

JUNE - JULY 2022

**A MOMENT OF CHANGE
MAKING THE CASE FOR
VISIBILITY IN TRUCKING**

PG 09 BY WOLFGANG
LECHMACHER & MIKAEL LIND

**OPTIMISING SUPPLY
CHAIN MANAGEMENT
IN INDUSTRY 4.0**

PG 15 BY BYRON HALL

**INCREASING SUPPLY
CHAIN PERFORMANCE
IN THE DIGITAL ERA**

PG 23 BY KÖRBER SUPPLY
CHAIN

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A Moment of Change Making the Case for Visibility in Trucking





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CONTENTS PAGE



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Contents

- 4 Editorial Message
- 6 President's Message
- 31 The Green Corridor



Articles

- 9 A Moment of Change
Making the Case for
Visibility in Trucking
- 15 Optimising Supply Chain
Management in Industry
4.0
- 20 A Conversation with
Vittorio Favati
- 23 Increasing Supply Chain
Performance in the
Digital Era
- 26 Synopsis: LogiSYM Asia
Pacific 2022 - Transforming
Logistics, Intralogistics &
Supply Chain As We Emerge
Into The "New Normal"
- 29 Selecting a Supply Chain
Technology Provider is
Harder than it Seems



.... How Are We Transforming More Disruption Into Great Opportunities ?

Dear Readers,

As we enter the halfway point of 2022 business year, there is no question that our supply chain challenges are not getting any easier. However, in and amongst all the complex pieces of economic and geo-political events, there are opportunities for us to work on. Whilst the disruption impact of COVID has not completely disappeared, it seems less dominant as other urgent priorities emerge.

I find that in general there is a lot of optimism and buzz around us. Despite the same old supply chain issues that still challenge us – fuel costs, available freight capacity, sourcing issues, availability of labour, manufacturing capacities and ever increasing business complexities, there are opportunities.

The concern is when the real impact of the global economic and financial measures, start to bite.

Since travel has opened-up, there has been a fresh breath of air in re-engaging with colleagues, customers, suppliers, business partners and rebuilding our networks. This has had a significant energising effect, creating a high degree of motivation amongst many. But could this be a short lived euphoria? How will the onslaught of some economic pressures and measures change this scenario?

Our theme for our June/July 2022 edition, is Work Forces of the Future in Supply Chain management

And this again brings people to the centre of the opportunities. The featured articles in this edition, address automation solutions to help overcome many

constraints. The various authors outline solutions that can really help companies small and large make a significant impact in delivering their ambitions – technology is again at the forefront of the transformation that is evolving at ever increasing speeds.

There is no doubting that technology is a powerful enabler that will align business processes, standardise systems & tools and achieve operational coherence. But is this enough to unleash the opportunities of organisations' potential? Businesses need to re-look at the way they are operating and engaging technology. Technology must compliment their human capital in a way that multiplies the various outcomes. Technology must be used to help solve complex process issues and people need to solve behavioural and cultural issues, elements that technology cannot solve.

The biggest opportunity businesses have, is to correct their collective focus and unleash that latent potential that exists under their very eyes – but it requires reframing their points of reference.

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

Meanwhile take care & stay safe!

Joe Lombardo
Editor-in-Chief LogiSYM Magazine

Grow Your Brand Through Platform Partnership

Consumers trust recommendations from third parties more than they trust a brand itself. 70% of people will trust a review from a complete stranger as opinions and recommendations are by and large more influential when they do not come from the source itself. Additionally, most marketers include company logos and testimonials as proof on materials pages to strengthen trust and influence visitor behaviour.

LogiSYM offers marketers a range of promotional options to reach your target audience, generate quality leads and increase conversion rates.

The combined magazine platforms of LogiSYM and CargoNOW offer one of the largest circulations globally and are the biggest in the Asia Pacific region. Coupled with this, LogiSYM and CargoNOW hold world-class symposiums in various parts of Asia and the Middle East and have been doing so for more than 8 years.

The online presence of the brands is second to none and this is further strengthened by our high visibility on social media such as Facebook and LinkedIn.

