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

NOVEMBER/DECEMBER 2017

LogiSYM

The Magazine for Supply Chain Executives

this issue

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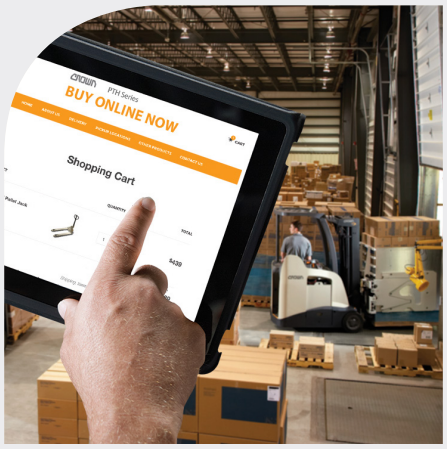

Feature Articles

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from the editor

.....is technology posing a challenge to your organisational strategies & capabilities?

Dear Readers,

There is indeed a lot of hype on the evolution of new technologies impacting the supply chain. It is clear to many that the technological developments in Digitalisation, Automation & Artificial Intelligence applications, are continuously improving. For many, this is most welcome news but others it is a concern & a worry!

It is well known that these technologies have been evolving for the last 20 year. But only a small number of pioneering companies have accepted & deployed them.

Why do we see such a time lag in implementing new ideas & applications? There seems to be several reasons for this. The platforms & capabilities of the industry at large, was not yet ready. The big economic "cost" factor was always played a big role in the decision process which often frighten smaller players.

Now in 2017, we see a greater propensity for companies large & small to accept the realities of new technologies. So what has changed? Change is never easy to accept. But when the disruption of change becomes too difficult to sustain, something has to give – in this case technology has created a major new dynamic –"Disruption"!

Whilst awareness & acceptance of new technologies is generally better understood, there is still the "skeptism" factor that seems to be the last hurdle in the equation.

What will be the impact on people when new technologies are deployed?

The answer is actually very little! There is a lot to be gained by embracing new technologies. If deployed well, they will compliment the business execution capabilities. They will create new opportunities to extend the business reach. They will bring the speed & agility factor to the business that will enable an exponential factor of growth.

Why I do choose to talk again about people in the supply chains & networks?

People will never be completely replaced by machines. But the availability & the diversity of people skills are changing. There is a growing gap between people choices, available talent & business needs. I believe that the new technologies will fill some of these gaps without any major threat to people & improve industry capabilities.

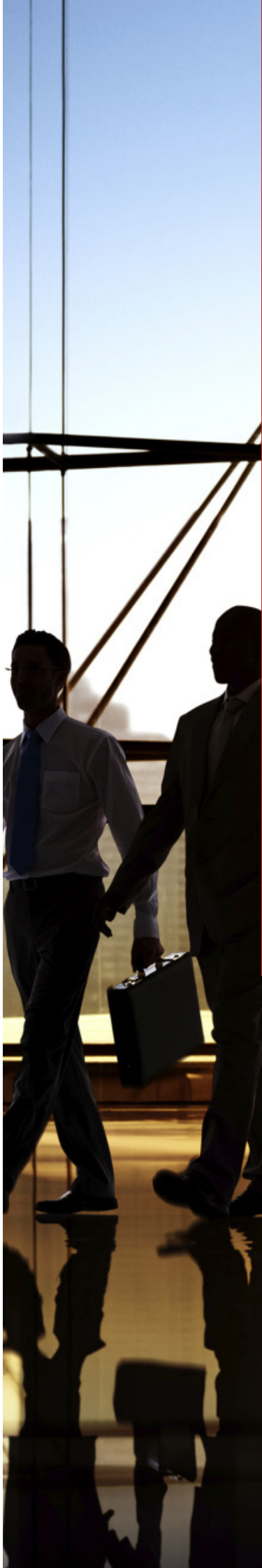
New technologies open new business avenues that people never did nor had they intended to do. Digital marketing & e-Commerce have been made possible by these new technologies. Optimisation of warehousing space & operations have benefitted increase in volumes, accuracy & speed of execution. People enter the industry with a higher level of skills & capabilities suited to other areas of growth & opportunities.

These are different to the past. People are still essential in high-end added value elements of the supply chain. Whilst technology will handle the routine & transactional elements. Embrace technology in a positive mind-set & a great outlook for the future!

Some food for thought – make your business, a leader through new technologies!

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

Joe Lombardo
Editor in Chief



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a word from the president

Innovation and Resilience

For a number of reasons, 2017 was a 'tough' year. Inexplicably, things that should not have been so difficult, were and progress in any area required more focus and attention than it normally should have. Frustrating indeed but I take this as a good sign. A trough like this makes the peak all that much more worthwhile and tests the resilience of what we have built or have in place. The capabilities and perhaps more importantly, the relationships and reputation we have developed over the years have been tested and the people I thought could be counted on, did indeed come through - and needless to say the fair-weather acquaintances, proved to be just that.

2017 has also been a time of learning. If you look at the landscape of supply chain technology companies that have mushroomed in the last year and the increased development and focus on the buzzwords like the IoT, Industry 4.0 and even blockchain, our industry is ripe for disruption - and we will see this happen in 2018.

The theme and focus for LogiSYM in 2018, is Innovation and Resilience and it is also the theme for LogiSYM Singapore, our flagship symposium that will be held in May. I wish I could take credit for this idea but I have shamelessly emulated ASEAN, which Singapore will be hosting in 2018 and who has a similar theme. Given the uncertainties in the global strategic landscape and the need for Logisticians to focus on adapting to digital technologies to improve Supply Chain performance, I think it is an appropriate one.

Our editorial calendar and symposiums that will be run in at least 5 capital cities in 2018 will look at these areas and bring in experts to help us shape and make the concepts we hear about on a daily basis a viable reality. It is shaping up to be an interesting year and we look forward to being with you on this journey.

To end off, I would like to say a big Thank You to everyone who has helped grow LogiSYM in 2017 and I wish all our supporters and friends an Excellent and Peaceful 2018!

Raymon Krishnan
President
The Logistics & Supply Chain Management Society

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

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Minh Hue Nguyen is currently working at the Asian Trade Centre as a Trade Policy Analyst. Her areas of focus include trade agreements such as Trans-Pacific Partnership (TPP), Regional Comprehensive Economic Partnership (RCEP), ASEAN Economic Community (AEC), and other trade-related topics such as digital trade, e-commerce and global value chains.

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Patrick Haex is Managing Partner at BCI Global and has overall responsibility of the world wide supply chain consulting and implementation practice. In his role, Patrick is actively involved and overseeing many client engagements in the area of International Expansion including E-commerce and setting up the best value chain to support the geographical markets and related channels, supply chain strategy, supply chain network design, make versus buy decisions, S&OP, Transport Optimization and Implementation.

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Cargo Demand Up But Carriers Remain Under Pressure: AAPA Report

In their latest report, the Association of Asia Pacific Airlines found that cargo demand in Asia increased by a "solid" 11.4% year on year in September to 6bn freight tonne km (FTK). According to the report, this indicates, "the on-going pick-up in global trade across major advanced and emerging market economies".

The first nine months of 2017 saw demand grow by 10.7% to 51.7bn compared to the same time period last year. On the other hand, freight capacity during the month grew by 5.7% resulting in a 3.4% rise in the average international load factor to 66% for the month.

AAPA director general Andrew Herdman said: "The global economy is in pretty good shape, with encouraging growth in both international air passenger and cargo demand seen this year."

The association further noted that, "Although there has been considerable pressure on yields in a fiercely competitive environment, Asia Pacific carriers in aggregate are expected to deliver profitability levels similar to last year." This was demonstrated by ongoing investment by carriers in fleet renewals, innovative service offerings and ultra-long haul flights.

Airports Council International (ACI) Asia Pacific has also reported its airport throughout figures for August. Hubs in the region saw airfreight demand increase 9.5% during the month, while airports in the Middle East were up 11.6% in August.

"Exports continued to drive strong air freight growth in Asia-Pacific: Hong Kong (HKG) +10.1%, Shanghai Pudong (PVG) +12.4% and Seoul Incheon (ICN) +10.1%," ACI Asia Pacific said.

"In the Middle East, the pace of growth regained strength, Dubai (DXB) grew by +10.2% and Doha (DOH) grew by +9.5%."

Emirates SkyCargo, Cargolux Deepen Partnership with Codeshare Deal

Cargolux Airlines and Emirates SkyCargo have announced that they will be entering into a codeshare partnership for air cargo transportation. The agreement was signed in Dubai by Nabil Sultan, Emirates Divisional Senior Vice President, Cargo and Richard Forson, President & CEO Cargolux Airlines in Luxembourg.

Earlier this year Cargolux Airlines and Emirates SkyCargo announced the start of a strategic operational partnership with the two carriers working closely on a number of operational areas including block space and interline agreements, aircraft charter, hub connectivity between Dubai and Luxembourg and cargo handling cooperation. The partnership has been off to a successful start with Emirates SkyCargo commencing weekly freighter services to Luxembourg from June 2017 and Cargolux transferring handling for their freighter flights at Dubai World Central (DWC) to Emirates SkyCargo in September 2017. Since July 2017, Emirates SkyCargo has also chartered Boeing 747 freighter aircraft from Cargolux's fleet.

The new codeshare partnership between the two carriers is a progression of the operational partnership under which both carriers

> "Over the last five months our operational partnership with Cargolux has gone from strength to strength. We will now be able to deepen this partnership through our codeshare agreement and offer a more seamless and broader range of product and service offerings to our customers
>
> **Nabil Sultan**
> **Divisional Senior Vice President**
> **Emirates SkyCargo**

would now be able to procure cargo capacity on each other's flights and then offer it to their customers under their own air waybills and flight numbers. The codeshare agreement will be applicable for cargo capacity on both passenger as well as freighter flights.

"Over the last five months our operational partnership with Cargolux has gone from strength to strength." said Nabil Sultan. "We will now be able to deepen this partnership through our codeshare agreement and offer a more seamless and broader range of product and service offerings to our customers," he added.

"I'm excited how well our partnership is developing," noted Richard Forson, Cargolux President & CEO, adding "Our customers greatly benefit from this partnership as we can offer high-quality products and services to more destinations than ever before."

Both companies expressed interest in continuing to explore opportunities to further strengthen their operational partnership and build on mutual strengths to offer customers the highest standards of air cargo transport services.

IATA Launches FACE-UP Competition for Graduates Specializing in Air Transport Logistics

FACE up

Air cargo career competition

The International Air Transport Association (IATA) has launched FACE-UP - a competition for recent graduates to present their thesis at the 2018 World Cargo Symposium (WCS) in Dallas, USA. To be eligible, graduates must have a thesis topic about air transport logistics (e.g. air cargo, supply chain management, mobility, IT solutions, etc.).

The FACE-UP finalists will present to over 1,200 top-level industry professionals at WCS. Besides being a unique networking opportunity, the event will also provide a valuable chance to gain knowledge and build a better understanding of all elements across the air cargo supply chain.

"The idea is to bring fresh energy into the air cargo industry by offering opportunities that will assist the professional development of talented graduates with a passion for the industry. Air cargo is growing at an impressive rate and we want young people to be a part of unlocking, and benefitting from this potential," said Glyn Hughes, IATA's Global Head of Cargo.

A senior panel of judges from across the industry will choose the three finalists, who will present at the WCS closing plenary for the audience to nominate the ultimate winner of the FACE-UP competition. The winning theses will not only show innovation but also the potential to transform air cargo.

The closing date for entries is 19 January 2018. For more information and a full brief please go to **www.iata.org/face-up**.

Singapore Maritime Institute Launches US$11 Million Maritime Research Center with NTU

The Nanyang Technological University (NTU) and Singapore Maritime Institute (SMI) have launched a S$15 million research center aimed at developing sustainable solutions for the maritime industry. NTU and SMI will contribute S$4 million and up to S$10 million respectively, while a further S$1 million will come from NTU's industry partners.

