LogiSYM

The Magazine for Supply Chain Executives

APRIL 2022

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DRIVING SUSTAINABLE SUPPLY CHAIN CHANGE
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The Regional Professional Body for Logistics Practicioners

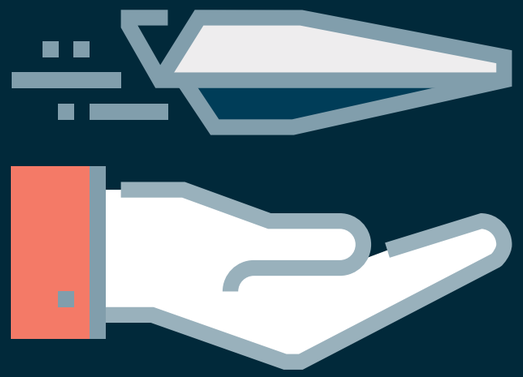
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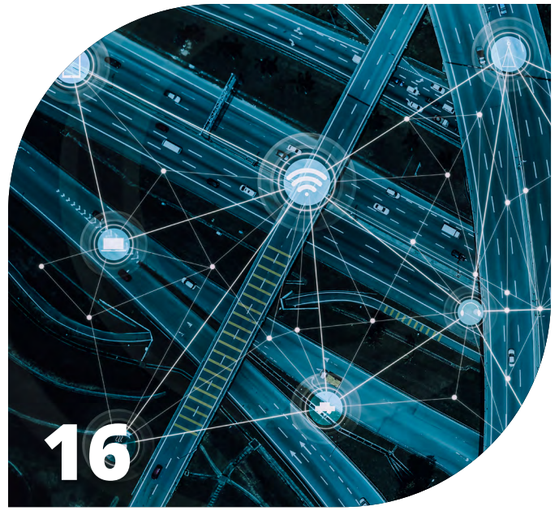
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A WORD FROM THE INTERNATIONAL EDITOR

A Renewed Reflection of how we are doing ?

Dear Readers,

As we ease into 2nd quarter of 2022, the challenges ahead are taking on many new dimensions. I shall not go over all the global issues that continue to disrupt and challenge our supply chains. But it is clear that the current state of play is likely to persist for the foreseeable future. That means that we can expect a continued turbulent reset of our operating models and serious challenges in restoring and sustaining coherent end-to-end supply chain models.

Why is this scenario so evident, yet so difficult to define and shape into something we can control? Our theme for April is **Driving Sustainable Growth through Supply Chain Resilience** and I believe it is a theme of critical importance as to how we address the challenges of choices we have to make.

Making choices is never easy but faced with the hard realities of shifting paradigms in every sector of our managerial portfolio, is where agile leadership will be rewarded. In times of uncertainty and economic turbulence we have to return to basics. The choices we have to make, hinge around people, processes and systems. Not surprising, as these are the foundations of every organisation.

However what is different this time round, are the priorities in which these 3 pillars play out in our table of choices. Finding that critical balance between transactional priorities and developing deeper and purposeful organisational relationships, is where we see many struggling to move forward.

The hard KPI driven organisations are coming undone. And they wonder why trying to achieve their goals is proving to be so much more difficult and require high energy levels to steer the organisation in the right direction. The world has changed, people have changed, customers have changed, stakeholders have changed, suppliers have changed and the final consumer have also significantly changed. With so many variables at play making choices of what are the priorities, is no trial task for many, including the seasoned players.

Relevant to our April theme, I invite you to take a look at the very interesting views from our regular contributors, to be found in our Opinion Editorial and Feature articles. I hope that the various pieces on topics relevant to current issues, will help our readers recognise the challenges as well as frame the choices that may be necessary to move them forward.

There are no easy answers to the many complex issues that challenge our supply chains. But it does help to appreciate, that we are not unique in facing the many diverse issues and deal many new dynamics that seemed to have emerged since the COVID pandemic. We may begin to realise that the challenges of change and new dimensions of complexity, have been lurking in the background for a while. We may have been too distracted to notice the gradual and evolving landscape. The pandemic may have exposed these issues and forced us to recognise them in the clear light of day.

We would like to hear your views and comments on our content and your feedback would be most appreciated – we look forward to receiving your feedback at info@lscms.org

I take this opportunity to wish all our readers a happy and prosperous Lunar New Year.

Meanwhile take care & stay safe!

Joe Lombardo
Editor-in-Chief LogiSYM Magazine



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A WORD FROM THE PRESIDENT

Time flies...and the situation with Global Supply Chains is as dynamic as ever

It's been a hectic few months and a third of the year has come and gone. I recall starting the year somewhat optimistically, expecting the supply chain issues caused by COVID-19 to ease and for rates to subside as capacity increased. Whilst we are seeing ocean freight rates starting to soften, given the situation in China and the lockdowns across the state, supply chains globally are affected and will continue to be affected months after China re-opens.

Coupled to COVID-19, fuel prices are rising amid fears of a global economic shock from Russia's invasion of Ukraine and this is a double whammy in a tirade of 'attacks' supply chains continue to face. It certainly keeps us on our toes and never has so much attention been given by businesses as to how their supply chains work and are structured. This is indeed the decade of the supply chain.

With all that is happening on the global stage as the backdrop to our preparations, the team is busy working on LogiSYM Asia Pacific which will be held on May 24th and 25th. With more than 30 exhibitors and 1,000 participants, every day topics are being tweaked and refined as a great line-up of speakers and panelists will be convening live (and online) over two action packed days. It's the first large supply chain symposium in Singapore for 2022 and if you are a shipper, please scan this QR code and sign up for a free pass now. I look forward to meeting and interacting with all of you.

Raymon Krishnan, FALA, FCILT, CLP
President
The Logistics & Supply Chain Management Society

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IDC Supply Chain Technology Leaders

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IDC established the **Supply Chain Technology Leaders Recognition Program** to recognize outstanding achievements in the integration and digital transformation of physical, informational, and financial flows between organizations, creating interdependencies that increase performance, customer engagement and support sustainable outcomes.

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Driving Sustainable Supply Chain Change

Opinion Editorial by Stephanie Krishnan - Associate Vice President, IDC Manufacturing & Energy Insights Asia/Pacific, IDC Asia/Pacific

By 2025, to improve long-term supply chain profitability, 60% of manufacturers in global supply chains will invest in software tools to support sustainability and circular economy business models.

Source: IDC FutureScape: Worldwide Supply Chain 2022 Predictions — APEJ Implications

The importance of Environmental, Social and Governance (ESG) continues to grow. IDC's March 2022 Future Enterprise Resiliency & Spending Survey showed that almost 50% of finance organizations are prioritizing consistent ESG practices and/or policies when considering industry ecosystem design and partners. In Asia, Governmental and Finance institutions are launching initiatives to accelerate green finance And, whilst this may seem unrelated to supply chains, these requirements are starting to place significant pressure on supply chain participants. Those organizations that seeking to take advantage of preferential access to finance are being required to place ESG compliance requirements on suppliers and distribution channel partners. Additional compliance pressures are being applied from European companies, which is starting to impact their Asian suppliers. Whilst altruistic motives have been a "nice to have", the reality is that financial incentives and regulatory requirements will likely result in actual change.



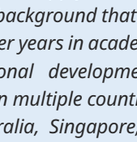
Companies, both large and small, are changing. Tender documents and responsible source guidance are requiring suppliers to show evidence of their actions to support ESG initiatives, as well as the actions of their suppliers. To enable this companies are turning to technology support to scale, monitor, and report on outcomes. Across the Asia/Pacific region, the portion of company IT budgets allocated to sustainability-related IT investments or initiatives is increasing - IDC's 2021 Manufacturing Insights survey revealed that more than 50% of manufacturers are apportioning 10% or more of technology spend to support sustainability-related IT investment initiatives. These investments are occurring in foundational technology capabilities that will allow organizations to increase their reporting capabilities, draw insights from data, and reduce paper use and administrative load on workers through process automation (refer Figure 1).



Figure 1 - Where are manufacturers investing to support sustainability?

The benefits of ESG initiatives extend beyond meeting compliance requirements. Organizations are seeing economic benefits, in running their supply chains sustainably. As data is collected and analyzed, opportunities for efficiencies are identified and implemented. Moving beyond process improvements, the next stage is business model redesign which includes developing products and services to embrace the circular economy, closed-loop product design, and renewable or upgradable products. With circular economy business models, organizations are targeting the integration of sustainability practices from raw materials to the final product, incorporating reusable components, reducing resource usage, and increasing biodegradability or recyclability. This requires addressing operational activities including design methodologies, production process, waste reduction, ethical and sustainable sourcing of resources, local sourcing considerations, and supplier evaluation.

A procurement professional I recently spoke to said "it's coming at us thick and fast, so we've got to be ready for it." Things are changing, and supply chains participants are feeling pressure from customers, consumers, financiers, and governments to take action on these changes. Supply chain participants need to think of sustainability as fundamental to how supply chains are run and managed, and stakeholders must be aligned to set up short and long-term plans to drive sustainability outcomes. IT will need to incorporate environmental sustainability into technology decision making, management, and investment actions, and implement suitable technologies to support ESG programs. Technology is an important tool to scale those actions to drive real outcomes for people, planet, and long-term business success.