In this Influencer or Platform Partnership, LogiSYM will provide significant influencer reach across the supply chain industry which include the following platforms:

- ✓ Articles in two of the largest circulation supply chain publications globally
- ✓ Press-releases
- ✓ Webinar sponsorships
- ✓ Online advertising
- ✓ Industry led symposiums across the region
- ✓ Surveys & survey analysis
- ✓ Advertisements in two of the largest circulation supply chain publications
- ✓ Online articles
- ✓ Content syndication
- ✓ White label reports and thought leadership articles
- ✓ eDMs
- ✓ Social media – LinkedIn, Facebook, YouTube

When working on the Influencer / Platform Partnership, partners have the opportunity to choose which options they feel will give them maximum reach and success and planning and pricing will be structured along the desired activities. Contact Harjeet@logisym.org for more information.





In The Rearview Mirror...

It was reported recently that supply chain managers quit their jobs last year at the highest rate since at least 2016 due to a mix of burnout and a desire for fatter paycheques.

The high rate of turnover aligns with the escalation of supply chain woes in 2021 - which have carried into 2022 with little signs of abating. The pandemic led to shuttered manufacturing plants, backed up ports and rapidly increasing transportation costs and we now have the war in Ukraine and inflation added to the mix. Those headaches have largely fallen to supply-chain managers to sort out, making their jobs far tougher -- but also more lucrative.

This was just one of the topics highlighted and discussed at LogiSYM Asia Pacific which took place at the end of May. It was our largest symposium to date with over 1,500 delegates over two days, 4 tracks and 8 breakout sessions.

As the organising Chairman this year, putting the event together was almost as stressful (if not more so) than a full-time job. Not only did we have to put the programme together and work on finding speakers and panelists but with COVID-19 guidelines and regulations in place, we were not sure what restrictions would be in place on the day itself and if participants would be willing to attend a physical event after such a long hiatus.

Thanks to our partners, volunteers and staff the event was a resounding success! After LogiSYM the team was then part of the Singapore delegation that attended Hannover-Messe the following week.

It has been a busy few weeks.

A couple of the learnings I took away after these two events was that in order to succeed, one would have to be willing to take calculated risks and depend on some element of luck whilst ensuring you are surrounded with the right people who will help you succeed. Secondly, this is the decade of the Supply Chain. The challenges we are all facing have brought Supply Chain to the fore and all these are actually opportunities to improve and evolve, as opposed to regressing to the 'old ways' of doing things. Fortune favours the bold and now is as good a time as any to strive and move forward. As always, LogiSYM will be your travelling companion and resource as you continue on that journey.

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



Watch now



Super Retail Group targets future growth with Körber Cloud



koerber-supplychain.com

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LogiSYM

A Moment of Change - Making the Case for Visibility in Trucking

Opinion Editorial by Wolfgang Lehmacher - Anchor Group, and Mikael Lind- Research Institutes of Sweden (RISE) and Chalmers University of Technology

Supply chain disruptions have become the daily business of supply chain professionals all over the globe. Many experts and practitioners believe that higher levels of visibility would help to manage or even resolve the current bottlenecks causing congestions and delays, logistics costs and freight rates. This article is focusing on the trucking sector and its ability to digitize for visibility.

In 2021 Transporeon has conducted a survey involving 255 carriers and 111 shippers that showed that the trucking industry still lags behind in innovation and visibility. The survey also confirms that customers exert the highest pressure on carriers to innovate as cargo owners and transport buyers are coming with an increasingly

unified voice requesting to open the black box of transports in the interest of everyone.

LOW ADOPTION OF TECHNOLOGICAL SOLUTIONS

It is common knowledge that the adoption of innovative solutions is low in the transportation and trucking sectors. The survey sheds some light on the reasons.

On the one hand shippers and carriers flagged visibility as a key area of innovation and both groups say they are conscious of the benefits and the need of large scale digitalization in the interest of system-wide visibility to solve supply chain issues.