Called the Maritime Energy and Sustainable Development (MESD) Centre of Excellence, the new initiative will focus on port and shipping applications in three key areas: Energy management, emissions management and sustainable maritime operations.

Some anticipated joint projects include plans to develop innovations to reduce harmful ship emissions and help shipping companies comply with anticipated changes in international maritime regulations. The center, which will begin operations by end of 2017, will work closely with companies to ensure the research and technologies meet industry requirements.

> "One of the key thrusts for Tuas Port is to achieve higher levels of environmental sustainability covering the port, its equipment, mobility and supporting activities such as logistics and warehousing
>
> **Toh Ah Cheong**
> **Executive Director**
> **SMI**

MESD is the first maritime research centre supported by SMI "as part of its efforts to deepen research capabilities while developing a long-term pool of quality maritime researchers in Singapore".

SMI executive director Toh Ah Cheong said: "As we develop our Next Generation Port in Tuas, it opens up new opportunities for us to explore cleaner and alternative energy sources for use in our port and activities around the port."

"One of the key thrusts for Tuas Port is to achieve higher levels of environmental sustainability covering the port, its equipment, mobility and supporting activities such as logistics and warehousing," Mr Toh added.

The MESD governing board will be chaired by NTU's Professor Lam Khin Yong and include members from key stakeholders like Maritime and Port Authority of Singapore, SMI and industry partners.

The centre will be led by NTU Associate Professor Jasmine Lam, as well as her co-leads Professor Chan Siew Hwa and Mr Koh Eng Kiong.

Emirates Maritime Arbitration Centre signs MoU with Chambre Arbitrale Maritime de Paris

The Emirates Maritime Arbitration Centre, EMAC, has recently signed a Memorandum of Understanding with France's Chambre Arbitrale Maritime de Paris during a meeting held as part of the centre's attendance at the XX International Congress of Maritime Arbitrators, ICMA, conference. "This marks another achievement for EMAC, further cementing its place on the global maritime arbitration stage," said Majid Obaid bin Bashir, Acting Chairman and Secretary General, EMAC. "The collaboration will see our centres work together to host events, share knowledge and encourage the overall development of alternate dispute resolution services for the international maritime industry."

LNG Bunkering – the Future of Marine Transportation

A new report by Energias Market research forecasts a CAGR of 62.5% for the LNG Bunkering market between 2017 and 2023, and is projected to reach USD 24,684.7 million by 2023. The key factors driving the growth of LNG bunkering market are increase in LNG demand in order to reduce the carbon footprint in the shipping industry stringent international emission policy, the best cost-effective alternative fuel and significant rise in government initiatives supporting LNG adoption.

LNG Bunkering is the practice of providing liquefied natural gas fuel to a ship for its own consumption. The advantage that LNG as a fuel provides is the reduction in pollutant caused by the traditional method of fuelling ships.

LNG is a potential solution for meeting the demand for clean fuel requirements due to the negligible amount of sulfur content, and its combustion produces low NOx compared to fuel oil and marine diesel oil.

The bunker fuel is primarily used by the marine vessels such as bulk and general cargo vessels, tankers, container ships, offshore port vessels, and ferries. The challenges that LNG bunkering market is facing the high initial infrastructure development cost and, the regulatory landscape and competition from alternative fuels.

Currently, the LNG bunkering market is dominated by Europe, which has an 85% market share. However, the report predicts that market share will shift in coming years as the industry grows in the Middle East and ship-to-ship LNG bunkering market is expected to witness a CAGR of 56.0% by 2023 owing to its quick transfer operation.

In 2017, the Maritime and Port Authority of Singapore (MPA) also commenced its LNG Bunkering Project, which, combined with fast-growing marine trade, is expected to boost the market in East Asia.

NAFL President First Emirati Woman to Join International Freight Board

Photo: Nadia Abdul Aziz, President of National Association of Freight and Logistics (NAFL)

The International Association of Freight Forwarders (FIATA) recently welcomed on board, Nadia Abdul Aziz, President of the UAE's National Association of Freight and Logistics (NAFL). Abdul Aziz is the first Emirati female to be nominated Vice-President of FIATA's Global Extended Board.

FIATA represents more than 44,000 forwarding and logistics firms in 150 countries.

She was elected by the global members of FIATA at the recently held FIATA World Congress in Kuala Lumpur in Malaysia.

Speaking on the occasion, Abdul Aziz stated, "I am honoured to be elected as the vice-president of the world's most prestigious freight forwarders association. This election also affirms the UAE's strong position as a logistics hub and brings with it a great responsibility to further support FIATA and NAFL's vision."

"I am committed to further strengthening the UAE's position as a global logistics hub, raising the industry standards through our professional FIATA training courses and e-platforms and I will always work on opening doors of opportunities to our respected members as well as our country," she added.

> I am committed to further strengthening the UAE's position as a global logistics hub, raising the industry standards through our professional FIATA training courses and e-platforms and I will always work on opening doors of opportunities to our respected members as well as our country
>
> **Nadia Abdul Aziz**
> **President**
> **National Association of Freight and Logistics (NAFL)**

His Highness Sheikh Ahmed bin Saeed Al Maktoum, president of Dubai Civil Aviation Authority, chairman of Dubai Airports, chairman and CEO of Emirates Airline and Group, is the honorary patron of NAFL, which is the oldest association of freight and logistics service providers in the Middle East.

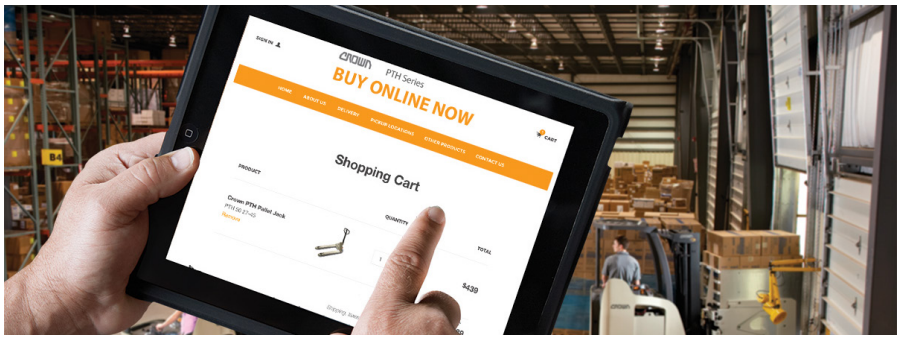
UAE is among the largest contributors to the GCC's logistics sector, with Dubai alone awarding construction contracts worth AED 11 billion this year in preparations for the World Expo 2020 and investing much more toward developing infrastructure and enhancing its logistics facilities in the run up to the Expo.

During the FIATA World Congress, world's largest gathering of international freight and logistics experts and decision makers, NAFL held an exhibition to promote the UAE as a logistics hub and a top destination for international events as well as an excellent platform to establish foreign freight and logistics firms, especially with the UAE having over 38 free zones.

The Established in 1992, NAFL has been actively working toward ensuring the UAE's leading position and Dubai's pre-eminence in the international freight and transportation fields for the last 25 years.

It is the voice of the industry, and conducts certified trainings as well as hosts regular networking events for its members.

Crown Now Selling Hand Pallet Trucks Online



Crown has added a new level of convenience to material handling equipment sales with the online availability of an iconic warehousing workhorse. Four different models of Singapore's best-selling hand pallet truck, the Crown PTH Series, are now available for order through Crown's website with free delivery available Singapore Island wide. The Crown PTH Series is available in a range of sizes to suit Singaporean warehouses and an array of different work environments and pallet sizes. All models feature Crown's legendary build quality, with solid steel construction, robust linkage and pump, hard-wearing nylon wheels and entry/exit wheels.

Country Manager Andy Chow said that Crown's online sales of hand pallet trucks is yet another way the company is making it easier for customers to satisfy their material handling needs.

"We've always believed in putting the customer at the centre of everything we do, and selling our hand pallet trucks through our convenient online store is another part of this," Mr Chow said.

"The Crown PTH models are bestsellers for a reason – they're built to the same high standard as our entire product range, ensuring functionality and a long, service life."

The Crown PTH models have been undergoing constant refinement and improvement since the company's first hand pallet trucks were released in the 1960s.

To order a Crown hand pallet truck online, please go to crown-lift-trucks-singapore.myshopify.com.

FM Logistic Strengthens Asian Foothold with New Base in Vietnam

True to its strategic plan, "Ambition 2022", the FM Logistic Group is expanding geographical coverage to support customer growth. Following China in 2004 and India in 2016, FM Logistic has recently confirmed its development strategy in Asia's developing countries by setting up base in Vietnam thereby supporting its historical customer, Auchan Retail.

In order to support its customer's ambitious development plan in Vietnam, the French 3PL has recently launched a 5,000 m^2 tri-temperature logistics site in the town of Bắc Ninh, 20 km from Hanoï. This site will supply all including hypermarkets, supermarkets and local stores in Auchan in the northern half of the country.

Plans to open a site in Ho Chi Minh Ville in 2018 are underway for other FM Logistic Group customers. "In line with group strategy, our objective is to become one of the leading logistics providers on the Vietnamese market by 2020 and to develop pooling so that we can create value for our customers" explained Stéphane Descarpentries, Director of Operations in Asia for FM Logistic, hinting at a long-term development plan in Vietnam. Vietnam has over 90 million inhabitants and one of the strongest economic growth rates in South-East Asia. Urbanisation, the development of retail and e-commerce will accelerate the professionalization of logistics. As pioneer and expert in pooled supply management and Pooling, FM Logistic intends to provide a differentiating solution on the national market by developing its multi-client model and bringing flexible and secure solutions to its customers. The first FM-standard multi-client platform is planned for 2019 in Hanoï with up to 50,000m^2 of warehousing space.

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Dubai's Gulf Pinnacle Logistics acquires 60% Stake in Century Express Courier Services LLC

Gulf Pinnacle Logistics (GPL), a rapidly evolving logistics company with a focus on the MENA-SEA Region, recently announced that it has acquired a 60% stake in Century Express Courier Services LLC as part of its USD325 million (AED1.2 billion) investment plan.

Established in May 2014, GPL is a logistics and transportation company advised by Regulus Capital. The company owns majority stakes in four assets involved in warehousing, CFS operations, students bus transportation and courier services. Headquartered in the UAE, Century Express Courier Services caters to the domestic and international markets through its own fleet and a network of agents delivering shipments to more than 100 countries.

Century Express has an estimated capacity to deliver 715,000 letters and parcels per annum with the utmost care through its own fleet of vehicles and a team of well-qualified, professional and passionate staff members. The company focuses on same-day and next-day express delivery services catering to the growing demand of priority shipments.

Commenting on the deal, Najeeb Kabeer, Partner and Managing Director of Century Express Courier Services, stated, "With the upsurge in e-commerce activity in the region and more so in the UAE and Saudi Arabia, the prospects for the courier segment are extremely positive. We are thrilled to have partnered with Gulf Pinnacle Logistics and are excited about the various positive changes and performance-enhancement initiatives that GPL will be implementing over the course of the next five years."

Aramex Profits Grow 13% in Q3

Third quarter net profits for Aramex grew by 13% to AED 81.6 million, up from AED 72.2 million in Q3 2016. Revenues also increased to AED 1,144 million, up by 9% compared to last year's AED 1,050 million in Q3 2016.

With e-Commerce activities continuing to grow globally, Aramex's International and Domestic Express services continue to drive the company's positive financial performance. In addition, Freight services saw a rebound in Q3 2017 with expectations for this trend to continue for the rest of the year.

"Moving forward, we will continue to focus on growing our e-commerce proposition and expand global operations through strategic partnerships with innovative logistics and technology companies," said Hussein Hachem, CEO of Aramex, commenting on the positive financial results. "Our most recent financial results and strong growth levels are a testament to this approach," he added.