Stephanie Krishnan
Associate Vice President, IDC Manufacturing & Energy Insights Asia/Pacific, IDC Asia/Pacific

Stephanie Krishnan is the Associate Vice President, IDC Manufacturing & Energy Insights Asia/Pacific, responsible for Industry 4.0 research. In this role, she responsible for the production, development and growth of the IDC Manufacturing Insights program in the Asia Pacific region. In this role, Stephanie will be delivering a research agenda that will appeal to technology buyers and vendors both in terms of subscription products and custom research in Industry 4-0 looking across ecosystems, value chains and supply chains of industrial industries.

Stephanie has more than 20 years' experience in manufacturing and supply chain, with a diverse background that complements her years in academia and professional development consulting in multiple countries such as Australia, Singapore, Malaysia, UAE and Hong Kong among others. In addition to this, she advises startups in the areas of process automation and technology adoption, particularly in supply chain management. Stephanie has been most recently been conducting economic and supply chain market research as part of consulting in the Middle East.



The Role of Digitisation and Analytics in Supply Chain Resilience

Opinion Editorial by Dr Shereen Nassar - Global Director of Logistics Studies and Supply Chain Management Programmes Heriot-Watt University Dubai.

Although the need to have cost effective and reliable supply chains has been exacerbated by the pandemic and continuous disruption, it has long been underway. Along with significant market changes and an unpredictable trade climate, it has become clear that supply chains must also become resilient and sustainable. The pandemic uncovered the dangers that a global crisis can pose to businesses when supply chains are not equipped to operate during crisis. Therefore, a strategy for resilience is necessary to meet the changing demands of consumers and ensure sustainable growth.

As Bain & Company, a management consulting firm, coins the term, supply chain resilience is a supply chain's ability to heal, reroute or substitute inputs. Technology has become a game changer in achieving supply chain resilience through allowing real time data, visibility, and responsiveness. **Dr. Shereen Nassar, Global Director of Logistics Studies and Director of the MSc Logistics and Supply Chain Management at Heriot-Watt University Dubai** shares her views on how digital technologies and analytics can support supply chain and logistics resilience as a topmost determining factor for business continuity and growth.

DIGITAL SUPPLY CHAIN TO DRIVE RESILIENCE

As the availability of data continues to increase exponentially, adoption of technologies such as Artificial Intelligence (AI), the Internet of Things (IoT), blockchain and 5G makes it easier to gather real time data. According to Accenture Technology Vision 2021 research, Cloud, AI, and Digital Twins are among the top technologies supply chain executives are looking to deploy in their organizations. Systems empowered with this technology can allow for greater traceability and end-to-end supply chain visibility during different stages of the supply chain process. This allows for a new level of supply chain transparency and sector-wide collaboration. Systems empowered with AI can gather information about competitor activity, customer feedback, and can even spot opportunities and trends. Not only that, but combined with machine learning and Big Data, digital supply chain technologies can analyse and learn from data in a way that gives supply chain managers the real-time insights they need to respond quickly to disruption and unexpected events.

ANALYTICS FOR DIVERSIFYING THE SUPPLY BASE

Diversifying suppliers is necessary for meeting consumer demand and achieving supply chain resilience. Although supply chain managers have traditionally minimised the number of suppliers in their network to reduce operational and logistical complexity, this strategy is not equipped for unexpected disruptions. Maintaining dual or multiple suppliers reduces dependency on one or a few suppliers. As such, it should be viewed more as a priority than a trade-off.

A resilient supply chain requires an assessment of the importance of suppliers and adjusting relationships accordingly to ensure resource availability. For example, many companies gain visibility into the reliability of suppliers through traditional KPIs such as credit ratings and geographic concentration. They also require suppliers to share relevant information on a regular basis. This enables companies to gain transparency into multiple tiers of suppliers so that they can fully assess risks.

The use of technology and AI continue to play a role in the due diligence and risk assessment process. There are many tools and software available supported by customised models and templates that can quickly analyse documents, populate a



risk assessment, and offer indicators of risk-level. A leading risk platform can fully automate risk assessment and procedures using data and analytics. It is noteworthy that the role of experts and qualified compliance professionals is indispensable. Digital applications and analytics can support and inform effective decisions.

DIGITISATION FOR OPTIMISED CAPACITY AND INVENTORY BUFFERS

Traditionally, supply chain profitability has long depended on minimizing surplus due to the cost of capacity and inventory buffers. After the pandemic, many companies realised that their approach needs to change as the consequences of not having inventory buffers proved arduous. Inventory buffers encourage adaptability, create agility in the supply chain and allow for better planning.

Digital technology can optimise supply chain operations through virtual inventories and predictive demand, especially in times of uncertainty. The use of real-time sensor data and tracking technology supported by analytics can optimise inventory management through avoiding obsolescence, optimising placement, enabling proactive planning and responsive replenishment. The use of inventory optimisation software allows more sophisticated inventory segmentation compared to the basic ABC classification through which the reorder points and quantities along with safety stock are dynamically calculated based on market dynamics and enhanced visibility. In addition, digital twins, a virtual simulation model, can be built through harnessing the data that capture the real movement of inventory across a supply chain versus what was planned. This allows better insights into what is needed, identifying the excess and the impact of demand volatility, lead time, supply variability, quality, production and shipping frequency on inventory requirements. Therefore, digital supply chain supported by analytics can optimise inventory and enhance resilience without compromising efficiency.

Although supply chain technologies undoubtedly facilitate business and supply chain resilience, the pace of digital transformation necessitates inevitable challenges. This includes workforce readiness, technical challenges and organisational siloes. However, as executives recognise the benefits and opportunities in deploying these technologies, more and more investments are being allocated to the digital fluency of employees and other digital challenges.



Dr. Shereen Nassar
Global Director of
Logistics Studies and Supply
Chain Management
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University Dubai

Global Director of Logistics Studies and Director of MSc Logistics and Supply Chain Management programmes Heriot-Watt University Dubai. She earned her PhD in the impact of advanced tracking technology such as Radio Frequency Identification (RFID) in attaining sustainable supply chain competitive advantage in 2012 from Bath University, UK. Dr Nassar's main research interest is sustainability and supply chain resilience. She has published a number of research papers and book chapters in areas such as automotive recall risk and social sustainable supply chain performance, sustainable maritime logistics, supply chain information security, contemporary disruptive business applications of blockchain technology, smart cities and implementation challenges. Dr Nassar has extensive international teaching experience across UK and MENA region. She teaches both postgraduate and undergraduate levels. Her teaching proves the diverse expertise she has developed over a decade.



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Global Logistics Service Provider Benchmarking Index

Logistics & Supply Chain Management Society (LSCMS), Supply and Distribution Group Launches

Singapore 12th August 2021: Recognising the heightened focus on overall supply chain performance due to increased disruption and challenges, shippers, manufacturers and beneficial cargo owners (BCO's), are increasingly faced with soaring freights rates and what they, correctly or otherwise, perceive to be sub-standard or inferior service.

Additionally, many companies today are placing an increased focus and significance in assessing the wherewithal of a Logistics Service Provider by their sustainability and digitalization initiatives and capabilities – aside from rates and service levels.

According to Mr. Kendrick Ng, of the LSCMS Supply and Distribution group, "It is a crowded and convoluted playing field and there are seldom unbiased or uninfluenced qualitative and quantitative data to manage these perceptions - real or otherwise. As a shipper, participating in this survey will provide valuable data to index the performance of your LSP's" Developed with Dr. Rajesh Piplani, Director of the MSc in Supply Chain and Nanyang Technological University, the index analyses the responses of up to 100 major shippers who spend at least US$1 million a year with a particular LSP in airfreight, ocean, warehousing or express services. The first index of its kind to be released globally, it will not be vendor sponsored but rather driven by the real and accurate feedback provided by major shippers. Companies interested to contribute to the index can complete the survey questions at:

Please scan QR code for more details.

About the Logistics and Supply Chain Management Society

The Logistics & Supply Chain Management Society is the regional professional body for Logistics practitioners.

Practically all areas of the Logistics spectrum are represented in the Society. Shippers, Freight Forwarders, Academics, Students, Carriers, Personal Effects Movers and other individuals and organisations form our core. Like most professional bodies, the Logistics & Supply Chain Management Society emphasises a commitment to ongoing education and encourages performance consistent with a generally agreed body of knowledge or standards. Members of our Society are recognised members of a professional body through the work we continue to perform.