On the other hand shippers and

carriers consider as main driver for innovation improvement of efficiencies and the reduction of costs, with 86% and 73% of mentions in the Transporeon survey respectively (figure 1).

FINANCIAL CONSIDERATIONS

Barriers to innovation for shippers are a short-term focus and expectations in respect to the return on investment (ROI). Additional hinderances are the reluctance of operations to make radical changes and the shortage of funds together with low margins and a risk averse company culture. Carriers consider the shortage of funds and low margins as the biggest drawback, followed by a short-term focus and also the ROI expectations (figure 2).

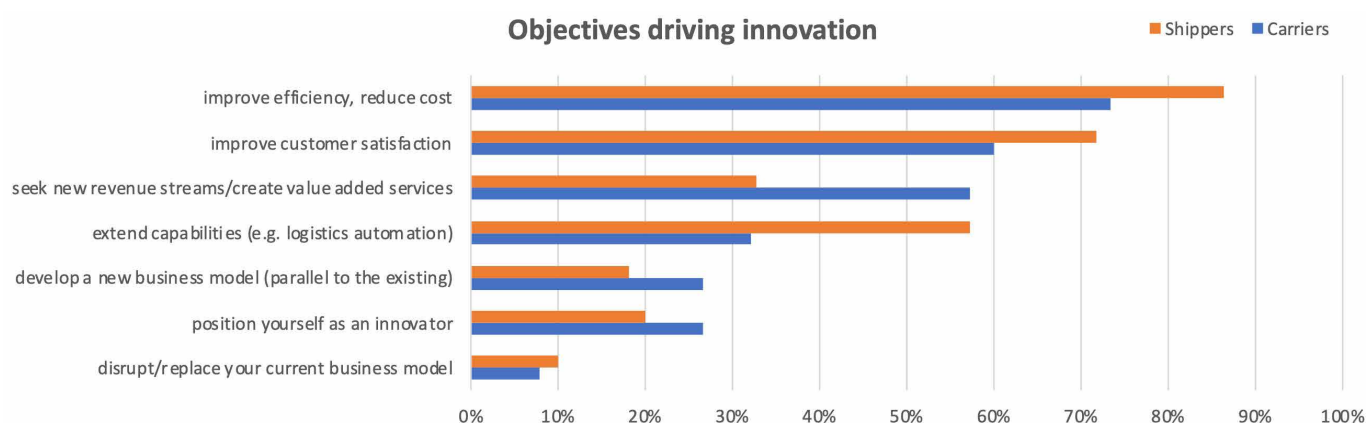


Figure 1: Objectives driving innovation by shippers and carriers
(Source: Transporeon road transportation 2021 shipper and carrier survey)

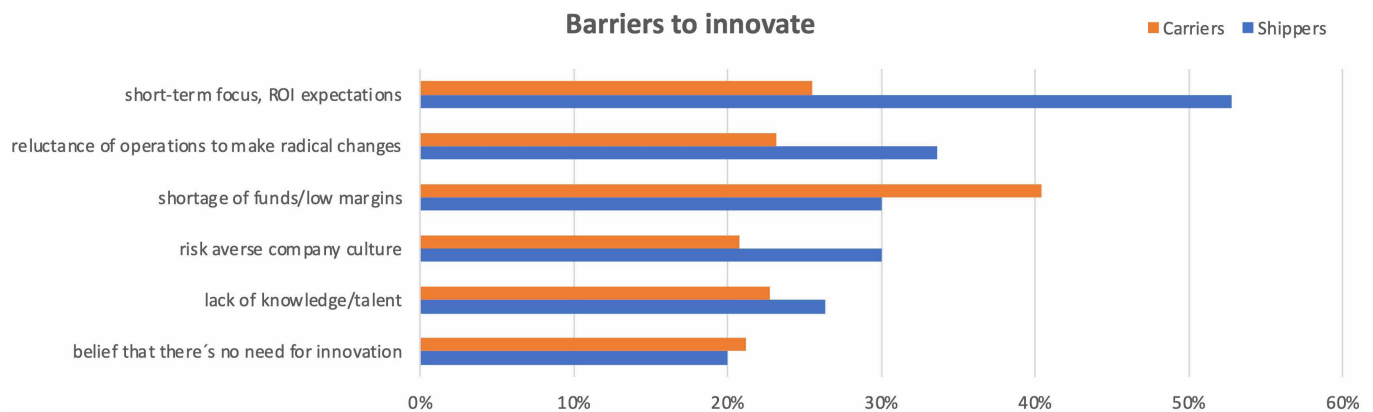


Figure 2: Barriers to innovate by shippers and carriers
(Source: Transporeon road transportation 2021 shipper and carrier survey)