Aramex is heavily focused on becoming a technology-based enterprise by implementing new, innovative technologies to support this transition and pursue strategic partnerships to further enhance its products and services. The company recently ran a study in Dubai to measure the efficiency of deliveries to regular street addresses versus 3 word addresses provided by innovative addressing system what3words. The study found that, over 100 deliveries, using 3 word addresses was 42% faster and reduced the total distance travelled by delivery drivers by 22%.

Aramex also recently announced the addition of ten electric vehicles to its fleet in Amman, Jordan. This comes as part of a longer-term strategic move by Aramex to convert the entire fleet to electric vehicles, in order to reduce operational CO2 emissions and mitigate climate change.

Fetchr, Eniverse and Skycart to Launch ME's First Autonomous Drone Delivery Service

Fetchr, Eniverse Technologies and Skycart recently announced that they have joined forces to develop the very first autonomous drone delivery service in the region.

This new partnership will allow Fetchr to further leverage its geolocation state-of-the-art technology to send packages on behalf of its customer base via a new autonomous channel.

"At its core Fetchr is a technology company, and this partnership represents a significant milestone for us as we work towards achieving Fetchr's vision of enabling all deliveries through technology and disrupting the last mile delivery industry. These autonomous drones from Skycart will help us beat typical last mile challenges, and enhance the delivery experience of our customer while they are on the go," said Idriss Al Rifai, Founder and CEO of Fetchr.

"We are committed to collaborating with the concerned authorities in the UAE and become part of the country's endeavours to be at the forefront of global innovation and implementation of such advanced technologies," he added.

For his part, Mohammed Johmani, Founder and CEO of Eniverse Technologies, commented on the significance of this partnership: "Today we mark the launch of a long-term relationship with Fetchr. We are delighted to be the first company to implement this new modern technology in the UAE, especially with a like-minded firm such as Fetchr in which we see great future growth potentials."

Skycart's autonomous drones have the capacity of accommodating for different types of deliveries, and enable 24/7 deliveries in less than 30 minutes. This new collaboration will be a game changer in the e-commerce market as it will dramatically reduce the time needed between online purchases and package delivery at your doorstep.

PDO Invests to Boost Omani Supply Chain

Petroleum Development Oman (PDO) has inked two deals worth US$253.1 million for the local manufacture and supply of transformers and valves which will be used in its operations and beyond.

PDO Managing Director Raoul Restucci said: "We are working hard with our partners to ensure that Oman builds its capacity and capability to competitively and professionally service both the nation's oil and gas industry but also that beyond our borders.PDO has struck deals with Rusayl-based Voltamp Transformers Oman for the supply of power transformers and with Al Jizzi Transformers and Switchgears, located in Ma'abella, for the supply of well head transformers. It has also penned agreements with Muscat-based Techno Fit Trading: one with Chinese concern Wuzhou Valve Company for the manufacture of ball valves, and one with Indian firm Gene-tech Controls for the manufacture of mono-flange valves. After the first three years of these deals, both of the foreign companies have agreed to establish production facilities in the Sultanate to make the key components.

The product range covers thousands of valve items from half-inch to 24-inch in size in various material grades, covering the majority of PDO operations, as well as potentially the wider petro-chemical industry in Oman and beyond. So far, the Company has localised the supply and manufacture of goods and services in a number of key areas, such as scaffolding, carbon steel pipes, well engineering equipment and the provision of polymer for enhanced oil recovery.

The move is intended to not only shorten supply lines and reduce delivery times and transport costs, but also contribute to the country's plans for economic development.

Petroleum Development Oman (PDO) is the major exploration and production company in the Sultanate. It accounts for about 70% of the country's crude-oil production and nearly all of its natural-gas supply.

SOHAR to Become Regional Oil Storage and Bunker Hub for Singapore's Trescorp

Singapore-based Trescorp has recently announced plans to launch a new 45-hectare terminal in SOHAR Port with an investment of US$600 million. The new facility will feature six deep-water baths, with 25 metre drafts. At least one of these will be capable of receiving 'supertankers' or VLCC oil tankers of up to 320,000swt.

According to Hamood Al Hashmi, chairman of Trescorp, "The forecasts for the growth of petroleum trading in the Gulf area are far greater than the available storage capacity, which is still relatively small compared to combined storage at Port of Singapore and Johor Port that totals around 20 million m3"

The first phase involves the launch of a terminal equipped to receive, store and blend crude oil, fuel oil and diesel. Expansion plans for phase two include the introduction of gasoline blending, jet fuel, asphalt and a lube oil blending plant.

Trescorp selected the location in SOHAR not just for its excellent deep-water access, but also for its strategic location outside the Strait of Hormuz and close to the Gulf States and the Indian subcontinent.

Construction of phase-one will commence next year, with an initial storage capacity of 600,000 m3, while future expansion plans will take the total storage capacity up to 1.8 million m3.

Construction of the facilities will be privately funded with initial investments for phase one estimated at US $187 million. Operations are set to commence by 2020. As well as planned bunker services from Trescorp, SOHAR Port is currently in advanced licensing negotiations with two other bunker service providers following a recent call for tender.

"Our world-class, dedicated marine facilities at the new terminal will ensure shorter turnaround times for vessels and faster re-exports, greatly benefitting our trading partners," says Hashmi. "Our blending capabilities will also increase the value of products stored in the terminal."

Mark Geilenkirchen, SOHAR CEO, summed up the background to the new project: "The availability of new land in the Port thanks to our reclamation works make the crude and fuel terminal technically feasible. The commercial viability is to leverage existing petroleum trading infrastructures in Dubai, potentially adding offshore floating storage facilities in our new anchorage area."

Lalamove Raises US$100m Series C to Expand Asia Coverage to 100 Cities

Lalamove, the leading same-day delivery and logistics provider in Southeast Asia and China, with a strong presence in Singapore, has recently completed its latest $100M USD Series C funding round.

The latest investment round, which saw participation from several previous investors including Xiang He Capital and MindWorks Ventures, comes as Lalamove Singapore is experiencing increasing demand for its on-demand services from the corporate sector, including restaurant delivery as well as domestic market. The Lalamove app has been downloaded by tens of thousands of users in Singapore alone with over 15 million registered users across the platform's service area. Lalamove Singapore is seeing an upward trend and breaking daily records in customers using its fleet ranging from motorbikes, cars, vans and lorries.

Shing Chow, Founder and CEO of Lalamove says, "Our average order-to-delivery time is very quick at 46 minutes, but we want to achieve even

more. ShunWei's investment will be extremely beneficial as we continue to expand and move towards our vision of providing the fastest and simplest delivery possible."

Aside from market expansion, this new funding will also be used to make investments into talent across all parts of the organization, to build new product features and to allow businesses more direct access to Lalamove's large fleet of drivers. One example is Lalamove's new API integration service that helps SMEs leverage Lalamove's on-demand delivery technology through their own business services.
Lalamove's Singapore City Director, Gaetano Seminario expressed how Lalamove is critical for businesses to successfully respond to rapidly evolving market needs: "This successful funding round reflects the importance of the last-mile delivery space. This is particularly true in Singapore where consumers' expectations are extremely high in terms of delivery times and service quality, and always growing."

Kuehne + Nagel Expands Rail Transport Service Between Asia and Europe

Photo: Courtesy of www. newsroom.kuehne-nagel.com

Six months after the successful launch of the KN Eurasia Express rail service, Kuehne + Nagel is continuing to strategically expand its network. For the first time ever, it is offering shipments from northern China, Japan, South Korea and South-East Asian countries to locations in Europe.

Among the new points of origin is Changchun, an industrial metropolis in northern China, which will now be connected to Hamburg with weekly departures. This route is particularly attractive to customers from the automotive industry. Also for the first time ever, Kuehne + Nagel is offering shipments between Japan and South Korea as well as destinations in Europe as a combined sea and rail service. Yet another new departure is the extension of the KN Eurasia Express service to include South-East Asian countries that are connected via Kuehne + Nagel's existing overland transport network in the region.

Kuehne + Nagel is the first logistics provider to offer LCL (less than container load) rail shipments between China and Russia via the central terminal in Moscow (Vorsino). As a result, more than 50 collection points in China will be linked with more than 20 destination points in Russia. Transit times to Moscow sum up to a maximum of 24 days, approximately half the time it takes for shipments by sea to arrive. Also, Kuehne + Nagel offers the first direct link between Xian in China and Kouvola in Finland. The transit time takes approximately 14 days.

"KN Eurasia Express is a success story. Delivery times are much faster compared to seafreight, while costs are much lower than airfreight, making it an attractive product for our customers. Now we're expanding this service to include commercial centres in northern China, South Korea and South- East Asia. As the first logistics provider to offer consolidated LCL shipments between China and Russia, we're connecting two of the largest economies in the world. With all shipments via KN Eurasia Express, our customers benefit from fully transparent information about the status of their deliveries, thanks to our KN Login information platform", explains Otto Schacht, member of the Management Board of Kuehne + Nagel International AG responsible for seafreight.

Global E-Commerce Market to Double by 2022

The Air Cargo Management Group (ACMG) recently released their E-Commerce Revolution Report, which predicts that as global e-commerce continues to revolutionize the air cargo industry, its market value is expected to climb by as much as 19% each year for the next five years. This indicates an effective doubling of the world e-commerce market value by 2022.

The report, which takes an in-depth look at the remarkable growth of global e-commerce air logistics, features fresh and insightful analysis of the major stakeholders, including marketplaces, sellers and logistics providers, that are driving this revolution. In addition to well-known key players, such as Amazon and Alibaba, the report also examines the role of global express airlines and lesser-known participants who are prominent in their local markets and operational spheres. This includes JD.com in China and Otto in Germany. Furthermore, the report tracks the companies using and offering e-commerce air logistics services, and offers key insights on global trends in the industry.

"E-commerce has disrupted retail and is now revolutionising logistics," noted Alan Hedge, Senior Director of Air Cargo Management Group in the report announcement. "This, our second annual report, builds on the strengths of the first and covers new territory by offering descriptions of additional e-commerce companies and additional discussion of fulfilment networks in China, the largest e-commerce market on the planet," he added.

Oman Air Cargo Introduces SmartKargo's Cloud-based Businces Transformation Platform

Oman Air Cargo strengthens its position as one of the most innovative and fast growing air cargo carriers with the launch of its new 100% Cloud-based Cargo ERP Solution, implemented by SmartKargo. Oman Air chose the state-of-the-art solution to maximize the potential of its Cargo business—leveraging the solution's advanced, real-time capability to bring digital transformation to all aspects of the business—to improve revenues and customer service. SmartKargo is a 100% Cloud-based, browser-accessed solution that has been developed by Airline and Cargo industry experts, based on IATA standards, and is configurable to address unique business scenarios for global air cargo operators.

Prominently noted for its "ease-of-use", the smart and intuitive software will provide web-based access for agents and employees of Oman Air and also enable customer bookings via a mobile app that will be launched in the next few months.

The solution facilitates the paperless transformation of key business processes across the board, including eAWB and the capability to digitally collect, store and transmit associated documentation via e-pouch, leveraging standard IATA C-IMP messaging. "We chose the SmartKargo cloud solution due to the robust infrastructure, platform and advanced technology that it is built upon. We can now provide easy, secure access via integration with any business partner across the world, with little effort," said Mr. Mohammed Al Musafir, Senior Vice President – Commercial Cargo at Oman Air.

The advanced SmartKargo Link capability within the solution will also facilitate Oman Air Cargo's interline opportunities by streamlining processes and communications with partner airlines—opening up new revenue potential.

"I am delighted to say that the successful implementation of the Oman Air SmartKargo system has been a phenomenal success for us all. The team and support have been amazing and we look forward to leveraging latest technology in advancing our business for years to come," the VP added.

Malaysia E-commerce Has Grown by 47% Since 2015: Facebook

Facebook's Malaysia Country Manager, Nicole Tan, recently announced that Malaysia's e-commerce sector has expanded by 47% since 2015 to a current market size of US$2.41 billion. According to Facebook's latest report, Malaysians spend an average of 187 minutes daily on their mobile phones, presenting a massive e-commerce opportunity that could be exploited with the right e-commerce approach and marketing strategies.