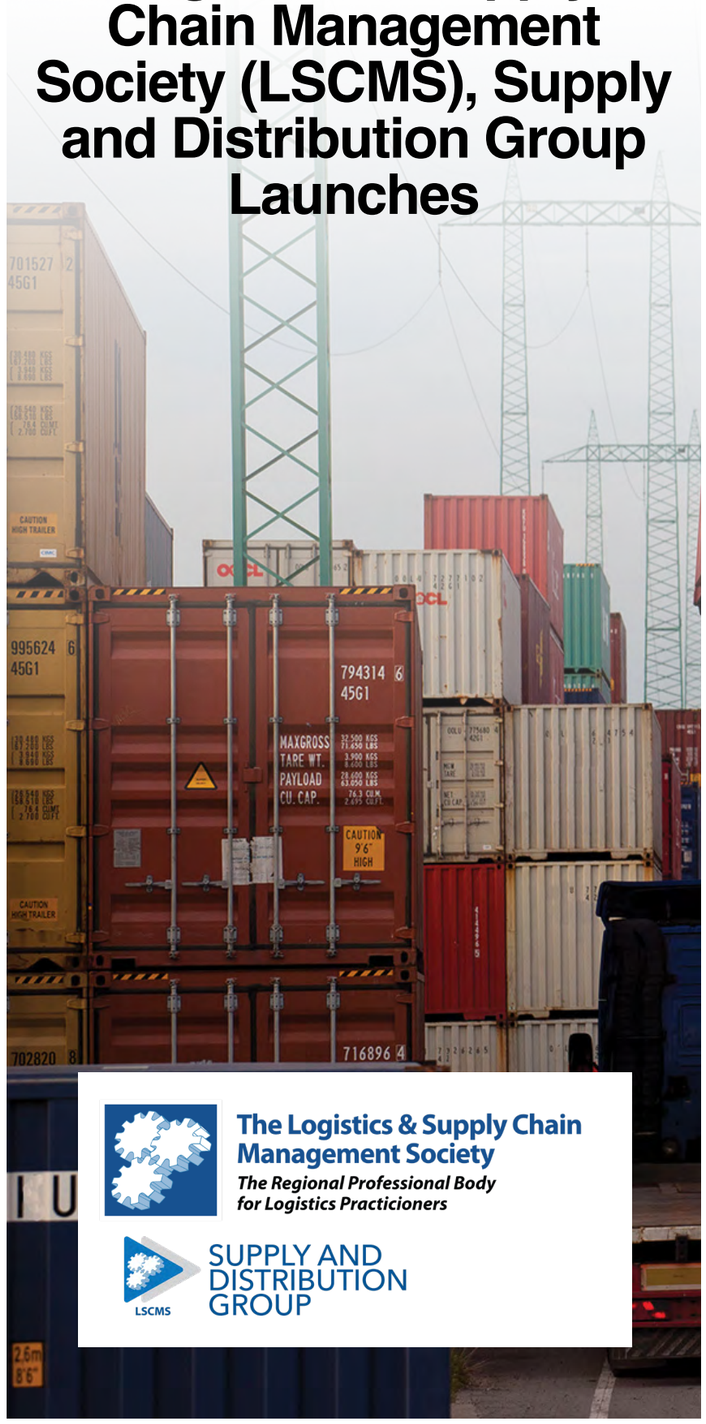
The LSCMS has the proven history, framework, value for money and strategic reach to make it the right choice for you.

Like most professional bodies, the Logistics and Supply Chain Management Society emphasises a commitment to ongoing education and encourages performance consistent with a generally agreed body of knowledge or standards. Members of our Society are recognised members of a professional body through the work we continue to perform. The LSCMS has the proven history, framework, value for money and strategic reach to make it the right choice for you.

The Society was formed by Logistics professionals with the following objectives :

- To promote professional development of Logistics and Supply Chain Management;
- To serve as a resource centre for its members and parties interested in Logistics and Supply Chain Management;
- To serve as a resource centre and focal point that demonstrably reinforces Singapore as a regional Logistics and trans-shipment hub; and
- To advance, study and disseminate techniques and applications on Logistics and Supply Chain Management.

Logistics & Supply Chain Management Society (LSCMS), Supply and Distribution Group Launches



Driving Sustainable Growth Through Supply Chain Resilience

by Martin You - Sales Director for Asia Pacific, E2open

Every industry sector and every business across the board, in APAC and around the globe have been impacted by the Great Supply Chain Disruption over the last two years, causing a blow out of transportation costs and continuous delays at every stage of the channel.

With the crisis in Ukraine and sanctions imposed on the Russian Federation, fuel and energy prices are now soaring. The evolving pandemic, growing geopolitical tensions, nervous financial markets and increasing economic uncertainty means supply, both globally and locally, is at the very least, uncertain.

The question is, how do we navigate our way out of this never-ending chaos to continue driving sustainable growth? The answer, quite simply, is through a relentless focus on resilience across the entire supply chain.

HOW DID WE GET HERE?

As of January 1, 2022, it was taking a company an average of 73 days to deliver goods to truck or rail carriers after booking with an ocean carrier and completing the cross-ocean journey, according to E2open's Ocean Shipping Index. This is 15 days longer than the same quarter last year and an additional five days than the previous quarter.

More specifically, it took 83 days for container transport from Europe to Asia, and 88 days from North America to Asia.

The delays are attributed to supply chain issues at every stage – from the time of booking transport to gate in at the port as well as ocean transit time of shipping containers. And companies at every stage of the supply chain have inflated their prices as demand exceeds supply.

The Freightos Baltic Index Global Container Freight Index shows the cost of shipping freight remains hugely elevated - more than double the price a year earlier. In fact, global freight rates have increased tenfold since the start of the pandemic. And this was before the Russian invasion of Ukraine began.

GLOBAL CRISES DRIVE PRICES SKY-HIGH

Until now, businesses have been absorbing the rising costs of supply chain pressures, yet this is unsustainable. Supermarkets, retailers and importers are beginning to lift prices in response to the crises, essentially passing the costs onto their customers.

As a result, consumer behaviour is likely to become more and more unpredictable. Just take a look at what's been happening over the last 3-4 months.

According to the Conference Board, despite lockdowns and COVID-19 related restrictions, consumer confidence in Asia rose in the last quarter of 2021 to 128 points from 126 points. Over the holiday season, expectation of consumer spending was high with 51% of Indonesians planning to spend $35, 25% of Singaporeans to spend $732 and the average Filipino family to spend $145. Even in Malaysia, retail sales during Christmas and Chinese New Year showed an 26.5% increase from the previous year, higher than the estimated 18.3%. So, it appeared consumer demand would remain high despite COVID-19. A research from Google, Temasek Holdings and Bain & Co showed the region's online spending could reach $1 trillion by 2030.



Since the New Year however, rising inflation and household living costs combined with increasing uncertainty due to COVID-19 variants have been impacting consumers' appetite to spend. In February, Thai consumer confidence dropped to 43.3 points from 44.8 points the month before, for the first time in months. Even in Australia, consumer sentiment index decreased to 102.2, forcing businesses to adjust to reduced and unpredictable demand.

Unavailable stock, delivery delays and lack of clear expectations have caused consumers to lose trust in their go-to brands, opting instead for suppliers that guaranteed their product and assured delivery.

Brand loyalty is no longer the driver for consumer purchasing decisions. People simply want to purchase products from businesses which provide a more transparent and streamlined service, and who deliver on their customer promise, even if it means inflated prices to obtain it.

It's predominantly millennials who are willing to pay a premium for expedited same-day or immediate delivery. The alternative/challenger businesses such as the '10-minute dash start-ups' are aiming to build cult-like followings of early adopters. And it seems to be working.

The result? There's growing confusion, unpredictable and inaccurate stock levels across all sectors as well as uncertainty around pricing and supply chain agreements.



The risks, therefore, expand 10-fold for businesses reliant on limited, distant, and increasingly unreliable suppliers. This is forcing organisations to change the way business and logistics management are being handled to improve forecast accuracy, ensure compliance, reduce costs of goods and to handle delays effectively.

SUPPLY CHAIN DIVERSIFICATION ENABLED BY TECHNOLOGY WILL BUILD RESILIENCE

According to E2open's latest Supply Chain Innovation Report, the top action that organisations foresee to create a more resilient supply chain is diversifying their supplier base (40%).

Technology, such as integrated cloud-based platforms of applications with connected networks and data will help to improve supply chain performance. Communication tools like order tracking, cloud-based shipping and ordering, and radio frequency identification (RFID) chips, enable real-time visibility of orders, shipments, and inventory. Narrower timeframes, and business intelligence are essential to optimise the customer experience.

Utilising one platform to collect and analyse data for the entire supply chain helps to achieve better visibility and transparency within the system. This provides early warning signals that customers' demands are changing, or other issues which may occur could impact the supply chain.

AI WILL FACILITATE AGILE AND RESILIENT DECISION-MAKING

Risk and resiliency is now top-of-mind for CEOs as they look to rebalance their supply chains in order to survive and thrive in the face of frequent disruptions. Artificial Intelligence (AI) is one of the most effective ways to grasp the full picture of the end-to-end supply chain, and make connected, resilient decisions, to pivot quickly and on a large scale.

Constructing a clear pathway to digital transformation and enable the convergence of planning and execution in building an agile and responsive supply chain, there are four critical AI characteristics required:

1. **AI requires data, and lots of it.** Simply put, the quality of an AI decision depends on the extent of the data available – to recognise patterns and glean insights. The more data fed into AI - including far-reaching data from every tier and ecosystem of your end-to-end supply chain - the more it learns and the better it performs. Internal data alone won't cut it.

2. **AI requires a powerful network to retrieve data from internal systems and ecosystem partners.** The only cost-effective way to get the data required to power supply chain AI is through a multi-enterprise business network with reusable connections to ecosystem partners. The network with embedded AI efficiently obtains data from all parties and cleanses, enriches, and contextualises it to create a digital twin of the physical supply chain. This becomes the foundation for true end-to-end business decisions. Once decisions are made, the network puts them into action with closed-loop execution back to all parties across all tiers and ecosystems. And with networks, bigger is better because the number of reusable connections determines time to value and reduces the cost of ownership.

3. **Embedded AI that is purpose-built for supply chain.** Generic AI tools are helpful when searching for nuggets of insight from data lakes, but this type of AI is not designed to run core day-to-day supply chain operations. AI built specifically for the purpose of handling mission-critical processes and drawing on streams of data in real time is what is required today, and into the future. Embedded AI is the only effective way to build a supply chain digital twin and make the end-to-end decisions required for agile and resilient operations.

4. **AI that's proven manages risk and resiliency.** Proven AI, offering years, if not decades of field experience at scale, working through unusual scenarios and corner cases within many of the world's largest and most complex businesses and across various industries, is required. It's also important to remember that AI gets better over time, with mature technology predominantly outperforming something fresh out of the lab.

