus on building the future of our industry and embracing innovation.

This year's program features specialized tracks on digital transformation, innovation in security screening, cargo facility of the future and smart ULDs. The week will start with FACES, the young executives summit and Horizon: the Innovation Forum and will end with the 2nd edition of the IATA Air Cargo Innovation Awards.

Come and participate in interactive sessions dedicated to transforming the air cargo industry today to shape tomorrow.

Venue: Abu Dhabi National Exhibition Centre

Learn more and register at www.iata.org/wcs



2017 and beyond.

“The massive growth of e-commerce will extend past the BIG 5 to take in Southeast Asia, Latin America, and the Middle East and Africa. Markets that, despite their ‘emerging’ status, are fast becoming hot e-commerce properties”.



The massive growth of e-commerce will extend past the BIG 5 to take in Southeast Asia, Latin America, and the Middle East and Africa. Markets that, despite their ‘emerging’ status, are fast becoming hot e-commerce properties

Charles Brewer
CEO
DHL eCommerce

The exponential growth of e-commerce transactions is mind boggling and whilst it is easy to take for granted how web savvy we have become, we should not overlook the fact that some markets are still a lot less mature than others. Given the reach and applications, opportunities still abound in both the more developed and less-developed markets and 3PL's and Airfreight in particular should leverage on this huge opportunity.

Southeast Asia for example, a market with more than 620 million consumers, is primed and ready. Taking some of the lessons learned from more mature e-commerce markets to heart and is leap-frogging from the traditional first step C2C platforms straight to mobile. Thanks to its early digital adoption, e-commerce revenues in the region are set to exceed \$25 billion by 2020.

e-AWB

I mentioned at the start of this article that uptake has not been as rapid as hoped. By any measure though, what has been achieved so far is still quite impressive given that full adoption requires Customs, airlines, forwarders and ground handlers to all work collaboratively together.

In November, IATA announced a number of supporting initiatives for 2017 to address the e-AWB adoption challenges and to sustain the growth in the penetration rate:

- Expand number of trade lanes where e-freight and e-AWB are possible: continue the government supported e-freight initiatives in key locations
- Harmonize e-AWB procedures in key airports across airlines/handling agents: complement the list of SOPs at e-airports, especially at airports to be included in the 2017 eAWB360

roadmap

- Facilitate adoption by SME forwarders: launch on November 8th, 2016 of an e-AWB desktop solution (eAWBLink)
- Provide implementation guidance and materials: develop an implementation playbook to support the adoption of e-AWB
- Coordination efforts of industry in key e-airports: strengthen the e-AWB penetration rate in the existing eAWB3060 airports and deploy eAWB360 initiatives at additional airports.

A stronger 2017

In a recent press release, IATA announced that it expects the global airline industry to make a net profit in 2017 of \$29.8 billion. On forecast total revenues of \$736 billion, that represents a 4.1% net profit margin. This will be the third consecutive year (and the third year in the industry's history) in which airlines will make a return on invested capital (7.9%) which is above the weighted average cost of capital (6.9%). This is for both passenger and cargo volume.

IATA revised slightly downward its outlook for 2016 airline industry profitability to \$35.6 billion (from the June projection of \$39.4 billion) owing to slower global GDP growth and rising costs. This will still be the highest absolute profit generated by the airline industry and the highest net profit margin (5.1%).

Expected higher oil prices will have the biggest impact on the outlook for 2017.

According to IATA, there is some optimism over the prospects for the cargo business in 2017. The break in falling yields and a moderate uptick in demand (3.5%) will see cargo industry volumes reach a record high of 55.7 million tonnes (up from 53.9 million tonnes in 2016). Industry revenues are expected to rise slightly to \$49.4 billion (still well below the \$60 billion level of annual revenues experienced in 2010-2014).

Just like anything in business today, challenges exist, but from the challenges, opportunities present itself to nimble and creative approaches. Airfreight is no different and is certainly

something for Logisticians to ensure are included in their Supply Chain plans in the year ahead.



Raymon Krishnan

President

The Logistics & Supply Chain Management Society

Raymon Krishnan has over twenty years of experience in the Logistics industry as an end user and service provider. This experience includes senior management, government linked and academic positions in a variety of international companies and institutions based in Asia, the US, Europe and Australia.

Raymon is currently the President of the Logistics & Supply Chain Management Society and under his stewardship the Society has been nominated the Best Logistics Education Provider in ASIA in 2003 & 2004. In 2008, the Society won the Supply Chain Asia Education Award and was again nominated for the award in 2010. This recognition was in part due to the setting up of the region's first and only physical warehouse training facility.