"With South-east Asia being pegged as the new frontier for e-commerce, it is critical for consumer goods businesses to implement the right strategy for their brand," she said at the recent launch of Facebook's, Discover Growth campaign in Kuala Lumpur. The campaign is geared towards helping businesses unlock growth opportunities via global business-to-business advertising opportunities offered by Facebook. "Facebook in Malaysia is here to partner large and small businesses. We see e-Commerce as a great opportunity to grow," Tan added.

While e-commerce contributed less than one per cent of sales in South-east Asia, Facebook is eager to capitalize on the sector's anticipated 10-fold growth by 2020. Facebook also revealed new holiday shopping data for Malaysia, indicating the shopping season for consumers begins as early as October with 18 per cent more daily online purchases than average. According to Facebook's data, about 88 per cent more online purchases in Malaysia happened in Q4 of 2016, peaking on the biggest shopping day of the year on Nov 11. Meanwhile, holiday season purchases spill over into January with 36 per cent more daily purchases made through Facebook.

Currently, the world's largest social networking platform has 21 million users in Malaysia, which has a population of 31 million.

Dubai Trade Upgrades 'Smart Shipping' with E-service Integration

Dubai Trade, the single window for cross-border trade and a DP World company, has integrated its Rosoom secured e-Payment gateway with Tahweel, the e-service portal of Dubai Maritime City (DMC).

The integration supports the Dubai Maritime Sector Strategy and the Smart Dubai initiative and enables companies working in DMC to complete their transactions online using the Tahweel online portal, without having to visit the customer service centres.

The integration also allows DMC customers to avail of the various online payment options offered by Rosoom, using local and international Visa or MasterCard credit cards, e-Dirham or direct debit from bank accounts.

Sultan Ahmed bin Sulayem, group chairman and CEO of DP World and chairman of Ports, Customs and Free Zone Corporation, said the move was aimed at making Dubai a centre for "smart" maritime trade.

"We aim to create an unparalleled global model for "smart" maritime trade that is based on the efficient and transparent exchange of information for ease of doing business, while creating new opportunities for the maritime industry," he said.

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> **Sultan Ahmed bin Sulayem**
> **CEO of DP World and**
> **Chairman of Ports, Customs and Free Zone Corporation**

DP World also recently launched the "Dubai Maritime Virtual Cluster", an integrated and interactive maritime information platform and the "Innovation Quay", an incubator for creative ideas to support entrepreneurs.

"These efforts contribute to making Dubai the leading destination for smart maritime business in the world," he added.

Dubai's maritime sector has become one of the five leading drivers of economic diversification and contributes AED 26.9 billion to Dubai's GDP, with unprecedented growth of over 25% since 2011. The city is now on the list of Top-10 Maritime Capitals of the World in 2017, ranking fifth globally and first in the Arab World.

According to Mohammed Al Muallem, senior vice president and managing director of DP World UAE Region, Rosoom has completed over 8.3 million transactions, collecting over AED 6 billion. "We are confident that this integration will further enhance Dubai Maritime City's attractiveness as a preferred destination for business and maritime investments," he added.

According to Ali Al Suwaidi, general manager of Dubai Maritime City, the maritime industry is undergoing major advancements towards adopting modern technologies, but manual and paper transactions hinder the development of the industry.

"That's why, Dubai Maritime City has taken the initiative to be a role model for smart maritime where our customers can complete all their business transactions online, anytime, anywhere," the GM highlighted.

MARKET MOVES

Global Mergers and Acquisitions News

In conjunction with Logistics Executive Group Corporate Advisory
www.LogisticsExecutive.com

M&A in the transportation and logistics sector continues to pick up steam.

M&A activity in the global Transportation and Logistics sector continued to be show robust performance in Q3 2017. PwC reported that the sector saw 71 transactions worth $43.3 billion, and experienced the second highest level of quarterly deal volume and value in the last three years. Q3 2017 also reported 5 of the 10 largest T&L deals of 2017.

The Logistics category contributed the most to total deal value in Q3 2017, driven by this year's second largest transaction related to Nesta Investment acquiring Global Logistic Properties (GLP) for $11.6 billion. Shipping also performed strongly from a deal value and volume perspective, driven by the announcement to acquire Orient Overseas for $6.3 billion by an investor group led by Cosco Shipping.

Consumer B2C transactions continues to skyrocket, creating a tremendous demand for transportation services and that technological change is also becoming a bigger driver of merger and acquisition activity. Peripheral sectors are therefore expected to benefit from this trend as logistics companies look to build upon these trends through acquisition and technology, especially elements like autonomous technology vehicles start to rapidly change the economics of the industry.

According to PwC right now, there are plenty of truckload carriers buying, looking particularly at smaller last-mile companies. As example, J.B. Hunt recently acquired pool distribution Specialized Logistics Dedicated, and other TL carriers have acquired more traditional last-mile providers, including "white-glove" service providers. Schneider National, for instance, acquired both Watkins & Shepard and Lodeso last year.

Growth in M&A activity will be driven by e-commerce in the next few years. As more consumers buy online, less-than-truckload carriers are increasingly finding themselves becoming a larger part of that home delivery puzzle – especially for oversized items like furniture and appliances, or simply items that are too large for UPS and FedEX to handle.

Logistics and Industry property is in high demand from capital investors (REIT and/or PE) in the regions of the Middle East (Dubai and Saudi Arabia) and parts of Asia. This is mainly driven by yield returns.

Cosco Shipping sets Jan 5 deadline for Cogent privatisation bid

Cosco Shipping International has issued formal offer documents for its S$1.02 per share bid to privatise Cogent Holdings, setting a Jan 5, 2018 deadline for Cogent's minority shareholders. Acceptances of the offer must be received not later than 5.30pm on Jan 5.

Cosco Shipping had announced on Nov 3 that it is acquiring Cogent for S$488.07 million. The aggregate number of Cogent Holdings shares held by the four undertaking shareholders – Tan Yeow Khoon; Tan Yeow Lam; Tan Min Cheow, Benson; and Ng Poh Choo – amount to S$403.5 million, representing about 84.33 per cent of all Cogent shares in issue. The rationale for the acquisition is to acquire control in one of Singapore's leading full service, integrated logistics service providers with a track record of over 40 years, said Cosco Shipping. It expects to leverage its holding company China Cosco's existing logistics business platform to potentially develop new business opportunities in the logistics sector in South-east Asia, taking advantage of the "Belt and Road Initiative".

NYK to wholly acquire Yusen Logistics

Nippon Yusen Kabushiki Kaisha (NYK) is to acquire the remaining 41% stake of its freight forwarding subsidiary, Yusen Logistics, from minority shareholders. The transaction is expected to be completed by late March, 2018. The full acquisition comes as the acquirer has been promoting the policy of "differentiating our business by offering value-added shipping services" and has worked to diversify its operations. In the container shipping industry, freight rates have been experiencing sharp fluctuations; especially in recent years, as a result of the increase in shipping capacity due to the deliveries of newly-built ships and substantial fluctuation in the supply-demand balance, the market has continuously been sluggish and it has been difficult to ensure stable earnings.

Yusen Logistics acquires Tibbett Logistics

Yusen Logistics (Europe) BV, has announced an agreement to acquire Tibbett Logistics, a wholly owned subsidiary of UK-based Keswick Enterprises Group. This acquisition is subject to regulatory approval by the Romanian authorities. The company has since developed into a domestic market leader within the contract logistics, warehousing, transport and intermodal sectors. With its head office in Bucharest and 15 strategic locations nationwide, the company controls over 116,000 sq m of warehousing and employs more than 1,300 people. In addition, Tibbett Logistics manages the Bucharest international rail freight container terminal (BIRFT).

Hamburg Süd to retain brand under Maersk ownership

The Hamburg Süd Group is now a subsidiary of the Danish company Maersk Line. "Under this new umbrella, we can strengthen Hamburg Süd's position worldwide in a challenging market environment, improve our market position, and offer our customers many advantages," said Arnt Vespermann, new Chief Executive Officer (CEO) of Hamburg Süd.
Hamburg Süd will remains commercially independent company with its own Sales and Marketing, Customer Service, and auxiliary departments such as IT, Human Resources, and Finance and Accounting.

Marken buys Taiwan's logistics firm Touchdown International

UPS subsidiary Marken has acquired Taiwan-based specialty logistics firm Touchdown International for an undisclosed sum. Established in 2013, Touchdown is specialized in providing clinical trials logistics services to the customers. Touchdown offers courier services for biological samples, clinical trial drug shipments, API and other clinical trial materials. The acquisition will allow Marken to expand its services to the customers in the life sciences industry of Asia Pacific region.

GAC acquires Ahlers agency arm in Belgium

GAC has expanded its operational footprint in Belgium by acquiring the port agency business of Ahlers Belgium NV. The deal will expand GAC's footprint in the Benelux region and strengthen the firm's agency and dry bulk services at Belgian ports. "The GAC family in Belgium, throughout Europe and around the world welcomes the Ahlers Belgium agency team aboard. With them, we look forward to expanding our services in and around the Amsterdam-Rotterdam-Antwerp region," said Ivo Verheyen, vice president at GAC. Dubai-based logistics group GAC provide project cargo services worldwide and operates a portfolio of multimodal freight warehouses and terminals.

Asian warehouse owner GLP buys Gazeley for $2.8bn

In what it called a "definitive agreement", GLP has agreed to pay "approximately US$2.8 billion" for what is the European arm of the wider group. Gazeley, which is part of the wider property group IDI Gazeley, is owned by US private equity investors. Gazeley has most of its assets located in Britain, with GLP describing a company with a total actual or potential warehousing space of 3m sq m. 57% of this area is in the UK, 25% in Germany, 14% in France and 4% in the Netherlands. Of this total, 1.6m sq m is existing warehouses, whilst it has a development 'pipeline' of 1.4m sq m which appears to be vacant property. The average lease has nine years to go. Gazeley developments are generally large, new logistics parks whose buildings emphasise energy efficiency. GLP has said that it will continue to operate under the Gazeley name and will seek to inject further capital into the company.

M&A INSIDER

Merger & Acquisition Deals & Transactions

BUSINESS FOR SALE

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

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

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

Australian based Logistics Supply Chain Company

State of the art warehouse (leased)
Circa USD$5,000,000

Well established 3PL supply chain management company with solid technology systems and strong long term customer contracts. Excellent growth prospects with customer contracts locked in 2018 and beyond.

Well Established Freight Forwarder

Freight Forwarding & Logistics Solutions Provider
United Arab Emirates + Saudi Arabia
Circa USD$25,000,000

Independent, premium logistics provider in the UAE & Saudi markets. Established in 2007, the company has consistently grown to revenues of USD$70 million+ with a workforce of 160+ employees and a stable market position build on an excellent reputation in UAE & KSA. Solid margins and track record of above average profitability.

Logistics Solutions Provider

United Arab Emirates
Circa investment USD$2,500,000

Joint venture partners sought to support growth plans and future development. Independent, logistics provider in the UAE with a diverse customer base and a strategically located warehouse asset. Well established and experience workforce of 80+ employees serving customised logistics, forwarding and transport activities.

SEEKING TO BUY

Opportunity to capitalize on the market value of real estate assets while maintaining occupancy and control

- ***Do you need cash to grow your core business or for any other purpose?***
- ***Are you seeking a creative off-balance sheet, long term-financing solution?***

Logistics assets (warehouses, logistics facilities, open yards) sought by long term investors for development. We are presently engaged and working with several institutional and high-net-worth real estate investors with a mandate to acquire logistics, warehousing, and manufacturing real estate assets, and entering into long-term lease back arrangements with the current owners/operators.