RESILIENCE REQUIRES OMNICHANNEL OPTIMISATION

Regardless of channel, consistency in order fulfilment plays a critical role in supply chain operations and consumer perception. Managing the supply chain for exceptional order fulfilment and omnichannel experience has become a global end-to-end problem, requiring orchestration of processes between all partner ecosystems, through every tier of the supply chain right through to the consumer.

To help navigate complexities and optimise performance, businesses need to anchor their management efforts on quality data, process excellence, and lean on powerful software solutions for seamless supply chain and omnichannel management.

Seeking advice and help from strategic digital supply chain experts, businesses can better understand which data metrics and KPIs best reflect their objectives to transform and consolidate their processes, adopt centralised governance, and achieve best practice operational models.

BE READY FOR THE NEW NORMAL

In an environment guaranteed to present continuous supply chain disruptions, the message is clear –orchestrate your supplier and partner ecosystems to drive cross-functional, data-driven decision-making. This is crucial to ensuring a resilient supply chain today, resulting in exceptional customer experience, growth, and profitability for your business.



Martin You
Sales Director APAC, E2open

As Sales Director for Asia Pacific, Martin primarily focuses on go-to-market strategy, customer adoption and business growth in the region for E2open, the largest cloud-based provider of networked supply chain solutions. He works closely with stakeholders across the entire supply chain to offer a complete portfolio of intelligent applications for shippers, forwarders and carriers to better plan, collaborate and execute their end-to-end operations – from procurement to manufacturing to distribution and fulfilment.

Martin started his career as an ERP consultant before moving into advisory and commercial roles in leading software companies, He constantly exchanges ideas with business leaders across Asia Pacific region and takes an active approach to understand customer needs. With his passion for cutting-edge technology and its adoption by enterprises, Martin dedicates himself to creating tangible business value for his clients through digital transformation.



Air Charter Service increases investment in Singapore with latest expansion

Air Charter Service has announced it will be strategically investing further in Singapore and the Asia-Pacific region. Signalling the first step in this new investment which will involve an expanded team and product offering, the company has appointed Nick Davis as head of its group charter team.

Highly experienced Nick Davis joined Air Charter Service's London headquarters a number of years ago and with his move to Singapore he is looking to capitalise on his experience to bring further growth to ACS Singapore's Group Charter department and contribute to its ongoing success.

Nick Davis commented "I am delighted to be joining Air Charter Service Singapore's Group Charter department. Having worked with ACS London, this is the next exciting step in my career with the company. With the disruption in scheduled service routes caused by Covid over the past two years, we feel that now is the best time for growth in the larger aircraft market, which is why we're investing more into the group charter division in this region."

"Asia Pacific is a rapidly growing market for the charter aviation industry and the expansion of Air Charter Service in Singapore is reflective of this. Singapore Changi Airport is currently the sixth busiest airport in Asia, as well as the fourth busiest air cargo hub in the region. The Singaporean aviation industry is also a major force in aerospace maintenance, repair and aircraft overhaul centre. So we are confident we will be able to significantly grow our presence with this new investment."



Brendan Toomey, Air Charter Service Singapore's CEO, commented: "We are delighted to have the experienced Nick joining ACS Singapore. His expertise in the group charter market will be invaluable to our team. His connections with airlines will also benefit other departments such as our successful cargo team during a period of reduced cargo capacity, and the emergence of passenger aircraft being used to transport cargo. We are looking forward to continued expansion in the region, in a fast growing and rapidly developing market."

AIR CHARTER SERVICE

About Air Charter Service

Air Charter Service is a global aircraft charter broker with 28 worldwide offices, spanning all six major continents and we offer private jet, commercial airliner and cargo aircraft charters, as well as on board courier solutions. We arrange almost 30,000 charter flights annually with revenue of more than 1.8 billion dollars in 2021. We were formed in 1990 by Chairman Chris Leach and CEO Justin Bowman in the basement of a house, and we now employ more than 500 staff worldwide.



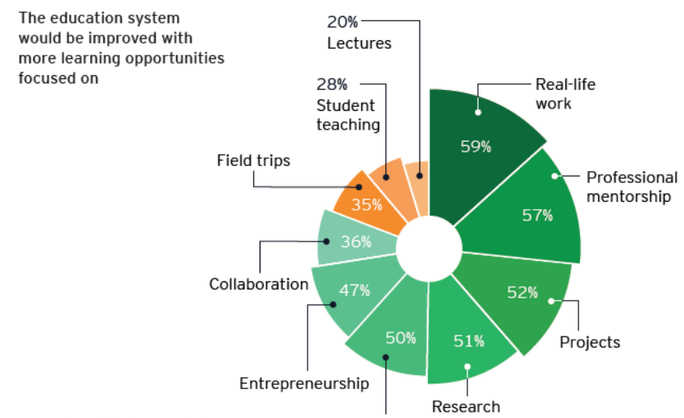
Re-Imagining "The Great Reshuffle" In The Workplace With Gen Z

Feature Article by Sanjay Desai Talent Advisory | SCM Consulting | Speaker | Writer | Mentor

The past couple of years have been difficult for professionals, young and old professionals alike. While certain age groups may be less vulnerable to the health hazards of COVID-19, we are all in the same boat with similar possibilities of getting infected at any point. According to a poll by the Associated Press-NORC Center for Public Affairs Research - Chicago, whilst older professionals are more susceptible to virus infections, younger professionals are equally exposed. As well as concerns on a senior in their home getting infected.

The survey states that Gen Z feel the stresses of the pandemic more than any other age group. Nearly half of those in the Gen Z age group said the pandemic had made their schooling and career aspirations tougher. It was even more difficult to maintain ties with their friends during this time.

By their intrinsic nature, Gen Z really care. They are passionate about social issues like maintaining a good heath care system, higher education and Mental health including opportunities for higher education in good schools. This is illustrated in a comparison with the other 2 Gen's.



WHAT IS GENERATION Z??

Generation Z (also known as iGen, Zoomers, or Centennials) refers to those who are born during years 1997-2012. Soon these newbies will exceed Millennials as the largest generation on earth, with more than a third of the world's population already counted as Gen Z and by 2030. These professionals will account for more than 32% of Global Workforce. We can also say that they are the first fully global generation, shaped in the 21st century, connected through digital devices, and engaged through social media. A look at generation table, will give us a perspective of the age group that I am focussing on today.

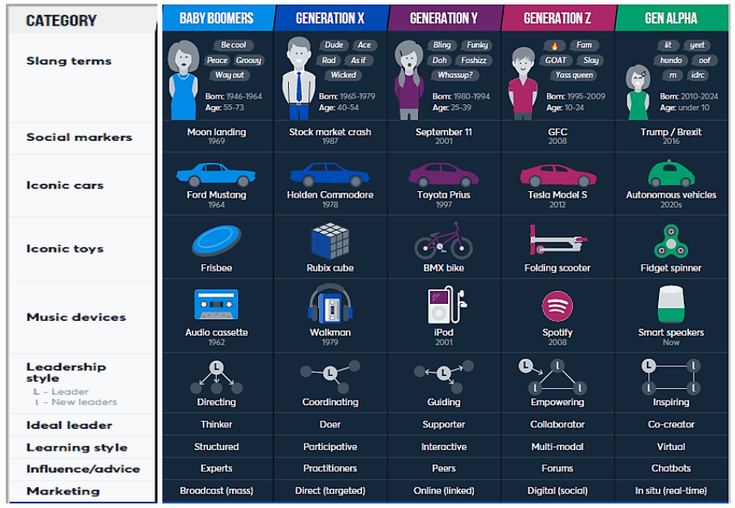
Generation	Year Born	Age Range 2022
Baby Boomer	During 1946-1964	58 to 76 years
Gen X	During 1965-1980	42 to 57 years
Gen Y (Called Millennials)	During 1981-1996	26 to 41 years
Gen Z	**During 1997-2012**	**25 years or less**
Gen Alpha	2013-2025	2013-2025

Also note that these generation years can be considered as approximate with some overlap

THE NEW DISRUPTORS ON THE HORIZON

Millennials were the first generation to disrupt traditional ways of working and introduce a more purposeful approach. While flexibility increased as technology accelerated throughout the 2010s, business cultures of presenteeism and profit persisted.

Year 2022 brings in a new era in office / social Professionalism further accentuated by Covid-19 in the last 24 months.



THE DIGITAL NATIVES

Unlike any other cohort before them, Gen Z are natives to technology. They are like fish to water. Their formative years are guided more by technology rather than tradition, cultural or rudimentary closed door education system. They do not believe in traditional working models anymore. ***The born "entrepreneurs"*** A recent (2021) survey conducted jointly by EY and JA Worldwide spoke to more than 6000 Gen Z youth - 55% hope to run their own business after 2-3 years of an initial work stint. This mind conditioning is a factor of Gen Z's non-belief in traditional pathways of career success - consistent reduction in Start-Up costs and a newfound community of Angel Investors ready to invest in start-ups.

THE "CONNECTING DOTS" GENERATION.

As a generation born with the confluence of internet, technology and modern values, Gen Z are more comfortable with finding, defining, and connecting dots on their own. And because of these abilities, Gen Z are better able to apply these skills in their social, professional, and daily life.