The Logistics & Supply Chain Management Society

The Regional Professional Body for Logistics Practitioners

Advancing Supply Chain & Logistics knowledge, networks and collaboration across the global, LCSMS brings professionals and organisations together. Gain access to the latest industry knowledge, research, white papers and explore building opportunities with first-class training, conferences, events and educational programs.



EXCLUSIVE MEMBERS-ONLY BENEFITS:

- > Monthly LogiSYM Magazine and Newsletter
- > Certified Logistics Engineer
- > LogiSYM Conferences (Singapore, Malaysia, Dubai)
- > Australia Logistics Academy Masterclass Programs
- > CEO Knowledge Series (Singapore, Hong Kong, Dubai)
- > Corporate Training, Degrees and Diplomas
- > Industry Networking Events
- > SCM Directory and knowledge Portals
- > Certified Logistics Professional Certification

KNOWLEDGE FOR ALL.

Building a stronger, collaborate industry of professionals.

ENROLL NOW FOR INSTANT MEMBERSHIP

(Enjoy exclusive members-only benefits)

www.lscms.org

Ship Logistics

The Next Wave: Hybrid Airships!



Photo: First test flight of the Airlander 10 (Credit: Reproduced with permission from Hybrid Air Vehicles Ltd.)

There's been a steady, but quiet revolution underway in some of the less visible corners of the aerospace industry over the last several years. Despite the misgivings of traditional airplane developers and the anxieties felt by the helicopter community, the long and painful exile of airship advocates has been drawing to a close. The magic of heavier-than-air powered flight came after successful airship developments and operations by several years – remember that the world's first airline was an airship operator. But the speed, smaller size and smooth lines of conventional aircraft outran the development of airship technology during the tussle for the hearts and minds of aviation pioneers that took place during the first third of the last century.

Although they never completely went away, commercial airships

suffered from an absence of serious technical investment for decades. This has now changed. New materials, the exclusive use of Helium for lift (don't mention the Hindenburg!), together with the rising cost, both in cash and to the environment, of our use of fossil fuels, has given these great ships of the air a second wind. Companies across the globe have been working for some time on ways to make airships more efficient, as safe or safer than conventional aircraft, and, most importantly, useful. After all, advertising 'Goodyear' may be valuable to some, but to make airships truly 'useful', they must do more. And soon, they will.

The small blimps that seem so large when filming golf, or tennis, or traffic, almost silently from a few hundred feet above the action, are dwarfed by the hybrid airship prototypes either

planned or already taking to the air today. Indeed, the giant Airbus A-380 is shorter than the Airlander 10 hybrid airship prototype currently awaiting its second phase of flight testing in the UK. The inescapable fact that a cubic metre of Helium can be harnessed to provide approximately a kilogram of lift has started to see those with the vision and funds to do so, develop larger, more efficient airships – and now, so-called hybrid airships have also entered the fray. In the lighter-than-air world of ropes, handling lines and operating circles, the hybrids, vaguely reminiscent of Gerry Anderson's "Thunderbird 2", offer a serious, cost-effective industrial future for these great ships of the air.

Unlike conventional airliners, which must burn fuel in order to fly (often more than 2,500kg per hour), airships and their hybrid cousins mostly burn

fuel just to move through the air. 'Flight' for an airship is achieved as a result of the Helium it holds – the Helium enables it to float. Therefore, with a fuel burn rate estimated to be in the low hundreds of kilograms per hour, the economics and potential utility of large airships and hybrids are starting to look very attractive.

Why 'hybrid'? Unlike the airships of old – and the Goodyear Blimp – hybrid airships (sometimes referred to as hybrid aircraft) are never completely Lighter-Than-Air; they rely on a combination of Helium lift, together with aerodynamic lift provided by the "Thunderbird 2"-like shape. This gives them stability on the ground or on the water, and allows payloads (people or cargo) to be taken on and off without the lift of the Helium carrying the aircraft back into the sky!

Recent months have seen the potential for hybrids to provide cost-effective services converted into announcements from future operators and end users as well as from manufacturers including Hybrid Air Vehicles Ltd (HAV) in the UK and Lockheed Martin Corporation (LMCO) in the USA (and there are a few other developers choosing to remain in the background as this new market evolves).