European / UAE Manufacturing

Capital Sought: USD$16,500,000
Manufacturing: Sustainable Materials
Germany / UAE

Seeking a strategic partners and investors to establish a company in the GCC to manufacture and sell premium, high demand products using sustainability waste to meet the growing needs of the construction and auto manufacturing industries. With patentable technology, this major environmental waste management business has strong government interest, has already received major innovation awards and has MOU's in place with major European Distributors underwriting 100% of the factory output (guaranteed sales). The project is highly economically feasible and generates attractive returns.

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

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

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

Medium size freight forwarding business in the UAE

Freight Forwarding or like
Target Geography: United Arab Emirates

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

3PL Logistics Warehousing Business

Logistics / Freight Forwarding
Target Geography: United Arab Emirates

Prominent UAE organisation seeking to expand its logistics operation through strategic acquisitions in areas of 3PL warehousing, transportation (trucking) and cold chain. Strong investor in growth.

European 3PL sought by Asian 3PL expanding internationally

Logistics / Freight Forwarding
Target Geography: Benelux region / Germany

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

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

Happy Packages. Happy Customers.

In the competitive business world we live in it is no surprise that personalization and customization were two of the leading trends to come out of the National Retail Federation's annual trade show in January 2017 in the U.S Even the recent Seamless 2017 event held in Singapore had a big section dedicated to how to master the 'me-commerce' – adapting the online shopping world to meet individual customer needs.

Introducing the "Last moment of Truth" – research shows that packages play a crucial role in how customers perceive your brand and drive future purchase behaviours. The last moment of truth is where expectation meets experience. As e-commerce dominates the retail landscape, secondary packaging to get items to the customer is more important than ever. All the fleece pullovers, Fitbits, and K-cups you order online have to make their way to your home somehow. That journey can be smooth and easy or fraught with damage. You won't know which path your parcel took until it shows up at your doorstep. Pass or fail?

Though free shipping and delivery speed are paramount to online shoppers, they are also concerned about damage. Fifty-eight percent of respondents in a Sealed Air e-commerce survey said their relationship with the retailer would be negatively impacted if their online order was damaged. Thirty-eight said they would consider purchasing from a competitor and 20% would never use that retailer again.

From the packaging side, a lot goes into making sure these e-commerce orders not only pass the delivery test but also build brand awareness, enhance the customer experience, and strive for sustainability. Myriad factors are influencing the packaging industry, which, driven by robust e-commerce, is constantly seeking to develop new solutions and strengthen existing ones to keep up with consumer demand.

When it comes to the corrugated box, you can color it, put a logo on it, or try to disguise it in some way but it's still just a box. Important as it is, the main purpose of the box is to serve as a vessel for transporting products from point A to point B. It's what's inside the box that differentiates the company that sends it. Apart from the actual product arriving fully intact and un-damaged, customer experience in unboxing the product has become just as important. Boosting the customer experience by delighting the senses or adding an element of surprise goes beyond expectation and elevates the brand in the mind of the consumer.

In fact, Kantar Retail research study conducted for Sealed Air revealed that positive impressions of premium packaging resulted in 78% of respondents having a better perception of the retailer and that 68% of customers credit the retailer rather than the shipper for their good experience with the packaging.

On the flip-side a negative impression of damaged packaging resulted in 70% of shoppers who considered not reordering from the company again and 8% actually no longer ordered from the company.

positive impressions of premium packaging resulted in 78% of respondents having a better perception of the retailer and that 68% of customers credit the retailer rather than the shipper for their good experience with the packaging

Overall, 77% of shoppers believe that packaging reflects a company's environmental values, care for the customer and resulted in a much better brand experience.

As a result of the above research conducted by Sealed Air, here are five key packaging predictions we are making for 2017:

CLEVER CUSTOMIZATION:

As the in-store experience erodes, the at-home experience will explode and the all mighty customer experience will soon occur straight out of the box. Undamaged, quick deliveries are now an expectation not an exception so customized secondary packaging will become a game changer for brands and retailers. Expect innovative direct-to-consumer startups such as razor maker Harry's, handbag seller Dagne Dover, and home goods company Snowe to disrupt more traditional consumer packaged goods and leverage packaging customization as a means of differentiation.

CORRUGATED CRUNCH:

Boxes have been the traditional vessel for transporting consumer goods but as the cost of corrugated continues to increase, warehouse space to store it shrinks, and changes are taking place in the waste streams for recycling it, retailers are rethinking the box. In addition to the resurgence in padded mailing envelopes, look for retailers to use more custom box sizes rather than stock, and to seek ways of strengthening the primary package for delivery, which eliminates the need for a secondary corrugated box. Expect more companies to invest in automated solutions that don't eliminate the box altogether but instead enhance its capabilities and give companies the ability to build a box that meets particular design specifications.

DIMENSIONAL WEIGHT STRAIN: Dimensional weight is the weight assigned to a shipment based on volume versus actual weight. Implemented in 2015 by major carriers, this pricing structure is expected to continually increase as rising e-commerce makes interior truck space more valuable. To combat these carrier fees, shippers will have to reconsider secondary packaging materials and methods and make immediate changes that will result in smarter and smaller secondary packaging.

MICRO FULFILLMENT:
The surge in niche micro companies is proving that when it comes to retail, bigger isn't always better. As we move to a more personalized economy, businesses that provide singly focused, creative services and products are becoming more popular (think craft breweries). For micro companies that exist solely as digital storefronts such as Etsy, eBay, and Shopify proprietors, fulfillment will become a challenge as consumer traffic increases and buyers expect the same type of damage-free, fast deliveries they receive from larger retailers. Since micro retailers are operating on a small scale with few employees and limited space, they will need to rely on companies such as Shyp, which provide small businesses with on-demand packing and shipping services via an app.

LESS EPS:
The days of piling on the packing peanuts are coming to an end. Not only are package recipients complaining about the mess created by loose fill in their homes, but sustainability factors and end-of-material-life options are also driving companies to eliminate the use of expanded polystyrene (EPS), commonly known as Styrofoam. Seeking affordable solutions that provide similar damage protection and recyclability, more shippers will turn to inflatables for securing and protecting items during transit. Air-filled plastic can provide blocking and bracing capabilities without the baggage that comes from foam.On paper, the appeal of brick-and-mortar shopping is still quite obvious: the elegant displays, the ease of returns, the individualized attention, or the serendipity of discovering an in-store sale.

But with consumer browsing now happening on the internet, retailers struggle to recreate that same tactile, immersive, "sticky" brand experience at home.

Most retailers settled for "good enough" e-commerce strategies because it was believed that physical stores would continue to serve as the gold standard for brands, but now companies are finding it hard to count on store loyalty alone to keep customers shopping online.

Most have tackled this challenge with a barrage of deals, discounts, flash sales, and loyalty programs designed to attract those critical online clicks, but those retailers that think the hard work is done when the customer checks out online are missing a critical opportunity to expand the store brand experience into the home.

Custom printed packaging, personalized messages, in-box promotions, effort-free return processes, and unexpected surprises can maintain brand fans who receive most of their purchases at home. Even better? They'll tell others. Forty percent of consumers say that they'd share a unique packaging experience on social media.

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

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

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

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

Trans-Pacific Partnership (TPP) Without the US: *Benefits for Business*

Photo Source: Ghy

One of the most noticeable events that happened during the APEC Summit in Danang Vietnam in November 2017 was the Leaders' Statement on the TPP11 which officially put the deal back into the game.

There could be possibly three reactions to this event. First, people who didn't care about the TPP from the beginning will continue to ignore until TPP11 impacts start hitting their business five years down the road. Second, people who strongly believed the deal was already dead following the US's withdrawal would have a big surprise and might start rushing into assessing the deal's impacts and planning for the deal. Lastly, people who had been following and preparing for the TPP11 will move forward with their plans with perhaps modest modification.

This article will explain in more details the reasons why TPP11 still matters to your business in both direct and indirect ways.

TPP11 STILL MATTERS

Following the withdrawal of the US from the TPP, many people believe that the benefits of the deal are no longer worthwhile. However, TPP11 (TPP without the US) and CPTPP (revised TPP for 11 countries) still have the potential of changing trade landscape in the region and globally once the deal comes into force. CPTPP commitments are almost the same as the original TPP. Some rules on IP and express shipment were suspended which contribute to less than 10 percent the total length of the agreement.

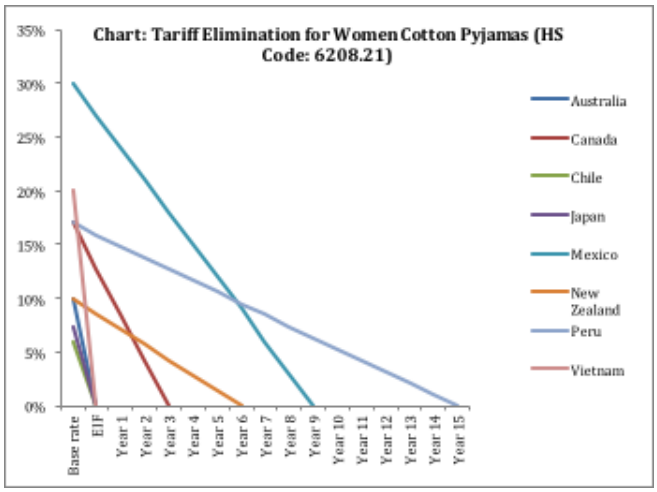
Overall, TPP11 rules will help to create a dynamic, integrated and competitive trade block. The interlocking nature of TPP11 rules will allow the changes to happen at a deeper level while the coverage of some modern trade issues will make the changes more relevant to business community.

MARKET ACCESS ON GOODS

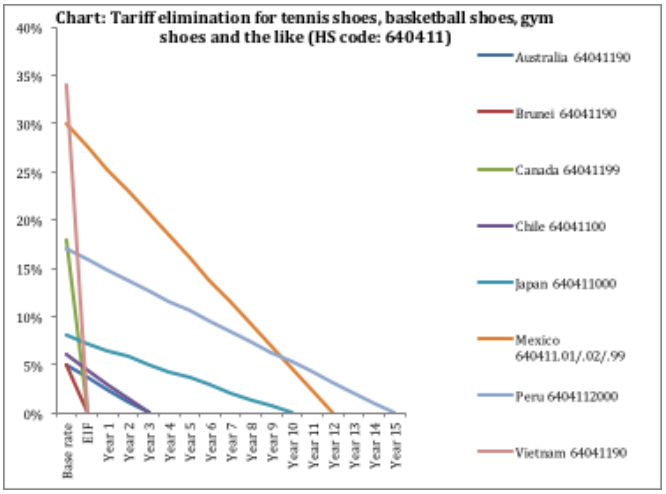
One of the most important benefits of TPP11 is the market opening for goods. Tariffs (customs duties) on more than 90% of the products will be eliminated, most of which will happen on day one. The beauty of tariff elimination under the TPP is that it has managed to cover almost all agricultural products – which are often protected by most governments – and even extended the coverage to sensitive products like rice, sugar, beef and dairy products.

Tariff benefits under the TPP11 apply to a wide range of industries as shown in the following charts of tariffs commitments.