Technological solutions for the trucking sector and other parts of the supply chain network need to come at the right price. Furthermore, supply chain professionals have little margin for error and therefore prefer to implement mature technology. Both is sometimes challenging for new solutions usually not fully tested or yet financially viable.

But the funds should be available for some risk-taking and innovation. Despite many challenges and continuous disruptions over the last years, the sector performed well. Maybe too well to feel the pressure to innovate. The large road carriers have fared well in times of Covid-19 and overall Brexit has turned out to be a minor disruption for the road transport sector.

UNLOCKING THE VALUE OF INCREASED VISIBILITY

Supply chain and logistics experts and practitioners know that it is not about visibility in parts of the chain but intelligence across the system.

Achieving innovation and visibility in an industry that is highly fragmented and distributed among a broad range of different players that are pursuing their business in the self-organized ecosystem of transports requires collaborative innovation to significantly advance.

But joint innovation efforts are rare. Standardization to improve efficiency is missing. The 2021 Transporeon survey shows that there are surprisingly few initiatives that utilize the combined force of multiple players engaged in the road and trucking industry to drive digitalization and standardization which are both key enablers of visibility. According to the survey many of the innovation initiatives are internally focused. The good news is that collaboration has significantly increased during the times of supply chain disruption brought about by Covid-19.

TURNING THE TIDE

With rising maturity and margins it may be time to take

action and align with others to turn a laggard into a leader in digitalization. What are the drivers and signals of change to look at?

1. Suppliers delivering “price attractive” innovations: we see consolidation of visibility providers that can bring cost and prices down
2. Customers, i.e. shippers exerting pressure on carriers or provide incentives to innovate and change behavior: this will happen in the area of carbon footprint calculation and transparency
3. Competitors that digitize or digital carriers and digital forwarders that are entering the market taking business from incumbents: Flexport seems to be such a challenger
4. Regulators supporting initiatives that drive collaboration and innovation or set new standards of operations: higher security standards may emerge



Figure 3: Green visibility enabling sustainable transports
(Illustration: Sandra Haraldson)

Every stakeholder can contribute to digitalization. The indicators show that the digital transformation with data sharing as prerequisite for visibility across supply chain networks is accelerating.

FINAL THOUGHTS: CAPTURING THE VALUE OF MOMENT

Rightly executed higher visibility improves financial results through better synchronization of flows across modes driving down costs and carbon emissions. We can also expect that pressures from the consumer side will increase while regulators will force companies to innovate to meet CO₂ reduction requirements. Shippers will be asked directly or indirectly for a contribution to reducing their carbon footprint. This also creates opportunities for trucking

companies that wish to operate more sustainably (figure 3).

Visibility adoption has been accelerating without a deep discussion on the ROI of such adoption. Instead, the expectation is that visibility will eventually deliver a “higher order” business value that relates to correcting divergences from plans and eventually improving decision making and aligning actions across supply chain stakeholders.

Time seems to be right for innovation and investments in visibility in the trucking industry. Extracting the economic value requires at least full coverage visibility at a single site (e.g. a warehouse) or along lanes. But also this can only be considered as the first step before broad network digitalization across multi-modes will bring the

visibility, intelligence and base for automation that everyone is waiting for as this unlocks the true value of visibility.