However, beyond the press releases and industry hype, one manufacturer is likely to be years ahead of the game: the British hybrid developer HAV benefited greatly from earlier funding from the US DoD for the development of an unmanned surveillance hybrid, which first flew in 2012. Despite US budget cuts resulting in the termination of that program (the Long Endurance Multi-Intelligence Vehicle – LEMV), HAV was able to take advantage of the work they had completed to launch the Airlander family of

hybrids, starting with their prototype, the former LEMV, now known as the Airlander 10. Commercial flight testing of the Airlander 10 prototype started in August 2016 and HAV anticipate their first commercial type-certified aircraft delivery by the end of the decade.

With a payload of 10 tonnes, an unrefueled range of 3,500 km and a potential manned endurance of five days, the Airlander 10 will be the smallest of a family of vehicles to emerge from HAV over the next few years. The next aircraft from the family will be the Airlander 50. It's 50 tonne payload with broadly similar operating performance to the Airlander 10, will certainly disrupt the conventional logistics market. LMCO will follow HAV's lead with the LMH-1, a 21 tonne payload hybrid, with larger designs to come.

One unique feature of all these aircraft is their ability to operate from completely unprepared sites, including grass, concrete, sand – and even water. Rather than being tied to existing logistics hubs, such as airports, ports, train or road network hubs, hybrids will be able to offer a point to point service, carrying goods directly from their point of production to their final point of use or distribution. In addition, their use for routine movement of people to remote areas, for resupplying food or fuel to remote sites and for carrying commuters or tourists in silent luxury, will see them spread across the globe as fast as the manufacturers will be able to produce them.

As this new disruptive capability has no direct precedent, companies such as Airships Arabia in the Middle East, Ocean Sky in Scandinavia and Straightline Aviation in North America are working with hybrid manufacturers

and with the regulatory authorities worldwide to prepare the way for the arrival in our sky – in our aerial ocean – of hybrid air vehicles.

So next time a shadow falls over you, look up and wonder – it may be a ship: an airship.

'I believe I have found a way to make a machine lighter than air itself... We live submerged at the bottom of an ocean of the element air, which by unquestioned experiments is known to have weight.'
— Francesco de Lana de Terzi, 1670.

'I suppose we shall soon travel by air-vessels; make air instead of sea voyages.'
— Lord Byron, 1822.

'Unlike the boundaries of the sea by the shorelines, the "ocean of air" laps at the border of every state, city, town and home throughout the world.' — L. Welch Pogue.



Gregory Gottlieb
Managing Director
Airships Arabia DWC-LLC

With over 20 years in the Logistics Gregory Gottlieb is a British expat, who has spent most of the last 12 years living in the UAE. His early career in the British Army was followed by involvement at a senior level in the design, development, production and operation of both airships and aerostats. In recent years, he has managed airship and aerostat programs for both the Saudi and UAE Governments. In 2014, he founded Airships Arabia to become the Middle East's regional provider of airship solutions. He is a Council Member of The Airship Association and former Chair of the American Institute of Aeronautics & Astronautics Lighter-Than-Air Systems Technical Committee. His hobbies include flying and skydiving.

Digital Collaboration in the Supply Chain



One of the most important initiatives for companies around the globe is the Digital Transformation and Digital Collaboration of the global supply chain. It should come as no surprise that many companies are taking this quite seriously and making the necessary investment in the right technology and tools.

Over the past few years, companies have struggled to deal with the many issues facing the way they procure and source their raw material providers, components, services, manufacturing partners, and logistics and transportation suppliers, as well as retail and distribution channels. As a result of this overarching complexity in the global supply chain, many organizations are on board to move into Digital Transformation not just for their internal organization but for the benefit of their customers as well.

When we look at globalization today, success is now dependent on how well a company can manage their global network of suppliers to be able to deliver products and services to a most demanding and sophisticated customer – the end consumer. In order to achieve a successful Digital Transformation, all partners along the supply chain and extended into the value chain must be a part of this Digital Transformation. The future

state would ideally be a place where all pertinent parties access and share data and analytics.

The sharing of data and analytics is now digital collaboration through the entire supply chain and value chain. Collaboration in its purest definition is when organizations work together to obtain a mutually beneficial competitive advantage. As valuable as this collaboration is, it comes with a great degree of difficulty. This requires strong leadership and Executive Management commitment to develop the much needed component which is trust.

The benefit of Digital Transformation is that due to the richness of its information and data sharing, it functions as a continuous process improvement to drive change in developing new products, acquiring new markets and customers, and expanding their service offerings.

In a global survey conducted by Capgemini www.gtnexus.com on the current and future state of Digital Transformation, it was discovered that the key technology enablers have been identified, but are not widely used yet.