Textile and garment (HS codes: 42, 61, 62)

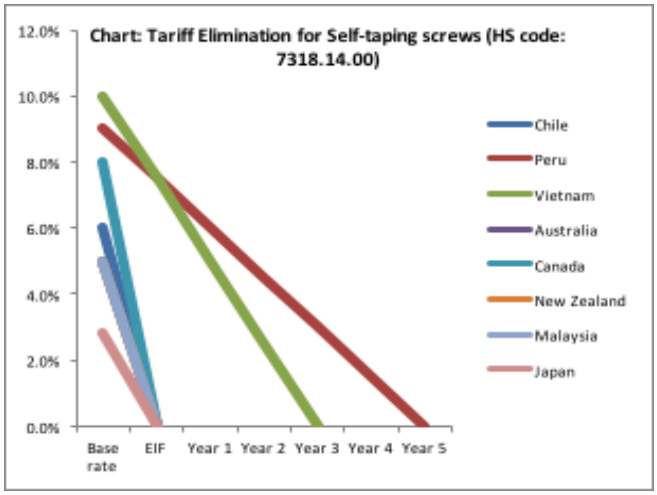


Footwear (HS code: 64)[1]

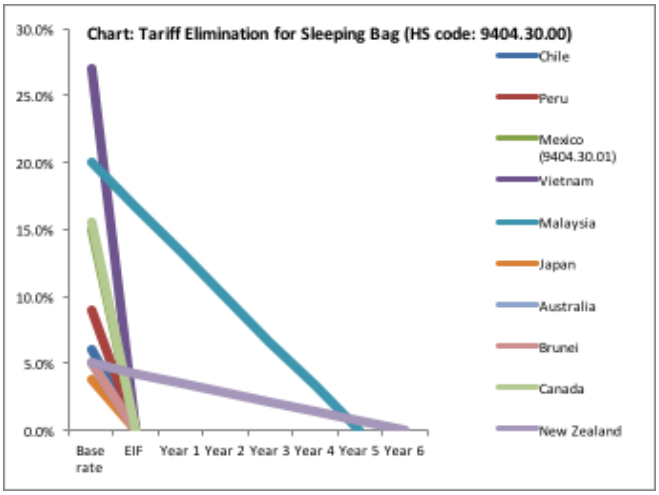


[1]Under textile and footwear sections, each country has their own way to categorize different types of footwear. The tariff equivalence in this chart is based on the author's judgment.

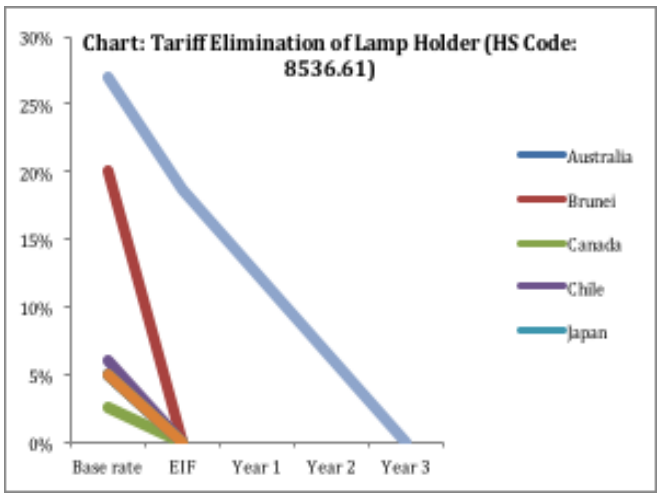
Articles of Iron and Steel (HS code: 73)[2]



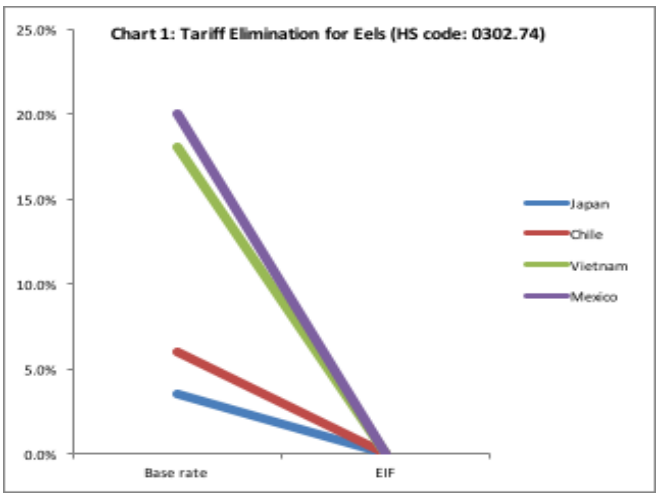
Furniture, Bedding, Mattresses, Cushion and Similar Stuffed Furnishings (HS code: 94)[3]



Lamp Holders (HS Code: (HS Code: 8536.61)[4]



Fish and seafood (HS code: 03)



[2] Australia, Malaysia and New Zealand have the same tariff schedule for self-taping screws.
[3] Australia and Brunei have the same tariff schedule for sleeping bag.
[4] Australia, New Zealand and Japan have the same tariff schedule for lamp holders.

In fact, US market is relatively open for most products. Therefore, the loss when the US is no longer a part of the deal is not very substantial even though it is the case for some products such as textiles.

MARKET ACCESS ON SERVICES AND INVESTMENT

Another area of the agreement that is often overlooked is the services sectors. Market access for services sectors are widely opened under the TPP11. With the scheduling method of the services and investment chapters in the agreement, most of the sectors are opened except for those who are listed as restricted. This also suggests new services sectors that arise in the future will be automatically given the market access. Some services sectors will see huge benefits such as the healthcare sectors.

TPP11 is one of the first trade agreements in which Japan committed to the similar scheduling method and agreed to open most of its services sectors to foreign suppliers. Moreover, US's existing services markets do not have many barriers to foreign suppliers.

OTHER IMPORTANT COMMITMENTS

The deal addressed some important issues in the digital economy such as fostering E-commerce and banning data localization in all member countries. This will help to ensure the free movement of data across TPP11 countries and facilitate the robust growth of digital trade in the region.

TPP11 also includes rules on sanitary and phytosanitary (food safety), standards and testing which will help to improve transparency and reduce non-tariff barriers to trade in the region.

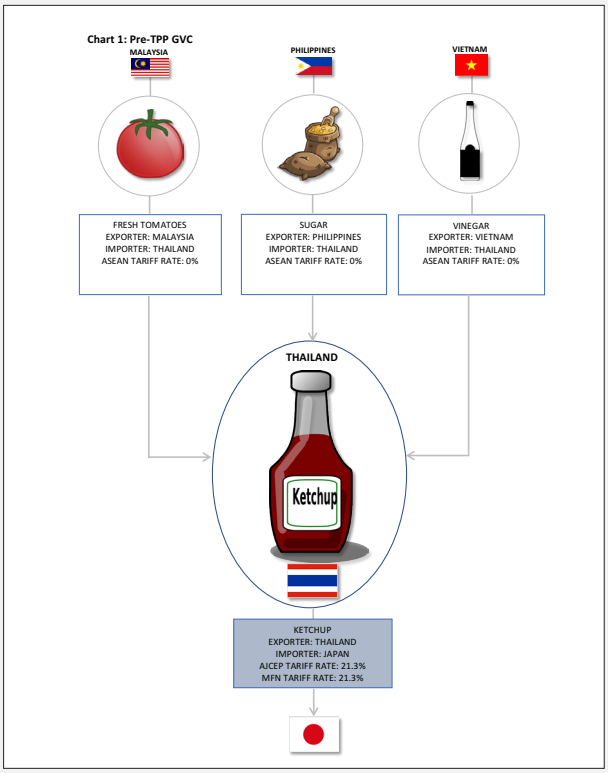
For logistics and supply chain industry, TPP11 rules on express shipment, standard customs procedures and more flexibility with the use of Rules of Origin (ROOs) will help to improve customs efficiency in countries like Vietnam and Malaysia and facilitate trade in the region.

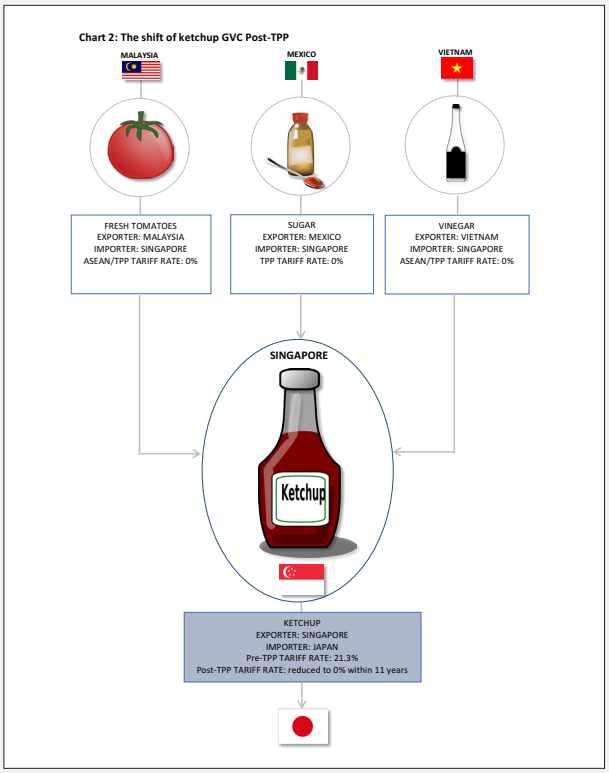
HOW TPP11 IMPACTS WILL BE MAGNIFIED

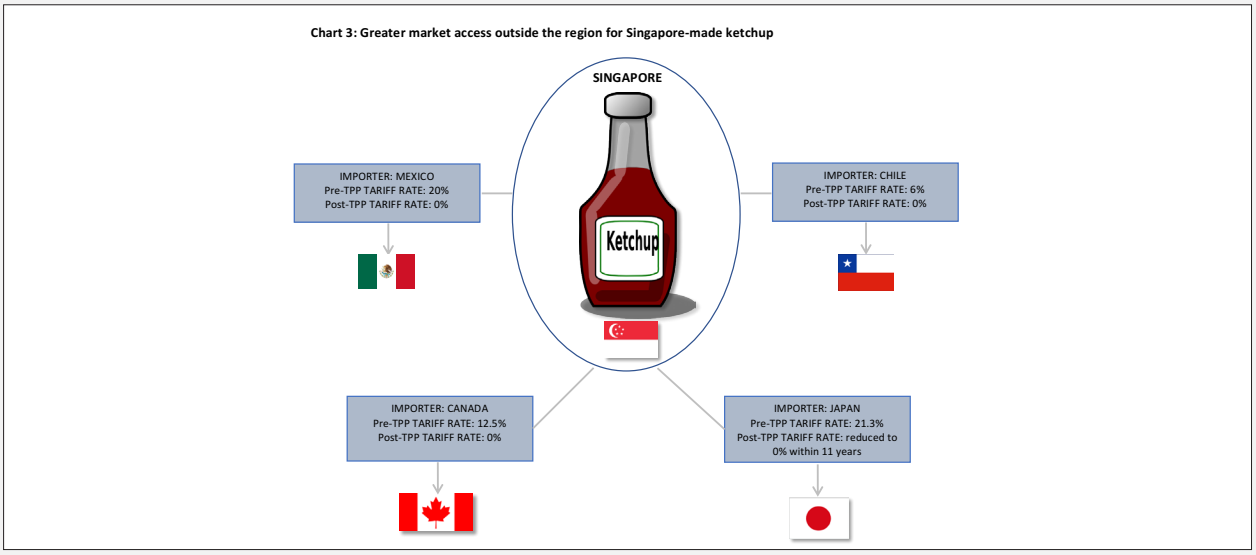
The existence of global value chains across the Asia Pacific and the rise of Asian countries as the manufacturing spotlights will lead to the widespread impacts of TPP11 that will go beyond the 11-country block.

Countries and companies that are not directly involved in the TPP might also start seeing the impacts on their business once the deal comes into force. This is partly because the difference in the benefits enjoyed by TPP11 members and non-TPP members could be too substantial to ignore. Trade landscape and trade structure post TPP11 will be different. Even though the changes are difficult to estimate, they are going to be powerful and shaping a new standard of trade rules across the Asia Pacific.

The ketchup example below is one illustration of the potential changes that could happen to regional and global value chains post TPP11.







WHAT'S NEXT?

The 11 countries will continue discussions and preparations at the domestic levels to prepare for the official signing of the TPP11 (CPTPP). After that, the 11 countries will continue their own work at the domestic level to prepare for the implementation of the TPP11.

WHAT SHOULD BUSINESSES PREPARE?

TPP11 impacts on business vary across industries, locations, product types and value chain models. The impacts could be modest or significant, temporary or long-lasting.

In order to be well prepared and avoid being left behind, businesses should pay more attention to the TPP11 including its existing commitments and TPP11 members' implementation plans.