Wolfgang Lehmacher

Operating Partner, Anchor Group

Wolfgang Lehmacher is operating partner at Anchor Group and advisor at Topan AG. The former head of supply chain and transport industries at the World Economic Forum and President and CEO Emeritus of GeoPost Intercontinental is also advisory board member of The Logistics and Supply Chain Management Society, ambassador of The European Freight and Logistics Leaders' Forum, advisor of GlobalSF, and founding member of the think tanks Logistikweisen and NEXST.



Mikael Lind

Research Institutes of Sweden (RISE) and Chalmers University of Technology

Mikael Lind is the world's first Professor of Maritime Informatics and is engaged at Chalmers, Sweden, and is also Senior Strategic Research Advisor at Research Institutes of Sweden (RISE). He serves as an expert for World Economic Forum, Europe's Digital Transport Logistic Forum (DTLF), and UN/CEFACT. He is the co-editor of the first book of maritime informatics and the follow-up book recently published by Springer.

Cainiao Partners Daraz to Provide End-to-End Logistics Services for Cross-Border Deliveries from China to South Asia

- *This will entail the launch of air freight services from China to Pakistan and Bangladesh, with 13 and 8 weekly flights respectively*
- *The logistics service will benefit over 1,800 cross-border merchants on Daraz*

[7 June 2022] – Cainiao Network, (“Cainiao”), the logistics arm of Alibaba Group, today announced that it will serve as the official cross-border logistics provider for Daraz, a leading e-commerce platform in South Asia. Over 1,800 merchants on Daraz will enjoy full-chain logistics services provided by Cainiao. The cross-border shipping service includes local seller pick-up in China, first mile sortation, international line-haul, digital customs clearance, sorting,

and after-sales customer service, with last mile delivery in the destination countries provided by Daraz Express and its affiliated local logistics partners in Bangladesh and Pakistan.

To safeguard cross-border shipping stability and improve overall customer experience, Cainiao will provide air freight shipping services from China to South Asia, with 13 weekly flights from China to Pakistan, and 8 weekly flights from

China to Bangladesh. This is expected to result in approximately 10 percent reduction in logistics costs and a 20 to 25 percent improvement in delivery efficiency. Parcels will be affixed with Cainiao’s electronic shipping labels that enable merchants and consumers to track the shipping status of parcels in real-time. Customers will enjoy value-added services such as cash-on-delivery for greater convenience.



Daraz merchants who also sell on other Alibaba e-commerce platforms will be able to consolidate all their parcels for shipping through Cainiao, which streamlines order fulfillment and eliminates the need for multiple logistics service arrangements and varying pickup schedules.

"As the official logistics partner of Daraz, we aim to deliver greater synergies in e-commerce logistics across the entire Alibaba ecosystem. This will facilitate the provision of a more seamless, integrated, and cost-effective logistics service for merchants who sell across multiple e-commerce platforms, thereby improving the ease of doing business globally. Together with the Daraz team, we look forward to enabling the e-commerce growth in South Asia and empowering local consumers with more e-commerce options," Shawn Louis, General Manager - Asia Pacific, Cainiao Global Export.

Daraz CEO Bjarke Mikkelsen said, "The partnership between Daraz and Cainiao will improve our efficiency and improve overall customer service in our key markets of Pakistan and Bangladesh. This will help Daraz to continue on its mission to uplift communities through the power of commerce."

South Asian consumers are turning to online platforms to meet their day-to-day needs, with the changing consumer behavior fueled by

accelerated digital adoption amid the pandemic. At the start of 2022, internet penetration was at 36.5 percent in Pakistan and 31.5 percent in Bangladesh, reflecting a 35.9 and 11.6 percent year-on-year growth respectively. This represents a huge opportunity for e-commerce merchants as both countries boast a total internet user population of over 130 million, a figure which will only grow in time.

Furthermore, according to Deloitte, 65 percent of consumers in Bangladesh support digital consumption. As countries in South Asia continue to strengthen its digital foundation and infrastructure across various sectors, making it more inclusive and accessible, there is immense potential for the development of the e-commerce market in coming years.



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.