- Supply Chain Visibility Platforms/ Tools (94%)

- Big Data Analytics (90%)
- Simulation Tools (81%)
- Cloud (80%)

But 48% of respondents admit that right now “traditional” methods such as phone, fax, and email are still the dominant ways to interact with supply chain partners.

This Digital Transformation is the global challenge currently facing the supply chain and value chain ecosystem. Companies are using technology as the path to a more collaborative relationship with all their suppliers and customers.

When collaboration is successful it translates into cost reduction and increased revenues.

In the article from the Executive Director of Global Supply Chain Institute it is stated that in a study of over 200 participants, and in one very specific example of collaboration, Senior Executives agreed on six valuable requirements that resulted in this successful collaboration:

1. A sophisticated supply chain function
2. Investment in additional people and enhanced technology to make the collaboration work
3. The trust and willingness to share



data openly

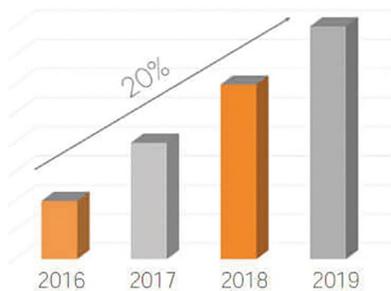
4. Mutually developed and shared key performance indicators

5. A shared vision for improvement

6. A plan to sustain the program

It is clear that in today's super-charged competitive and technology driven environment, collaboration is a key driver to help companies implement strategies to drive down costs and increase revenue.

Below is a chart that shows the dramatic increase in electronic connections.



Expected increase of electronic connections over the next three years.

DOES DIGITAL COLLABORATION IN THE SUPPLY CHAIN PAY OFF?

This statement has moved from concept into reality for many firms, such as fashion brands Zara, Tommy Hilfiger, Calvin Klein and many others. The level of trust and transparency that these companies have with their

supply chain is the payoff for greater profitability for everyone.

Amazon is a prime example of how digital integration of their supplier network has been the key to becoming the world's number one retailer with net sales up by 20% in 2015 to \$107 billion in sales, as posted by Amazon. Planning and forecasting is now to the point where factories can actually plan several months out. Another benefit of a digital collaborative supply chain is that it can actually support innovation efforts as well as providing competitive and strategic advantages.

Digitization has now penetrated many industries. According to The PwC 2016 Global Industry 4.0 Survey companies that have put a full digitization strategy into effect expect to increase their revenues by an average of 2.9% over the next five years and reduce costs by an average of 3.6% per year. A significant minority has even projected revenue growth of more than 50% over five years.

Organizations today that are at the top of their game now will need to rethink how they work in the near future. Technology and innovation go hand in hand with change, and companies need to keep abreast of those changes and use them to serve their customers at the highest of levels of customer

satisfaction.

Another of the great benefits of this digital world and the full visibility into the supply chain is that companies are now able to forecast problems or issues and act upon them before they impact the rest of the value chain and the commercial chain. In its simplest form:

Happy Customers = Increased Sales



Araceli Guenther
Pivot88

Araceli Guenther has over 20 years executive management experience and a proven ability to oversee and direct high visibility and complex management consulting projects. In addition to being an Executive Principal for Victrix Global, a consulting firm, Araceli is also a Partner with Pivot88, a software company focusing on the use of emergent technologies to provide visibility into the most vulnerable and riskiest parts of the Supply Chain – quality control within suppliers.

So What is Blockchain Technology?

Simply put and at a very high level, blockchain is a structure of encrypted data distributed through a decentralized secure ledger system keeping record of all transactions across a peer-to-peer network. Once a block of data is created by a user it is very difficult to change or alter the history recorded in that ledger. This is the technology underlying Bitcoin and other cryptocurrencies, and it has the potential to disrupt a wide variety of business and regulatory processes in the future.

WHY IS IT IMPORTANT FOR ECOMMERCE?

Blockchain Technology is the next generation business process involving crypto technology in peer to peer transactions without the need for a trusted third party intermediary such as a Financial institution. It involves decentralized ledger transactions that cannot be altered or tampered with once recorded due to its multi layered encryption formulas known only to its authors.

This Technology creates a new level of trust between Buyers and Sellers, customers and suppliers at

a level unseen before. Ownership and provenance of the transaction is agreed and recorded at the onset between the parties after which Block chain records and authenticates every stage of that transaction including the ID of the processor. The Technology has the ability to capture continuous addition of data in blocks which are date and time stamped and cannot be tampered with. It will give you the ability of making more data available, historic and current, for better predictive analytics without the fear of historic data being hacked into and manipulated for fraudulent purposes.