THE "RISK" TAKING GENERATION

In the last decade, with decreasing trade barriers internationally and increasing thrust on developing collaborative value chains across borders, it is relatively easy to open a marketplace, build a marketing portal, collaborate with suppliers, and start doing your own business in less than a week in almost any geography in the world. Gen Z believe they are solution masters, and they are willing to take risks, which is like the approach "Shoot / Adjust the target and shoot again till you get it right.

AVERSE TO TRADITIONAL PATHWAYS TO SUCCESS

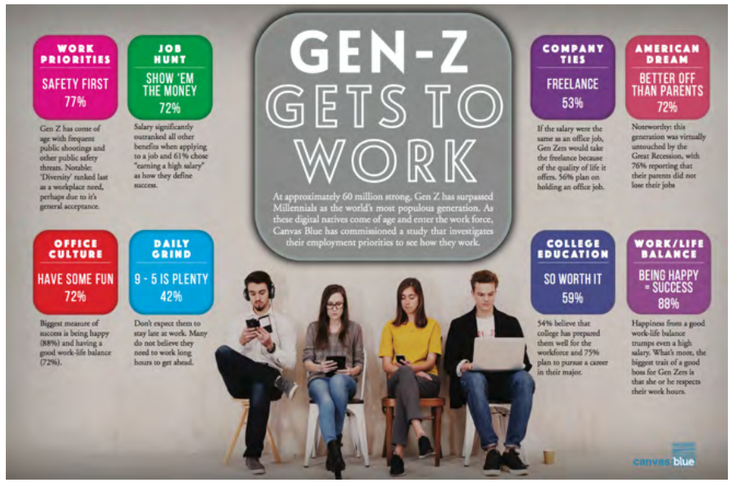
Another key driver for Gen Z's behaviour is their lack of trust in traditional pathways to success as enjoyed by previous generations. Gen Z do not necessarily follow that the education is the ONLY core of career growth especially after a few economic debacles like 2008 financial crisis, the Japan nuclear crisis and the tsunami.

OPEN-MINDED AND DEDICATED TO SOCIAL CAUSE

Gen Z have a strong desire for progressive leaderships. They passionately support social / environmental and diversity related causes. These social aspects have been talking points over the last 30 years. Gen Z feel that the previous generations did a lot of "lip-service" without much action on the ground.

WHAT DOES THIS MEAN FOR ORGANISATIONS AND EMPLOYERS??

- This generation will be difficult to entice, train and recruit in traditional roles.
- Organisations need to create and environment wherein the Gen Z professional thrive.
- Organisation need to provide higher autonomy, flexibility and well as higher ownership in terms of decision making, location where Gen Z work as well as the function they run.
- Organisational leadership need to change their ways and allow their workforce to be more entrepreneurial, be more creative and take higher responsibility and accountability for their actions.
- When it comes to a few major social issues, do some serious thinking. Create roadmaps, projects, and actions instead of doing a lot of talking.



HOW ORGANISATIONS NEED TO WORK WITH THE "GREAT RESHUFFLE" OVER 5 YEARS!!

Gen Z will soon surpass Millennial as the most popular generation on the earth with their impact. Companies and businesses alike need to understand this new generation of tech fluid workers. They will form the bulk of the workforce in coming years. How then can organisations attract, hire, and retain this new breed of professionals?

a. CLEAR HUMAN RELATIONS STRATEGY IN PLACE.

Organisation must have a clear human relations strategy to attract, hire and retain Gen Z. Every change and new reality bring new data into the game which creates a change reaction within the organisation. This will encompass long range career planning goals, res-skilling/ upscaling requirements with technology playing a greater part in it. This change will force HR leaderships to adopt new thinking and make way for old policies to change, that enable the new generation professionals to rise and do well.

b. FLEXIBLE AND CREATIVE OPTIONS TO WORKPLACE

Recent disruptive events have re-shaped the way employees and employers perceive their workplace. Many employees are not willing to go back to office to work especially if they have long commuting times. This is especially more applicable to emerging markets, which are also thickly populated countries. The way people approach work and office, post-pandemic, is definitely undergoing a fundamental change. Be it total work from home or hybrid work culture, change is inevitable. Taking a cue from this new information, organisation need to be more creative & innovative to bring new remote-work options, and time-off benefits and change for a better environment. As digital natives, Gen Z are agile enough to adapt to this new reality.

72%

of Gen Z respondents feel positive about the Impact globalization automation and new work norms will have on their experience in the workforce

c. PASSION DRIVEN WORK ENVIRONMENT

A recent study by Deloitte, shows remote working has increased productivity by 13% and fostered trust amongst employers and employees cohesively. Organisation are now realising that the best way to combat dissatisfaction and stress is to provide employees enough work-from-home opportunities, trust them more and let them rejuvenate to get the desired effect. When people are driven by passion and inspiration to work each day, the work does not seem like an effort, it becomes enjoyment.

d. OPPORTUNITIES FOR SKILLING AND RE-SKILLING

Gen Z being very hard working and native to learning new skills, like broad opportunities to sharpen their skills and take on new leadership positions. As organisations adapt to this evolutionary workforce, creating upskilling programs with tangible focus on personal growth and development becomes quintessential. To the extend, that the HR policies need to reflect this desired mix of soft / hard and technical skills



e. INCLUSION AND DIVERSITY

Gen Z are known to be particular about "equal opportunity" or equality in workplace. Organizations need to be more forward-thinking and respectful of this spectrum of diverse genders, abilities, and races to attract / retain the Gen Z talent. Organisation need to demonstrate a real value and commitment to listen to Gen Z and make sure that inclusion and diversity is being followed as an on-going process and not just remain on paper presentations for Annual Reporting purpose to shareholders.

f. BETTER SOCIAL AND CULTURAL ETHOS

Gen Z are known to be very vocal and demonstrate great empathy towards societal challenges. They are driven by social / environmental, and diversity related causes and they take a lot of pride in working directly to provide solutions to these. Gen Z expect organizations and their leadership to be more socially responsible, have a cultural ethos that addresses these issues upfront and accountable. Organisations should play to this cause in a genuine manner and create an environment where these issues are addressed as part of their DNA.

g. FULFIL THE PROMISE OF PURPOSEFUL WORK

For Gen Z both as employees and consumers of a product, empathic and authentic commitment by organisational leadership is key. To attract Gen Z talent, Organisation will need to authentically commit to business & people development goals, making it a management strategy which will foster trust by communicating targets, actions and progress that are backed by data. Given how quickly roles are changing, employers need new recruiting approaches based on skills and aptitude rather than on resumes and experience.

55%

of Gen Z respondents feel hopeful about finding meaningful work and addressing global challenges in 2025

82%

feel hopeful about finding meaningful work and addressing global challenges in 2030

h. SUSTAINABILITY AS A COMPETITIVE STRATEGY

To build and sustain relationships with this new generation of environmentally conscious consumers, employees and investors, organizations need to adopt sustainable operating practices and authentically showcase their positive environmental credentials. The sustainability exercise should not remain in the board room as discussion agenda but needs to be executed and monitored regularly making Gen Z an integral part of the responsibility matrix.

j. THE STRUGGLE IS TO BUILD SOCIAL CAPITAL

Imagine for many Gen Z in last 30 months, they may have walked straight into a lockdown period, which means they are bereft of any direct office experience. Leaders have a tough task on how to get these talents together to rebuild the workplace cul-

ture in a hybrid manner which is possibly the highest success factor for the organisations. The underlining problem for Gen Z (In current situation) is building social capital and somehow Organisations need to figure out a way how to create social capital in a remote environment. Gen Z are willing to learn new projects, join management initiatives as these interactions help them to reinforce their sense of purpose / motivation to work hard and take on new roles. Organisations need to listen to these young talents and create focused programmes like Onboarding orientation, Executive mentoring, and Leadership excellence etc

75%

of students wish to continue virtual education in some form after the pandemic

CONCLUDING THOUGHTS

While the age and generational gaps are obvious, the differences are none other than how generations approach their day-to-day stuff. Especially evident on the personal and professional front. Everyone has similar expectations of Money, Fame, Status and Security. While the starting and ending points are not so vastly dis-similar, the connecting bridges are too afar and may be too diverse.

From watching their parents lose jobs, seeing the world economic crash and climate change, Gen Z have seen the worst of it and been through it all. In fact, this generation is embarking on a career amidst a global pandemic scenario which looks like never ending. Gen Z's middling sense of preparedness for the future indicates that more could be done to equip them with the confidence, skills and knowledge needed for future success.

> **Determining how much skills are worth can be a great driver for learning as people see even clearer the link to reskilling and their compensation.**
>
> Maria Dima, Competency Management VP, Schneider Electric

The successful companies of tomorrow will be the ones stepping up to ensure all of their employees have the freedom to work as they want on the causes; they are passionate about. Opportunities for innovation abound and the first step for Organisations is to listen and respond to the voices of Gen Z.

By driving for collaborative change in how the global organisations engage the next generation, we can shape the lives of millions of Gen Z in the next decade. In the world beyond the pandemic, business leaders will need to focus on the preferences and expectations of the pandemic generation. The rest will be a reminder of a bygone age.



Sanjay Desai
Talent Advisory | SCM Consulting | Speaker | Writer | Mentor

Sanjay holds a Bachelor of Commerce and a Postgraduate in Materials Management from premier Indian business school. He is a Certified Logistics Professional from The Logistics Society, Singapore. He is a certified CPIM practitioner from APICS, USA. He has completed formal Executive Leadership courses at INSEAD, Singapore.

Sanjay runs Talent Development & Executive Placements in supply chain ecosystem across Asia Region based in Singapore. He sits as an Advisory Board Member for multiple start-up & small & medium businesses in Asia. He is an honorary Life Member for Institute of Directors (IOD) India. He serves as an Overseas Advisory Member on the board of SME Chambers, India.