Daraz

Founded in 2015, Daraz Group is the leading e-commerce platform in South Asia. We are accelerating progress in Bangladesh, Pakistan, Sri Lanka and Nepal through commerce and technology. With the largest logistics and payments networks in the region, Daraz is a part of people's daily lives and we aim to serve 100 million customers and sellers by 2030. Since 2018, Daraz has been the South Asia flagship platform of Alibaba Group powered by its world-class technology infrastructure.

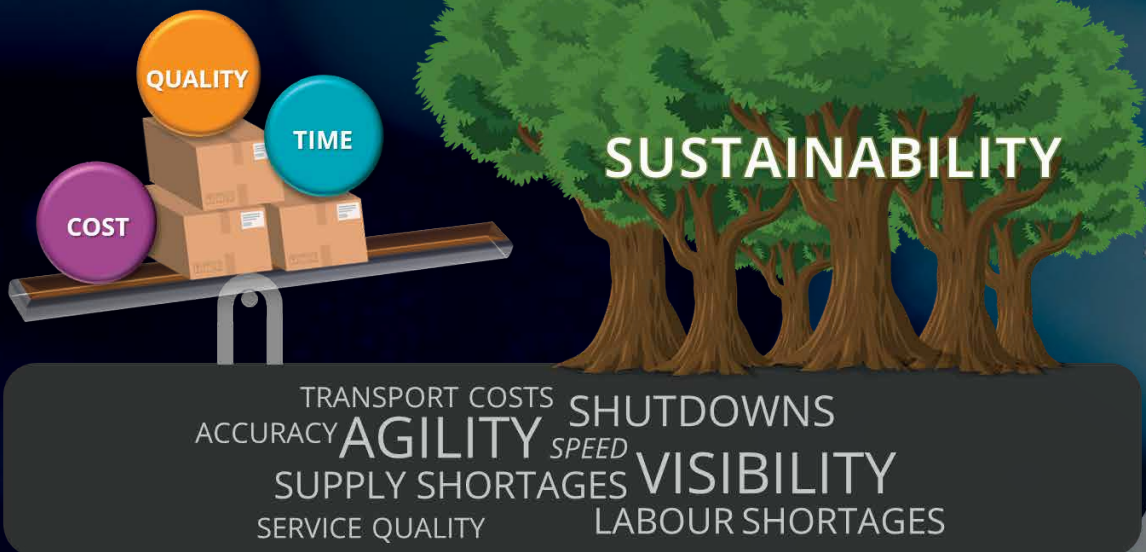
Our purpose is to 'uplift communities through the power of commerce', and to help unlock the economic potential of the region. We invest in technology, infrastructure and education, and we employ more than 10,000 people through our ecommerce and logistics operations.

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Challenges are prevalent in the Supply Chain industry especially with the recent disruptions. Based on IDC Worldwide Future of Operations Survey, 2021, the data collected indicates the motivation behind supply chain digitalization and businesses priorities.

Always balancing:



Top Business Priorities



Source: IDC Worldwide Future of Operations Survey, 2021, n(AP Manufacturing) = 252, n(AP Transport & Logistics) = 52

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For more data driven insights about your supply chain resiliency, visit [idc.com/ap/supply-chain](https://www.idc.com/ap/supply-chain) or reach out to Theresa Rago, Vice President of Marketing at trago@idc.com.

Optimising Supply Chain Management in Industry 4.0

by **Byron Hall** - Product Manager - EDI/MFT, Boomi | Member Board Of Directors, X12

Supply Chain management has undergone transformation since industry 4.0 began in 2011. Not all businesses were on board with implementation of smart technologies in supply chain processes, as some businesses found it challenging to embrace Industry 4.0 due to internal and external factors. Over the last couple of years however, this has accelerated at an unprecedented speed when disruptions hit supply chain worldwide. A host of challenges have cost businesses more than expected. Significant financial loss, low or weak productivity, dwindle

customer satisfaction and much more.

Partly as a result of these challenges, Supply Chains are taking huge strides towards becoming digitized, automated, and agile in its operations. Business optimization through digitisation for organisations and trading partners will remain a key focus as the world continuously transforms through smart automation solutions. In managing efficiency of supply chain processes, integration is the key driver. Coupled with real-time visibility, businesses will be able to navigate

through supply challenges and devise the right response management.