SUGGESTED ACTIONS

Reassess your current markets and potential markets:

TPP11 works only in member markets across the Asia Pacific. The benefits for goods, services, investment and more can be significant. Your business should assess the agreement carefully to avoid missing out on valuable opportunities and avoid downside risks.

Reassess your supply chains and regional or global value chains:

If you are sourcing from and selling to different countries across the Asia Pacific, the TPP11 is likely to affect your business. Whether this means more challenges or more opportunities, a careful assessment of your current business model, together with good understanding of the TPP11, is needed.

Evaluate new opportunities, challenges, competition and advantages:

If your business will be affected by the TPP11, you will need an in-depth evaluation on how your production costs, profits and profitability will be affected. This will lead to a more competitive pricing strategy and suitable business strategies for the short and long term.

In order to be well prepared and avoid being left behind, businesses should pay more attention to the TPP11 including its existing commitments and TPP11 members' implementation plans.

Minh Hue Nguyen
Trade Policy Analyst
Asian Trade Centre

Minh Hue Nguyen is currently working at the Asian Trade Centre as a Trade Policy Analyst. Her areas of focus include trade agreements such as Trans-Pacific Partnership (TPP), Regional Comprehensive Economic Partnership (RCEP), ASEAN Economic Community (AEC), and other trade-related topics such as digital trade, e-commerce and global value chains.

Minh Hue obtained her Bachelor Degree in Economics from Nanyang Technological University - Singapore. She was among 33 scholars from ASEAN countries under Singapore Ministry of Foreign Affairs' scholarship in 2012. Prior to joining ATC, Minh Hue used to work at Taylor & Francis Academic Publishing as a Journal Editorial Intern. She is fluent in English and Vietnamese.

Preparing for Next Generation Cross Border E-Commerce

The e-commerce landscape is changing rapidly. Amazon recently acquired Whole Foods to gain access to the Food retailing, Alibaba signed a deal with Singpost for E-commerce activities in South East Asia and this year's online sales of Singles Day in China was substantially bigger than Black Friday and Cyber Monday combined. On the store front, many retailers have been shutting down stores as a result of declining sales due to the shift towards digital. This shift will be accelerated by the disruptive generation of millenniums who have grown up in the digital era and will drive consumer behavior in the near future.

Both brand owners and retailers need to understand these dynamics and prepare themselves for a next generation cross border e-commerce.

THE AMAZON EFFECT – RAISING THE BAR FOR ALL OTHER COMPANIES IN BOTH B2B AS THE B2C ARENA

Amazon has steadily raised the bar from a shopping and delivery experience. Due to the introduction of Prime subscription, Scheduled delivery, Prime now (1-2 hour delivery), Prime same day delivery, consumers in part of the world can have access to a very large assortment at zero or limited upcharges for same or next day delivery.

Due to introductions such as Alexa and Dash, the ease of adding products to the shopping basked has increased with the intent to lock in the consumer into a single e-commerce platform.

As we are all consumers, we take these shopping and delivery experiences into our professional world and start to ask why certain things are not possible or take so long compared to an on-line shopping experience at for instance Amazon. Take for instance the time to set up a new EDI connection with a supplier.

Not only Retailers and Brand Owners need to ask themselves what the next generation e-commerce will mean for them but also companies operating today in the B2B arena. For instance Consumer Packed Goods (CPG) companies will need to pro-actively ask themselves questions like:

- What if a significant portion of the business would shift to on-line?
- What would be the implication?
- Are we prepared for such change?

INTERNATIONAL E-COMMERCE: CROSS BORDER E-COMMERCE GROWING FAST

APAC is the world's biggest and fastest growing B2C E-commerce region with growth rates close to 30%. E-tailers such as Amazon, Alibaba and Lazada are expected to have the highest e-commerce growth in the next 5 years in ASEAN. In Europe, e-commerce is forecasted at 16% in 2017 whereas the US will grow at a pace of 12% (source McKinsey).

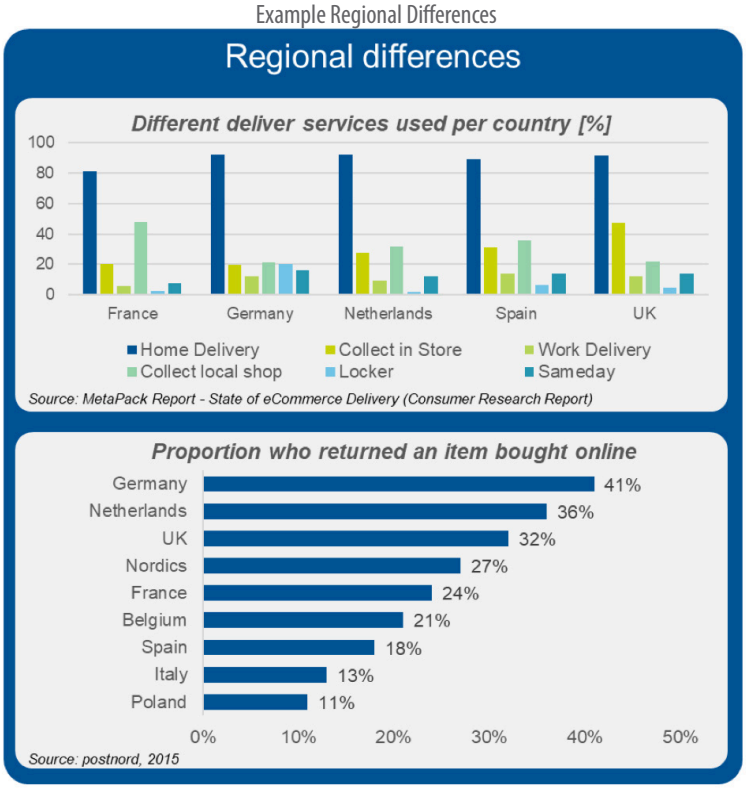
Cross border e-commerce is important and growing fast at a pace of double the domestic e-commerce growth. The current cross-border e-com trade represents approx. 20% of all online shopping in which Fashion (Clothes Shoes, Accessories) is the top-grossing cross-border category.

However, Cross-border e-com is different from local e-com as local fulfillment presence in all countries is expensive and unnecessary to meet customer requested delivery time. The key challenge is that every country has its own online environment with dominant logistic and transport partners and infrastructure, consumer preferences and consumer regulations that differ by country.

Key elements for a successful cross-border e-commerce model include:

- Website in local language
- Displaying prices in local currency
- Offering country specific online payment, delivery and return options. In Europe and APAC the delivery methods by market are different from a home delivery, collect at retail store or a collect at a pick up point. The carrier landscape is different in the European markets and across APAC. This is also applicable for the Returns network. See the insert on regional differences in delivery services and returns in Europe.
- Offering landed prices to the consumer including VAT, duties and potential additional surcharges
- Applying a Business model linked towards E-commerce buying and shopping behavior (i.e. the dominance of platforms in APAC which are fragmented by country such as Lazada, Tmall, JD versus the B2C model where the brand owner sells through their brand.com website)

Example Regional Differences



THE E-COMMERCE DILEMMA: GROWTH VS PROFITABILITY

Customers expect choice in delivery options, fast delivery, time defined slots and a guaranteed delivery date. This causes a typical dilemma for retailers and brand owners to offer a fast, convenient and cost-effective delivery.

Profitability is one of the key e-Commerce challenges for retailers and brand-owners due to:

1. High delivery costs due to increasing pressure on final mile (i.e. speed, location, flexibility)
2. High returns costs as customers expect free returns
3. Increased fulfillment complexity due to piling up inventory, increase in SKU's and inventory required closer to demand especially in seasonal fashion products
4. High IT investments to accommodate full visibility across channels at all inventory locations and to enable services like track and trace
5. Not one size fits all due to complex financial (i.e. tax), legislation (i.e. labor laws) and cultural (i.e. language) landscape across Europe and APAC

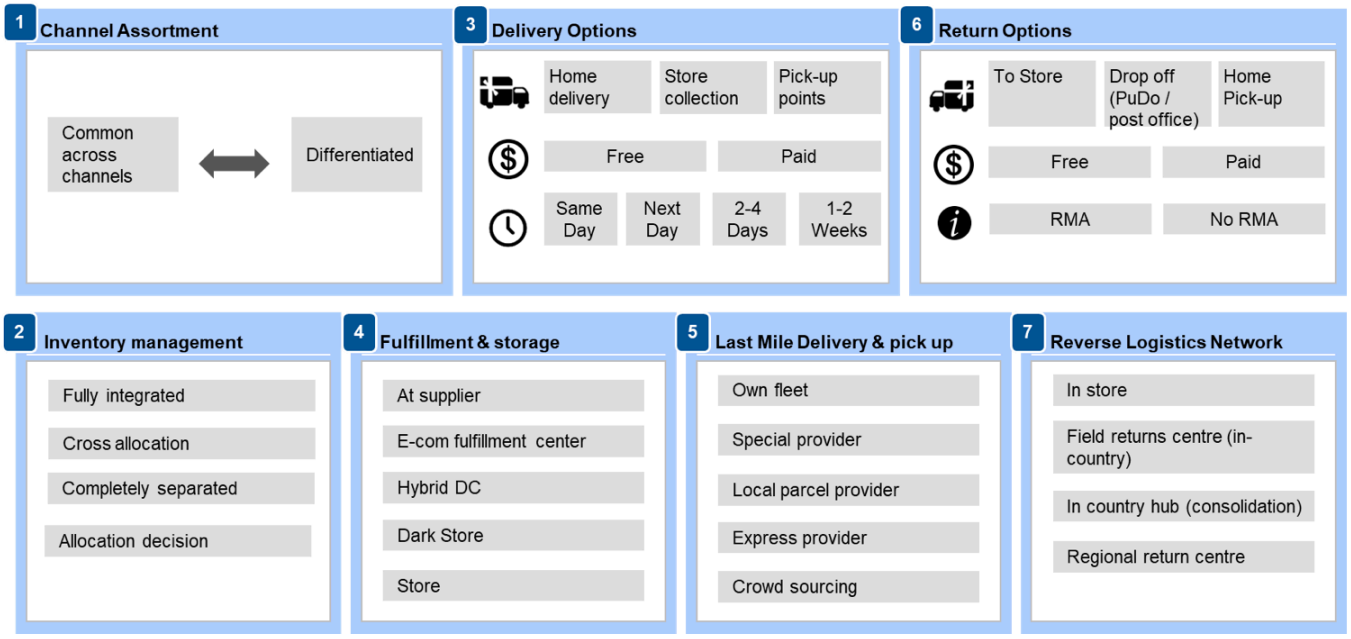
The DNA of pure online players versus retailers and brand owners towards profitability can be totally different. As the focus of the pure online players has been to build the platform and gain market share, other retailers that originated from brick and mortar business and brand owners have adopted a slow(er) pace of the online business and seen this as an extension of the brand or a shop in an online environment. Within the supply chain and logistics community this is reflected as well in terms of focus on Operational excellence (hence cost per unit) versus a revenue driven mindset to lock in the customer and offering a variety of service offerings to make shopping for the consumer as convenient as possible. There is no single answer how your company needs to set up the supply chain and logistics fulfilment network but it rather be aligned with the corporate objectives and initiatives.

FRAMEWORK FOR SUPPLY CHAIN AND LOGISTICS DECISION MAKING

In order to develop and communicate the impacts of (cross) border e-commerce and the shift towards omni channel retail, Logistics and Supply Chain professionals need to be pro-active and support the organization in a cross functional modus.

The visual below shows a framework of elements that need to be assessed when defining and rolling out strategies as each element can have a significant impact on the topline and on the cost per unit.