Sanjay has a diverse career in world class supply chain verticals for MNC's - VeriFone Inc, Huntsman Inc, ThermoFisher Scientific, JohnsonDiversey, DELL Global, Apple Inc, ExxonMobil, MOTUL Lubricants, Rhone-Poulence Rorer & UniLever.

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InstaFreight Closes Largest Funding Round in its History

Berlin, 9 March 2022 - Berlin-based log-tech start-up InstaFreight successfully closes Series B funding round of more than $ 40 million. With the new investment, the company will make supply chains strained by the pandemic and Ukraine war more resilient. Using its digital business model InstaFreight is making more capacity available and will handle land transport more efficiently.



"The truck logistics market is vast, highly fragmented and still dominated by non-digital players and overall inefficient, often paper-based, processes. InstaFreight, through its freight forwarding solutions and Transportation Management product, has seen tremendous growth over recent time, having made the company an integral part of this essential industry. Its fully digital and holistic platform solution empowers carriers and shippers equally. We are very excited to create together with the stellar team behind Philipp Ortwein and Maximilian Schäfer and among a strong investor base, a market leading solution to improve the logistics industry", says Falk Schäfers, CEO of Heliad.

EIB-Vice President Ambroise Fayolle emphasizes: "Transportation still remains a major obstacle to reaching our climate goals. Moreover, the pandemic exposed how vulnerable our trade networks and supply chains are. That's why we are glad to support young and fast growing companies such as InstaFreight. Their creativity and logistics technology can help to accelerate our digital and green transformation and make European transport more resilient."
The current situation in the logistics industry, which is additionally stressed by the Ukraine war, shows that stable supply chains cannot be taken for granted. Right now, transport prices are
rising, capacities are becoming scarce and yet there are 30 percent empty runs in European overland transport. With more than 770,000 transport companies, the market is very fragmented. Through platform technology, InstaFreight makes this transport capacity more accessible to companies looking for reliable transport partners and designs the companies' supply chain to be even more efficient and sustainable. "Overland transport is still highly inefficient and we as InstaFreight provide more sustainability and efficiency through a technological approach, thereby contributing our share to secure global supply chains," adds Philipp Ortwein, Managing Director and Co-Founder of InstaFreight.

"This is a significant step for InstaFreight on the way to combine first-class technology with operational excellence for the benefit of shippers, freight forwarders and the environment. The international overland transport market will continue to outperform other segments and only those who are able to create cutting-edge technology will be able to grow in the future," concludes Dirk Reich, Chairman of InstaFreight.

INSTAFREIGHT

About Air Charter Service

InstaFreight is a leading digital logistics company for overland transport in Europe. Founded in 2016, the company employs more than 200 people across Europe and carries out several thousand transports per week. InstaFreight combines the transport capacity of more than 25,000 carriers in one digital platform and gives shippers access to this capacity. Through digital innovations, the Berlin-based scaleup creates transparency and efficiency within the transport process.



Reshaping the Future: Creating Sustainable Business Growth

By Körber Supply Chain

As the world returns to normal, Körber Supply Chain discusses its recent success with one of Australia's largest retailers as well as strategies for creating sustainable business growth.

Rising consumer expectations, increasing operational costs, tight margins and rapid inflation growth are all contributing to one of the most complex environments for businesses the world has ever seen.

Alongside this, there's an increasing emphasis on making businesses as sustainable as possible, both from an environmental point of view as well as future-proofing your business.

With so much instability and turbulence, long-term business growth is difficult to focus on and as a result, for the past two years many businesses have found themselves treading water instead of focusing their attention and efforts on sustainable future growth.

However, the businesses that had the strategies and processes in place to overcome challenges during the pandemic were able to come out of this period stronger than ever before, seizing the many opportunities that arose because of the major societal and commercial changes that transpired from this unprecedented period.

As the world returns to normal and restrictions are lifted worldwide, organisations are pushing for collaboration, resilience and agility. One company leading the way with Körber Supply Chain's software solutions is leading retailer Super Retail Group.



TARGETING FUTURE GROWTH WITH KÖRBER SUPPLY CHAIN

At a consumer level, the ongoing disruption to our lives over the past two years has spurred people around the world to learn new skills, take up new hobbies and explore new passions.

In Australia, Super Retail Group is at the heart of this pursuit. Home to well-known household brands including Rebel, Macpac, BCF and Super Cheap Auto, Super Retail Group is one of the largest retailers in Australia.

Founded in the 1970s, the ASX-listed retailer's vision is to inspire people to live their passions. Through its broad portfolio of car parts and accessories, sporting and fitness goods, camping and outdoor equipment and outdoor clothing ¬– there's something for everyone.

Well-positioned across all the major retail growth segments of the pandemic, Super Retail Group reported record growth over the past two years due to unprecedented consumer demand in the Group's lifestyle and leisure categories.

At its Annual General Meeting in October last year, Super Retail Group reported 22 per cent year-on-year growth in sales across the Group, reaching a record $3.4b.

In online sales, the Group reported 43 per cent year-on-year growth and announced that online sales now represented 12 per cent of total sales. Click and collect sales also grew more than 50 per cent and the Group completed more than 1.5 million home-delivery orders.

Having gone through a significant period of expansion and acquisitions over the past 30 years, Super Retail Group is now focused on establishing a stable foundation to support further growth.

> ***We've had a long history of expansion and now our strategy is very much focused on getting the Group to work well together by establishing some really good core processes***

Patrick Fountain, General Manager – Supply Chain Strategy at Super Retail Group says.

Prior to partnering with Körber Supply Chain, Super Retail Group was operating several disjointed legacy Warehouse Management Systems across its broad brand portfolio. **"We had a number of different systems that were working on legacy hardware. At the same time, we were pumping through an immense volume of orders, particularly around December peak period. We recognised this was huge risk for us. If we can't get our product to the store or customer quickly, our customers will just go elsewhere,"** Patrick says.

After a near three-year tender process, the leading retailer has selected Körber Supply Chain's K. Motion Warehouse Advantage Warehouse Management System as the future foundation of its omnichannel operations.



Super Retail Group will roll out Körber's WMS across its entire fulfilment operation, which includes six distribution centres in Australia and New Zealand. The distribution centres currently service more than 670 stores and store an impressive 24,870 Stock Keeping Units (SKUs) and the deployment is expected to be complete by FY23.

"There's just no way that you could run a business at our scale and our complexity on paper. So, a huge driving factor in our decision to invest in a WMS was the risk factor. We needed a system that could scale up and be as stable in December as it in April or May," Patrick explains.

Through the tender process, Patrick says once the team got deeper into the numbers, they realised the incredible importance of WMS. "*Though the journey with Körber, we started to understand how the capability in this space had moved on and how the WMS was central to us setting ourselves up as a true omnichannel retailer,*" he says.

Historically, Super Retail Group ran its home delivery business through its store network. However, as the Group continues to experience growth in online, there is limitations to operating this way and the retailer has plans to fulfil online orders direct from its distribution centre network.

"We want to have far more online orders moving through our warehouses than through our stores, and this new WMS is really the leapfrog in this strategy," Patrick says.

CLOUD-FIRST CAPABILITIES

Having a system Super Retail Group could rely on was a crucial part of replacing its legacy systems, and

> ***Many WMS providers offer a forced upgrade monthly or fortnightly, but Körber's WMS features an optional upgrade, and this was something that we were very impressed with. Of course, it's important to have an upgrade path, but knowing that we have the choice is helpful for us given the nature of our operation and intense peak periods we experience***
>
> **Patrick Fountain**





as a result cloud-first was non-negotiable. For Super Retail Group, Körber's flexible upgrade path was a real point of difference.

Another reason for cloud capabilities was in ensuring that Super Retail Group could focus on the core of their business. "We want to worry about the things we need to worry about. We don't need to have these immense internal capabilities in technical areas when it's not a point of difference for us. We instead have confidence in the Körber cloud offering to take care of the technical side and ensure that we have stability, security and high performance," Patrick says.

LEARNING FROM SUPER RETAIL GROUP'S SUCCESS

As demand shows no signs of slowing down, this new investment in Körber's WMS will ensure the Group is well-placed to capitalise on future growth. As consumers around the nation continue to pursue their passions, Super Retail Group is strengthening its operation to provide its growing customer base with a true omnichannel experience. Which for Körber Supply Chain is its key to success.

Jamie Sterling, Director, International Sales & Operations (APAC), Körber Supply Chain Software says Super Retail Group is a great example of a retailer pivoting its operation to make the most of the increasing demand for true omnichannel retail offerings.

"Super Retail Group has an impressive vision for the future and a key part of its commitment to its customers is to provide a full omnichannel experience. Körber's K. Motion Warehouse Advantage WMS will ensure that the leading retailer is well-positioned to continue to capitalise on the growth and opportunities in the retail landscape in Australia through efficient and accurate fulfilment across its entire distribution and store network," he says.

"Crucially, our WMS allows Super Retail Group to take ownership of their own solution, being able to adapt it to quickly respond to market trends rather than having to wait for external assistance. This allows them to remain nimble and agile while enhancing efficiency and productivity. With Super Retail Group's impressive growth over the last 12 months, we are looking forward to seeing the company improving overall business operations and most importantly customer service with our WMS," Nishan Wijemanne, Managing Director APAC at Körber Supply Chain Software says.