When you have the right tool and software that are Industry 4.0-ready, issues in the supply chain can be ironed out and addressed beforehand.. As an example, Boomi provides platform services that seamlessly connect applications, data and people across businesses and trading partner ecosystems. When surprises in your supply chain are reduced, smoother collaboration with trading partners to keep your supply ecosystem well and moving ensues.

Digitisation in supply chain process: Is yours up to speed with current industry demands?

Significant technologies like cloud computing, artificial intelligence, intelligent ERP, modern EDI, and more play crucial roles in digitizing supply chains. Disruption due to world events is one thing we cannot predict over the long term, but disruption in terms of inefficient or under-optimized digitisation is something you can always redesign as needed to future-proof your supply chain ecosystem.



Today's EDI has seen tremendous change compared to 10 or 15 years ago. It's not surprising that businesses which failed to make it out of the pandemic were relying on traditional EDI software platforms. Delays and disruptions should be mitigated., Migrating your legacy EDI to modern EDI software and applications may be the most efficient and even cost-effective option.

As we progress further in Industry 4.0, more and more small and medium-sized businesses are looking to implement modern EDI in their business systems. Some see it as a means to comply with major retailers' supply chain process requirements or other trading partners.. Solutions such as the ones offered by Boomi can help streamline ybusiness ecosystem management and effectively integrate with vendors, suppliers, distributors, partners and marketplaces to simplify processes. By doing this, companies will be able to spot opportunities and gain more time to strategise for better customer experience.

Today's digital supply chain network: Rapid transformation towards efficiency & optimisation

The era of Industry 4.0 requires a greater demand for horizontal, vertical, and end-to-end digital integration. Organisations that have adopted or are in the process of adopting Industry 4.0 need to sustain efficient and effective supply chain processes across the board. They are the ones changing their game in supply chain dynamics to constantly create new business opportunities and to collaborate efficiently with business and trading partners.

Effective, digital supply chain networks utilise different technologies in developing efficient, transparent, adaptive and resilient systems in various stages of a supply chain.

As we dive deeper in supply chain in Industry 4.0, automated systems and IoT to allow for better customisation, agility, and speed, Industry 4.0-ena-

bled capabilities such as highly organised interconnections, real-time monitoring and control of materials, equipment and supply chain parameters help to improve the overall performance of the value chain and reduce risks that may impact business growth.

What Industry 4.0 Digital Supply Chain Brings to The Table?

Companies are choosing to invest significantly into digital solutions to combat supply chain uncertainties. Digital automation can streamline processes, eliminate manual work, and reduce human error. More importantly, automated solutions allow businesses to respond to changes quickly, and get valuable information quicker and in real-time.

Some of the key factors that define supply chain value for all parties in the ecosystem are:





uously to integrate with new challenges – whether it's moving in parallel with economic trends or addressing the growing need of adopting emerging technologies in business processes.

Implementing Industry 4.0 principles in a world of rapid technological progression requires businesses to look beyond the current boundaries of supply chain. The time to start embracing Industry 4.0 is now.

1. Agility pays, every time.

When you react to changes in demand, supply, and prices, you reduce planning cycles and downtime. Industry 4.0 implementation in supply chains enables real-time planning and control, allowing companies to be flexible and agile in responding to rapidly changing conditions.

2. Accuracy for smarter, swifter decision-making.

Industry 4.0 technologies provide real-time, consistent, and accurate data to make more informed decisions. Deep insight into inventory and supply chain visibility are top priority in times of supply crisis. When you implement applications and software that further anticipates possible bottlenecks, you'll be able to tackle more challenges as you are informed through predictive algorithms and other forms of data. This

helps supply chain managers make better decisions on optimal ways to get products to the end market or customer.

3. Integration strengthens your supply process and growth.

When you apply seamless integration to your business system, you work actively together across every point of your supply chain, and work coherently in an ecosystem of trading partners that propel your business.. Boomi's integration platform service has enabled companies to achieve 4 times growth in their number of orders processed.