SECURE AND INTEGRAL TRANSACTIONS

Blockchain was created to support Bitcoin the world's best known cryptocurrency which enables the secure transfer of peer to peer payment options without providing personal details or the need for a bank or financial institution to be involved. Types of transactions can include transferring digital or physical assets, authentication of ownership and custody in a supply chain, High Value Logistics shipments, media, capital markets, protection of Intellectual property and much more. Financial institutions and Governments stand to benefit enormously from this secure crypto technology. Physical examples of some smart property include vehicles, phones and houses which can be activated, deactivated, tracked, and maintained via Blockchain.

Cybercrime is on the rise costing organizations billions of dollars in losses each year. Block Chain Technology is a highly secure means to further reduce or all together prevent fraudulent activities in heavily regulated online transactions especially when it comes to cross border trade, online banking, personal identification, notarization services, Government regulatory services and large FDI deposits to name a few beneficiaries of this platform.

Nasdaq recently unveiled a blockchain-based system for its Nasdaq Private Market, which connects institutional investors with companies that are not yet listed on a public exchange. The new system offers electronic services to facilitate the issuance, transfer, and management of private company securities.

BHP Billiton revealed at the second annual Global Blockchain Summit that it will use blockchain to record movements of wellbore rock and fluid samples and better secure the real-time data that is generated during delivery. According to BHP geophysicist R Tyler Smith, the new system will enable benefits for its internal efficiency while allowing it to work more effectively with partners.

With blockchain technology BHP Billiton would share secure data between the vendor and itself, and have a constant understanding of where it is at all times in the contract process.

Blockchain is definitely the technology of the future as the internet of things shapes itself further estimated to turn into a US 1 Trillion dollar industry in the coming years as more applications are developed for its technological advantages. The primary benefits which are many include secure online transactions in the connected world tamper proof historical data recordings, reduction of fraud, and increased levels of cyber security within existing or new technology platforms.

In the age of Big Data analytics many of Blockchain technologies advantages are already being trialed in some Logistics, contractual compliance, examination and enforcement programs using hardened cryptography and secured distributed ledgers with good success.

APPLICATIONS FOR LOGISTICS & SUPPLYCHAIN INDUSTRY

Supply chain and Logistics operations generally struggle to process and validate all the information that is required due to paranoia of data security breaches. At a time when more transparency is becoming an increasingly focused area of demand for consumers globally. Integral data with a high degree of visibility delivered in real time is dominating new technologies being continuously developed for uses in the shared economy value chains especially the Logistics Industry. Blockchain Technology will bring a new level of transparency, data security and analytical advances that will make supply chains more efficient and information-secure.

Watch this space as its application creates dominance in its effectiveness for the future Business and supply chain models ensuring secure transactional standards providing a more integral platform enabling further growth and advancements in Global Trade.

How to apply these new technologies

The IoT is enabling Global Trade to forge through with Digital Technology solutions overcoming traditional Supply Chain barriers that have been in place for many decades with little change in Transport Systems and Documentation.

The disruptive nature of innovative new technology such as Block chain can alter many Trust, Ownership and Security concerns once these applications start getting applied to the very core of the Supply Chain Industries.

Original Purchase Orders, Letters of Credit, Regulatory and Shipping Documentation are just some examples of where this new technology can be quite effective for more secure tamper proof transactions between multiple stake holders operating the same job file in the end to end Logistics value chain. Critical for trade transactions from Banking approvals and Customs Regulatory Compliance to Air Cargo or Shipping Containers, Freight Forwarding, Trucking, Inventory, Warehousing, Payment Gateways and secure online Cross Border financial transactions are just some of the critical touch points that this future technology will support in its trusted tamper proof linear applications. Block Chains Hyperledger distribution ability allows further uses sharing Secure Databases in a Chronologically organized and synchronized manner even via a public domain or peer to peer Network among many to many Pc's that is protected with special access code algorithms which is constantly updated, date stamped with initiator identified and authenticated in each layer of new data that is added to the Ledger across the entire value chain that can only be accessed by an approved and authorized user of the Network.

WHO WILL DRIVE THIS TECHNOLOGY?

What the Internet did for our increased Communications in the past 2 decades, Block Chain Technology will do for Government and Business systems in the next decade.