KÖRBER

TURN COMPLEXITY INTO OPPORTUNITY

Are you ahead of today's supply chain challenges? Today, less than 10% are prepared to handle complexities from more products, suppliers, distribution channels and rising consumer expectations. You need more than a vendor. You need a partner that can deliver software, automation, voice, robotics, materials handling, plus the expertise to tie it all together.

That partner is Körber. Let's conquer your supply chain complexity, together.

For more information, please contact:

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SYNOPSIS: Overcoming the Data Gap to Improve Supply Chain Margins & Efficiencies

OpenText Roundtable Presented by LogiSYM
Held Last 24th March 2022

opentext™ LogiSYM

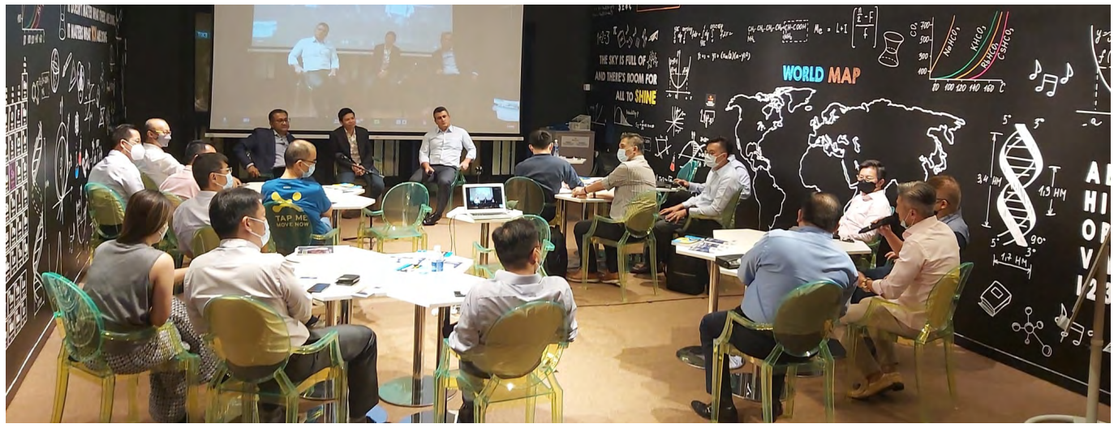
An excellent presentation and knowledge sharing session with George Harb - Regional Vice President - APAC for Business Ecosystems at OpenText, Kendrick Ng - Global Transportation (Asia) at Western Digital, moderated by Dr. Raynmon Krishnan, President of the Logistics and Supply Chain Management Society.

It was great to have a physical session accompanied with more than 100 online participants.

One major highlight was the excellent networking event that followed.











Cainiao Launches Distribution Center and New Trucking Line Haul in South Korea to Expedite AliExpress Deliveries from China

South Korean customers can receive their overseas parcels in as fast as three working days

[23 March 2022] – Cainiao Network, ("Cainiao"), the logistics arm of Alibaba Group, today announced the launch of its first distribution center and trucking line haul route in South Korea to enhance cross-border delivery services for its eCommerce platform, AliExpress. South Korean customers can look forward to receiving their parcels from Mainland China in as fast as three working days, or an average of five working days. In the near term, Cainiao plans to further expand its last mile delivery network by adding on more local courier partners and establish a comprehensive nation-wide logistics network, beyond the capital city of Seoul.

Located within an hour's drive from Seoul, the capital and largest metropolis in South Korea, the 1500-square meter distribution center is also strategically located near the local customs clearance checkpoint. It is equipped with innovative smart technologies, such as automatic assembly



lines, and smart distribution set-up which can support high volume small parcel sortation, amongst other smart logistics facilities. These will reduce operating costs by 10 percent and save more than 12 hours in processing and handling time for cross-border deliveries.

To accelerate delivery time, Cainiao has also established a trucking line haul route with daily capacity of 1 ton that is connected to the distribution center. Once packages are sorted and packed, they can be brought directly to the nearest courier station to be dispatched via last mile delivery.

said Shawn Louis, Executive General Manager for Cainiao and Chief LazGlobal Logistics Officer.

With more than 5 million cross-border parcels delivered daily in the last quarter of 2021, Cainiao is investing in logistics



smart logistics in the distribution center, we are able to optimize the efficiency of the entire value chain. We look forward to achieving its full potential during the upcoming 3.28 sale, when a surge in parcel volume is expected," Shawn added.

> ***"The launch of this distribution center and trucking line haul route is another key milestone for Cainiao's business in South Korea, where we witnessed a 50 percent increase in sales volume over the past year. The localized logistics network, along with a cost-effective logistics solution, will enable cross-border merchants to continue meeting consumer demands and improve their overall shopping experience"***

technology and a localization strategy to reinforce overseas infrastructural facilities that can further safeguard the timeliness and cost-effectiveness of the value chain.

Last year, Cainiao launched a sea freight route between China and South Korea, with chartered ships operating six times a week. An MOU was also signed with the Korea small and medium-sized enterprises (SMEs) and Start-ups Agency (KOSME) for Cainiao to be the official logistics partner for SMEs to support their export needs. With this sea freight route, partnership, and the new distribution center, South Korean customers can expect better, faster, and more affordable cross-border delivery services when they shop on AliExpress.

"By expanding our partner ecosystem and implementing

CAINIAO 菜鸟

About Cainiao Network

Founded in 2013, Cainiao Network ("Cainiao") is a smart logistics company and the logistics arm of Alibaba Group. As part of its commitment to create customer value, it adopts a collaborative approach to logistics that aims to improve efficiency and customer experience for all players along the supply chain. It carries forward Alibaba's mission of making it easy to do business anywhere by aiming to deliver anywhere in China within 24 hours, and across the globe within 72 hours.

THE GREEN CORRIDOR

My Visit to Energy Observer – A Tour into the Future of Ocean Travel

by Tim Foote, Founder of Susymbio

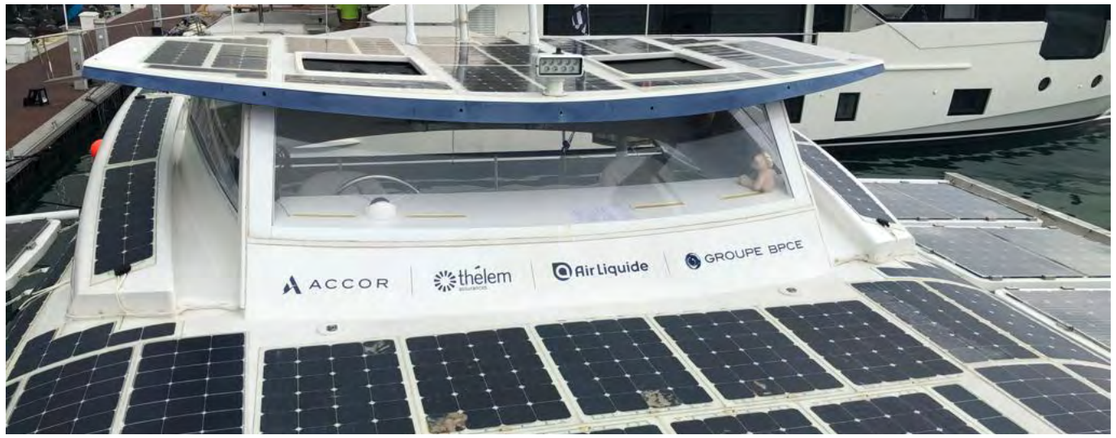
Last month, I had the privilege to visit the Energy Observer, which was making a stop right here in Singapore during her around-the-world voyage! For those not familiar with the Energy Observer, she is a one-of-a-kind research vessel dedicated to the science of how to traverse the seven seas carbon free! I don't mean in a net-zero way (which would rely on some mitigation project to balance the carbon emissions), but truly sailing with NO emissions!

This is the mission of the Energy Observer. It wants to show how ocean vessels can use renewable power to circle the world reliably. Doesn't a sailboat do that? Of course, but when the wind doesn't blow, you don't want to be stalled in the middle of the ocean.

The Energy Observer therefore relies on sun and wind power. Energy is stored in lithium batteries, as well as in hydrogen gas tanks. That hydrogen is generated by seawater thanks to an onboard electrolysis and compressor system (which is powered by solar energy). The energy stored then powers the electric motors to move the vessel. By combining all these energy generation technologies together and monitoring the systems with more than 1,000 sensors, the vessel, refurbished from a racing catamaran, is always able to move. And it is doing this better and better every year!

My host, onboard scientist Beatrice Cordiano, showed me how the computerized nerve center works. Here sits an energy management system complete with not only details about power generation, but also details about the desalinization system that produces drinking water for the five to six crew members' consumption.





The Energy Observer project started in France in 2017 with support from French industries. Over the years, because of the mission's importance to our planet and the unique "oceanic lab" that it is, the Energy Observer has steadily grown its number of partners. Today, partners from the logistics industry alone include Toyota, CMA-CGM, and Air Liquide. The onboard REX H2 hydrogen power solution is designed based on Toyota's fuel cell system.

Partner companies are using Energy Observer as a real-life test vessel. You want to know how your solar cells would work while being hammered by salt water? You can find out on the ship, which are outfitted with three types of solar panels at present. The technology around the electrolysis system and hydrogen generation is state-of-the-art as well.

The distance so far travelled by Energy Observer has surpassed over 50,000 nautical miles. That said, there have been and continue to be improvements due to innovations. The original gyro style wind energy installations were replaced with a wing type sail in 2019. Propellers were also changed to a "feathered" design in order to reduce drag.