1. Channel assortment – offering the same offering on-line as off line, exclusive product range for certain sales channels. This also includes packaging types (rainbow sets, assortments versus singles)
2. Inventory management – having a single pool of inventory across sales channels (wholesale, retail, e-commerce), a segregated pool of inventory per channel and business rules for (cross) allocation decisions
3. Delivery options- covering the type of delivery or pick up, whether delivery is free or paid and the speed of fulfillment and delivery
4. Fulfillment and storage which is highlighted in more detail in the next section
5. Last mile delivery and pick up
6. Return options
7. Reverse logistics network



Source: DHL, adjusted by BCI

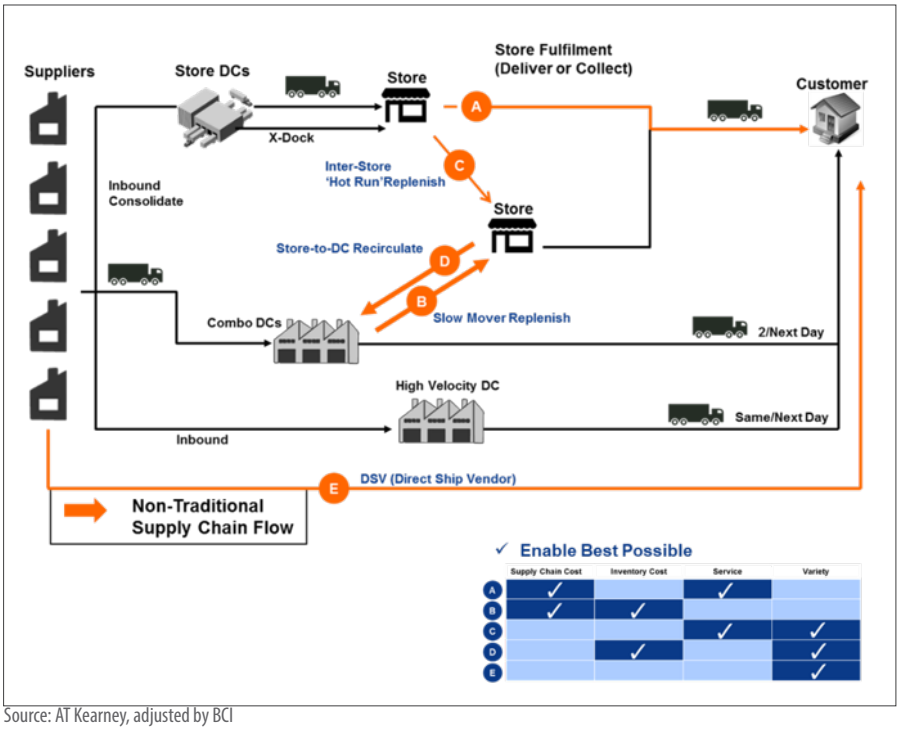
NEXT GENERATION DISTRIBUTION NETWORKS-MIGRATINGTOWARDS HYBRID NETWORKS WITH FULL INVENTORY VISIBILITY

Next generation distribution networks will be hybrid networks designed to cater for different products, sales channels and geographies (i.e. metropolitan versus rural areas).

The typical current distribution network consists of a Central DC in a country or region often combined with DC operations for store retail and wholesale in close proximity.

The ability to route flows in a dynamic sequence will be key for competitive performance in next generation e-commerce. This requires full inventory visibility at SKU level throughout the network and hence a fully integrated inventory management set up.

Next generation Fulfilment and routing options will need to include beyond the traditional flows: drop shipping ex vendor to the customer (e.g. bulky products), store fulfillment for an e-com order to avoid mark downs in store and enable fast delivery, replenishment from/to stores and replenishment from the combination Retail/E-com DC to stores for fast replenishment of for instance slow movers. The visual above illustrates how such network can look like including the focus of each of the flows from a cost, variety, service or inventory holding perspective.



Source: AT Kearney, adjusted by BCI

These hybrid networks will allow retailers and brand owners to migrate closer to the consumer: fast when it needs to be fast – same day or next day enablement by means of either click & collect or store fulfillment or metro rapid fulfillment centers for specific geographies and product ranges. This will increase profitability by unlocking the inventory in the entire network to allow the sale at full price rather than at a discounted price. The table below shows several fulfillment options and their applicability.

Table: Choice of fulfillment options depends on the targeted service levels and intended channel integration

Fulfillment at	Supplier	Hybrid DC	E-commerce FC	Store	Dark Store
Description	"Drop shipment" – supplier fulfills the order	Same DC used for e-fulfillment and store replenishment	Centralized dedicated facility for online orders	Leverage store inventory & personnel to fulfill online orders	High-velocity facilities for e-fulfillment near city limits
Benefits	• Low end-to-end cost • Reduced chance of damage/loss	• Inventory synergies across channels • Economy of scale	• Optimized location for on-line channel needs • High automation possibility	• Inventory synergies across channels • Upselling opportunity	• Lower cost compared to store
Points to Consider	• Complex coordination with suppliers • Supplier controls fulfillment & customer experience	• Need to enable "eaches" picking	• Additional infrastructure • Inventory duplication across channels	• High picking cost of store personnel • May cripple store efficiency	• Additional infrastructure • Inventory duplication across channels
Service	• 1-2 weeks	• 2-4 days	• 2-4 days	• Next day • Same day	• Next day • Same day

Source: DHL, adjusted by BCI

AREA	POOR 1	2	AVERAGE 3	4	BEST IN CLASS 5
Delivery predictability	No time slot provided	Day is predicted	Part of the day is predicted (e.g. Morning, afternoon, evening)	Timeslot of delivery is restricted to a specified 2 hour window	**Timeslot of delivery is restricted to a specified 1 hour window**
Last mile solutions / delivery orchestration	One service offering focused on either speed or costs		One service offering focused on speed and costs		**High variety of service offerings**
In flight options	No alternative delivery address possible	PuDo / Depot or different address	PuDo / Depot and different address with notification of delivery	Saturday / Sunday delivery upgrade	**Combination: dynamic booking**
Delivery options	1 delivery attempt, customer action required in case not successful	Multiple delivery attempts, in case not successful customer pick up at depot		Proactively managed delivery time	**Purchases from various e-stores are collected for customers at a secure location and delivered in one batch**
Carrier management and number of carriers	No options, one carrier	Limited offering with one carrier for all services	Extensive offering, one carrier per service offering	Extensive offering, various carriers per offering	**New service offerings**
Carrier flexibility	Carrier rates and contracts managed in spreadsheets, no database for carrier KPI reporting		Fixed contracts and flexible systems: high costs to on-board new carriers and service providers		**Easy on boarding of new carriers and service providers: delivery management platform that integrates carriers and delivery**
Track and Trace	No status notifications	Passive communication to customer	Active communication with single option	Proactive communication with various options	**Advanced and extensive communication**
Carrier invoicing	Manual invoicing process by carrier		Electronic invoicing		**Self billing: fully automated credits to carriers based on IoD**

Several retailers have started to implement ship from store. In the US due to the typical size of back rooms this is easier than in Europe or APAC given the small backroom operations. Some of the key challenges for store fulfillment include the inventory accuracy at the store, minimum inventory threshold settings of required in store inventory, training of sales associates in logistics execution and enabling the IT within a retailer to make this happen (integration of POS with an ERP/WMS with Distributed Order Management functionality to allocate and route the e-commerce orders through the network).

NEXT GENERATION E-COMMERCE: ARE YOU READY?

In order to assess the current position and the readiness for next generation e-commerce, BCI developed a Maturity Framework in five distinct areas: Customer Experience, Customer Service, DC Operations, Technology and Transport/Delivery.

This maturity framework with over 100 indicators, supports clients in understanding the current capability in a transparent way and facilitates the discussion on what is best in class in next generation e-commerce and the readiness. Clients can use the maturity grid as a self-assessment tool in which various stakeholders from different disciplines including clients can conduct the evaluation.

Application of this next generation e-commerce framework will allow the company to clearly define the readiness for next generation e-commerce, path forward, align the e-commerce set up with the corporate strategies and ambitions including the prioritization of the required initiatives to make step changes into next generation E-commerce. Ask yourself the question: Are you ready for next generation e-commerce?

The visual above illustrates one of the maturity grids.

Patrick Haex
Managing Partner
BCI Global

Patrick Haex is Managing Partner at BCI Global and has overall responsibility of the world wide supply chain consulting and implementation practice. In his role, Patrick is actively involved and overseeing many client engagements in the area of International Expansion including E-commerce and setting up the best value chain to support the geographical markets and related channels, supply chain strategy, supply chain network design, make versus buy decisions, S&OP, Transport Optimization and Implementation. Patrick has supported many Retailers and brand owners in their Cross Border e-commerce strategy and related implementations. Clients include for instance Amazon, A&F, H&M, Michael Kors, Hasbro, Tory Burch, Kate Spade, SC-Johnson, Unilever, VF, KidKraft to name a few.

Patrick has been one of the founding fathers of the Lifestyle Logistics Group in Europe. Patrick can be contacted at Patrick.haex@bciglobal.com or by phone +31 243790222.

LogiSYM Malaysia 2017, Reaffirms LogiSYM as the Prime Logistics & Supply Chain Event

Opening Remarks
by Dr Raymon Krishnan (LSCMS)

Presentation: Operational Excellence
by Pasi Pesonen (Sealed Air)

LogiSYM Malaysia 2017 welcomes close to 200 registrants from across the supply chain and logistics ecosystems.

The event saw a world-class line up of speakers from Malaysia, Singapore, Italy, the United Sates, Germany, the Netherlands, the UK and India as well as an impressive audience of influential industry experts speaking on the very latest trends and challenges in the evolving Supply Chain landscape.

In addition to the ever-relevant technical issues the Symposium covered a range of discussions around the Internet of Things, Big Data, OBOR / Belt and Road Initiative, Blockchain and Human Capital and included presentations delivered by some of the region's most innovative organisations and thought leaders.

Panel Session: Logistics Challenges and Transformational Leadership in the ASEAN Integrated World
From left: Darryl Judd (Logistics Executive Group), G. Vizayer Raj (AMDA), Geh Thuan Hooi (DHS Hospitality Academy Sdn Bhd), Ram AD Kumar (Malaysian University of Science & Technology)

Panel Session: Managing Supply Chains in a Low Freight Cost Environment
From left: Dr Raymon Krishnan (LSCMS), Inbarajan Marimuthu (Khmer Beverages Ltd, Cambodia), Dr Rakesh Singh (ISCM), RJ Liow (CapFiX), Kurt Breinlinger (GO Global)

Panel Session: Racing with the Machine
From left: Joe Lombardo (ESP Consult), Dr Marco Tieman (LBB International), Geh Thuan Hooi (GCentral, DHS Hospitality Academy Sdn Bhd), Pasi Pesonen (Sealed Air), Prof Stephanie Krishnan (Rutgers Business School Asia Pacific)

Presentation: Trade Agreements for the Supply Chains of Tomorrow by Dr Deborah Elms (Asian Trade Centre)

Presentation: Blockchain Potential: The Time To Listen Is Now
Neil Johnson (TNETS)

Sealed Air Team

Panel Session: Digitalisation and Disruption of Supply Chains
From left: Darryl Judd (Logistics Executive Group), Nara Subramaniam (LEADER BOARD Sdn Bhd), Dr Jing Bing Zhang (IDC Asia Pacific), Basanta Kumar Dash (Ramco Systems), Prof Stephanie Krishnan (Rutgers Business School Asia Pacific), Dr Marco Tieman (LBB International)

APL Logistics Team

Century Total Logistics Team

Ramco Systems Team

EVENTS

December

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

February

LOGISYM DUBAI 2018
February 13th - 14th, 2018
Jumeirah Creekside Hotel, Dubai, UAE
www.dubai2018.logisym.org

BREAKBULK MIDDLE EAST
February 6th - 7th, 2018
ADNEC,
Abu Dhabi, UAE
www.breakbulk.com/events/breakbulk-middle-east-2018/

March

HANDS UP KENYA
March 2018
Nairobi, Kenya
www.handsupkenya.com

5TH GPCA RESEARCH AND INNOVATION SUMMIT
March 11th - 13th, 2018
Dubai, UAE
www.gpcaresearch.com

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

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

About us

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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.