The need for improved digital efficiencies providing Secure pathways in the Governance of compliance and Trading

regimes will necessitate both Public and Private Institutions to take a call for action in this Macro level transformation as they stand to benefit enormously from the low cost implementation providing high yielding benefits that Block Chain Technology has the power to deliver.

A new standard will emerge applying ethical, permissioned, integral and secure processes across the multiple supply/demand channels encompassing and evangelizing trusted ownership in the entire network where all parties involved will need to subscribe upfront to the same code of ethics in order to conduct Business via this platform.

The role as Driver and implementer of this shared single source of truth as a standard is the responsibility of Government and Business leaders alike, increased online fraud via the dark web and the Billions lost to cybercrime are forcing world and business leaders to continually seek

stronger protocols and better safe guards through Hybrid Automated Technology solutions,

Block Chain Technology effectively deals and combats with the ever present fears of hacking Databases and cybercrime intrusion. This Technology has been architecture and designed to create a fool proof safer means of transacting cryptocurrency in all its asset based forms that to be a part of its community you will need to adhere to its strict and unique principals of engagement.

The benefits to be gained will set about bringing fundamental changes in the traditional feedstock industries, encompassing upstream and downstream supply chains; improving and securing Regulatory, Financial, Trade and personal transactions in a way not envisaged previously, increasing trust and peace of mind in a interdependent Global economy.



Alex Allen

Vice President - Consultancy Services
Logistics Executive Group

Alex Allen is Vice President - Consultancy Services for Logistics Executive Group and Director of AZZIL International UAE. Both entities specialize in Corporate Advisory, International Trade Investment, eCommerce expertise, Supply Chain & Logistics Services in the SEA, APAC, EU, USA & ISMEA regions.

Alex is recognized as being a global trade ambassador and an expert in eCommerce, Corporate Advisory - supply chain and logistics solutions within the International Transport industry for over 23 years.

MIKE KING & ASSOCIATES

LOGISTICS & MARITIME
PROFESSIONALS

- Logistics Consultancy
- Public Relations
- Copy & Speechwriting
- Website Editing & Population
- Communications Strategy
- Media Sales & Marketing

For more information please contact:
info@mkingassociates.com

www.mkingassociates.com

MIKE KING & ASSOCIATES
LOGISTICS & MARITIME PROFESSIONALS

EVENTS

January

LOGISYM DUBAI 2017

January 24th - 25th, 2017
Jumeirah Creekside Hotel,
Dubai, UAE
www.logisym.com/events/logisym-dubai-2017/

WEBINAR

THE DIGITAL SUPPLY CHAIN: TRENDS TO WATCH IN 2017

January 25th, 2017
events.quintiq.com/trends2017

AIR CARGO INNOVATION AWARDS 2017

Submit your ideas by
January 31st, 2017
<http://www.iata.org/events/wcs/Pages/cargo-innovation-awards.aspx>

March

11TH WORLD CARGO SYMPOSIUM

March 14th - 15th, 2017
Abu Dhabi National Exhibition Centre
Abu Dhabi, UAE
<http://www.iata.org/events/wcs/Pages/index.aspx>

HOME DELIVERY WORLD 2017

March 14th - 15th, 2017
Atlanta Convention Center
Atlanta, GA, USA
<http://www.terrapinn.com/conference/home-delivery-world/index.stm>

May

LOGISYM SINGAPORE 2017

May 17th - 18th, 2017
NUSS Kent Ridge Guild House,
Singapore
www.logisym.com/events/logisym-singapore-2017/

LATEST REPORT:
Global Express and
Small Parcels 2016

A World of Information at Your Fingertips




Drive the performance of your business with global and regional reports, surveys and world-class market intelligence. Logistics Executive Group with Transport Intelligence ensures you have unrivalled access to the latest business data, updated regularly and available to download with just a few clicks.

Specialist logistics sector reports including FMCG, Retail, Automotive, Healthcare, Chemical, Express, Contract Logistics, Freight Forwarding and Road Transport complete with financial data and market analysis.

www.logisticsexecutive.com/knowledge-centre

Delivering more in Asia Pacific. Expect excellence.

The Asia Pacific region is complex.

That's why the world's leading businesses rely on Linfox as their strategic supply chain partner.

A privately owned company with more than 23,000 people in 10 countries, Linfox has 60 years' experience providing logistics services to local and international brands.

**Across a wide range of industry sectors,
Linfox delivers:**

- **Supply chain solutions**
- **Warehouse management**
- **Transport management**
- **Industry leading IT solutions**
- **Leading safety practices.**

Visit www.linfox.com to find out more