The team behind Energy Observer wants to gain better information for commercial cargo vessels by vastly increasing the size of the ship. Energy Observer 2 therefore is on the drawing board and will be focused on liquid hydrogen systems. This vessel can't get in the ocean quick enough. I encourage the maritime logistics people to look for any innovations that can be put in place to drive down emissions. At the same time I hope in the next couple years, I'll have the chance to see another ship right here in Singapore kitted out with game-changing emissions busting technology!



Timothy Foote
Founder of Susymbio

Tim Foote runs Susymbio, a boutique consulting firm advising on e-commerce logistics solutions and sustainability program management services. Tim has held various positions with MNCs, gaining a wide knowledge and expertise in logistics operations. He crafted delivery solutions for e-commerce clients and managed supply chains for several chemical and freight forwarding companies. At DHL eCommerce's first Asia Pacific Head of Go Green, he put in place carbon footprint management, sustainability training, illegal wildlife smuggling monitoring training, and employee engagement. Tim volunteers his free-time with the Singapore Wildcat Action Group, a not-for-profit organization that raises awareness and funds for wildlife conservation.

Greener Shopping and Shipping: The Rise of Carbon Neutral e-Commerce Delivery

by Barbara Schielke, Chief HR & CSR Officer for Asendia

Worried consumers are considering the environmental impact of home delivery when they click to buy. Barbara Schielke Chief HR & CSR Officer for Asendia explains how carbon offsetting, emissions reporting per parcel, and supply chain efficiencies are helping retailers green their e-commerce fulfilment

Retailers globally are seeking ways to protect the planet's future, with many addressing carbon emissions in their upstream and downstream supply chains. This has sparked a trend for more transparency around the carbon impact of their e-commerce home delivery, and in Europe and the US specifically, 'green' delivery options are being made available. It's widely expected that this trend will reverberate around the globe as consumers learn more about the threat of global warming. Ecommerce giants like Amazon are setting the bar high. Amazon famously ordered 100,000 electric delivery trucks in 2019, and continues to hit the headlines with further investments in EV start-ups around the world. Alibaba is using its communication channels to proactively support its retail partners as they strive to go greener.

Consumers want to see improvements. The International Post Corporation (IPC), found 44% of online shoppers have changed their purchasing behaviour to be more sustainable. Nearly half (49%) stated they would prefer their cross-border parcels to be carbon neutral.
There is a long way to go, particularly for brands whose products are shipped thousands of miles to reach overseas customers, requiring air freight transportation to keep within acceptable delivery times. While it's encouraging that more than half (63%) of European retailers say it's important for their business to be seen as eco-friendly, according to a report by Sendcloud , only a tiny minority of EU retailers currently offer green delivery options.

What progress can we expect to be made in carbon-neutral and reduced-carbon shipping, and how much greener can the industry hope to go, while still operating profitably?

LEGAL REQUIREMENTS FOR CARBON REPORTING ARE ON THE HORIZON

Carbon reporting is likely to become mandatory in the years ahead, so it's not surprising responsible retailers, their couriers and shipping partners are currently innovating at pace. From Asendia's conversations with e-commerce brands around the world, we know the pioneers see offering green delivery as essential for building trust and loyalty with their growing customer bases, while potentially leapfrogging the competition.

How can it be done? A good starting point is minimising packaging and choosing environmentally friendly materials for parcels, labels and void fill. Innovations are flooding the market, from cornstarch packaging, to biodegradable packaging peanuts, to air pillows made of recycled materials. As mentioned earlier, electric vans and e-bicycles are now widely used by last-mile couriers around the world, and reducing the volume of returns can help address carbon footprint. PUDO (PickUp & DropOff) services can greatly reduce the carbon impact of last-mile delivery, as more products can be dropped to one point, rather than many home addresses.

Sustainable aviation fuel (SAF) is slowly coming to market which will make air freight less environmentally damaging. In September 2021 the World Economic Forum's Clean Skies for Tomorrow Coalition saw 60 companies including airlines, and fuel suppliers commit to making SAFs 10% of the global jet fuel supply by 2030.

But perhaps the most talked-about eco-option in 2022 is carbon offsetting in the supply chain, otherwise known as 'climate compensated shipping', which means retailers can begin to offer carbon neutral delivery, even when sending orders to international customers. Retailers are seeking out 'carbon conscious' shipping companies and couriers who are pro-actively reducing and offsetting their emissions, and building a portfolio of greener services, helping retailers



protect their reputation and drive brand loyalty.

Like many players in the e-commerce shipping industry, Asendia has set an ambitious target to neutralise our environmental impacts, and pass that benefit onto our retail clients and their customers around the world. We've just announced that, as of January 2022, Asendia offsets 100% of its international transport emissions, including those by our delivery partners, parcel returns, and building and machinery emissions.

In our case, this is achieved by supporting EcoAct verified wind farm projects in India and China. We also offer free advice and waste-saving services such as data cleaning and digitised returns to the retailers we work with, in the knowledge that the more collaborative support we give, the sooner benefits to the environment will filter through.

GREEN DELIVERY PRODUCTS ARE COMING TO THE FORE

Several of the big shipping suppliers are now offering carbon neutral delivery options in some form, and report regularly on their reduced carbon emissions. Retailers from A Good Company to Zalando are using their websites and social channels to promote their commitment to greener supply chains.

There's growing understanding among consumers that express delivery is a high carbon option, while slower delivery is kinder to the environment, normally because higher volumes of parcels can be transported together. Asendia's retail customers are increasingly requesting data on the carbon value of parcel journeys, and are eager for special green delivery options, in addition to the fact that all our shipping is offset.

CARBON CALCULATION TOOLS FOR E-COMMERCE PARCELS

Calculation of CO_2 emissions is based on the shipment's weight, distance travelled, and mode of transport used – in our case normally air and road freight. We are currently evaluating the option to develop a robust solution for shipment data to be extracted from our systems and processed with emission parameters. The methodology will take into account the Greenhouse Gas Protocol and World Economic Forum's guidelines for consignment-level carbon reports.

It's work in progress for all of us in the postage and e-commerce delivery industry, and there is a great deal of discussion about the best certification programmes to commit to, and which scientific calculation is the most reliable and accurate for reporting emissions per shipment.

Even when we are in a position to accurately calculate and report carbon emissions per parcel, challenges lie ahead for the industry. Cost is a big issue, with a question hanging over whether or not shoppers would be willing to pay a premium for carbon neutral delivery, or whether retailers and 3PLs are willing to take a hit to profits. Zalando has tested the water on charging shoppers a token amount (€0.25) to compensate for the emissions caused by their parcel delivery, and no doubt others will follow suit.

There is certainly a need for brands to educate consumers on the reality of international shipping, encouraging them to consider slower delivery for less urgently-needed items, and explaining that green delivery is unlikely to be free delivery. Creative ideas will be required from retailers' marketing departments, weaving environmental values into the brand messaging. One option is for retailers to offer incentives like loyalty points for shoppers who choose the low-carbon shipping service. For example, fashion retailer H&M rewards its loyalty scheme members for eco-conscious shopping. Points can be collected for bringing old clothes into stores for H&M's garment collecting, choosing 'climate-smart' delivery options , and using their own bag when visiting the retailer's shops.

The shift to green commerce is an absolute must in 2022. No-one's mastered the full delivery impact yet, but with innovation, smart thinking and clear communication,



we can get ahead of the curve. I'm conscious that providing end-customers with total visibility is the real value of green innovations, and Asendia is considering this as we develop our carbon calculation solutions. By informing and educating the shopper at home, and providing a choice of express and standard (lower carbon) delivery options, we'll empower them to take more climate-friendly decisions for the good of the planet.



Barbara Schielke
Chief HR & CSR Officer for Asendia

Barbara Saskia Schielke is Chief HR & CSR Officer for Asendia, based in Switzerland. Her goal is to create an inspiring corporate culture, where individuals and teams will reveal their potential, thus supporting business success.

Passionate about sustainability and corporate citizenship, she is now leading Asendia's efforts to manage its carbon footprint and environmental impact.

Barbara has a Master of Laws and a Master of Science in Psychology.



Nomination Period
1st FEBRUARY - 24th APRIL

LogiSYM
AWARDS 2022

AWARD CATEGORIES

Corporate Awards (for Shippers)
Best Digital Transformation Initiative
Best Supply Chain Innovator
Best Sustainable Logistics Enterprise

Corporate Awards (for Service Providers & Technology Suppliers)
Best E-Commerce Technology Company
Best Supply Chain Software Company
Best Third-Party Logistics Company
Best Warehouse Automation Company

Individual Awards
Corporate Social Responsibility Champion
Promising Start-Up Champion
Supply Chain Management Champion
Thought Leadership Champion

Special Award
LogiSYM Excellence Award

SUBMISSION AND NOMINATION RULES

- Individuals may be nominated for more than one category
- Individuals may nominate themselves or for others whom they feel deserve to be recognised
- Nominations must be submitted on or before 24 April 2022
- Late or incomplete submissions will be disqualified
- The judges' decision will be final
- Any clarification or doubt relating to the nomination and submission procedure may be sent to info@LogiSYM.org

WINNING NOMINATIONS

- All winners will be notified by 30 April 2022 via email to attend the award ceremony on 24 May 2022
- All winners will be announced on the 1st day of LogiSYM Singapore 2021 (24 May 2022)
- All winners will be featured in the LogiSYM Magazine (June/July 2022 issue)

SCAN HERE TO NOMINATE

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