With digital solutions and technologies evolving at such high speed, advancement in supply chain processes will continue with its metamorphism to give businesses around the world a better handle on their supply chain control tower. Business ecosystems will evolve contin-



Byron Hall

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Byron Hall is currently a Product Manager for EDI/MFT at Boomi and a Member Board Of Directors for X12 which is an American National Standards Institute that develops and maintains EDI standards and XML schemas which drive business processes globally. With 25 years experience in the industry and about 20 years dedicated to B2B/EDI specialization driving business results for consumers of B2B/EDI technologies, innovation, and implementation. Byron has diverse experience around infrastructure management, implementation, product development and key complex solution design. He has also worked for market leaders in providing solutions between IBM, Axway, and now Boomi L.P.



Etihad Cargo Signs MOU for Sustainable Pharmaceutical Transportation Solutions

- **Etihad Cargo has signed an MOU with B Medical Systems to become the first airline globally to develop and launch sustainable, temperature-controlled containers for the transportation of pharmaceuticals and life sciences.**
- **Abu Dhabi has been leading the transformation of the regional healthcare ecosystem by leveraging sciences and technology, positioning itself as a global life sciences hub and incubator for healthcare innovation.**

Abu Dhabi, United Arab Emirates – Etihad Cargo, the cargo and logistics arm of Etihad Aviation Group, has entered into a memorandum of understanding (MOU) with B Medical Systems. The MOU, which was announced during the BIO International Convention, being held in San Diego, USA, from June 13-16, 2022, will see Etihad Cargo partner with B Medical Systems to develop and launch an airline-specific passive temperature-controlled solution for the transportation of life-saving drugs, vaccines and high-value pharmaceuticals.

Etihad Cargo will collaborate with Luxembourg-based manufacturer and global distributor of medical refrigeration devices, B Medical Systems, to develop more sustainable temperature-controlled container units that work utilising passive cooling technology. The units will retain temperatures from -80 to 25 degrees Celsius for up to five days without requiring an external power source, with load capabilities ranging from two to 1,500 litres. Through the reduction in power needed to maintain the temperature for temperature-sensitive pharmaceutical shipments, these units will significantly reduce carbon emis-

sions. Further adding to the sustainability of the containers, their robust design and multi-use capabilities enable an operational life of over ten years. B Medical Systems' current product portfolio includes products that use solar energy as well as green refrigerants.

Martin Drew, Etihad Aviation Group's Senior Vice President – Sales & Cargo, said, "While other traditional active container providers are offering containers fit for multi-modal transportation, Etihad Cargo is the first airline globally to collaborate with a partner in the development and launch of units specifically tailored to air transportation.

"Sustainability has been and continues to be a priority for Etihad Cargo," Drew continued. "While the aviation sector only accounts for 4 per cent of global carbon emission today, if the sector continues to grow at its current pace, it could account for up to 25 per cent of emissions by 2050. This is why it is so important for the sector to invest in more sustainable solutions for its customers. Partnering with B Medical Systems is the latest step by Etihad Cargo to achieve its sustainability targets. By replacing legacy active cold chain air

transportation containers with aviation-specific units that consume less energy, Etihad Cargo is future-proofing the transportation of pharmaceuticals, providing a better solution for Etihad Cargo's customers, the aviation industry and the environment."

Mr. Jesal Doshi, Deputy CEO of B Medical Systems, said, "Our mission at B Medical Systems is to create technology that helps save lives across the world. Transportation of temperature-sensitive specimens needs a robust cold chain. Etihad Cargo's operational knowledge along with our expertise in creating quality medical cold chain solutions will enable us to develop aviation-specific sustainable units for the safe, effective, and environmentally friendly transportation of temperature-sensitive pharmaceuticals and specimens."

Trials of the sustainable container units will commence shortly, and a commercial launch date will be announced following the successful completion of the trials.

Etihad Cargo is participating in the BIO International Convention as part of a high-profile Abu Dhabi delegation headed by H.E. Abdulla bin Moham-



med Al Hamed, Chairman of the Department of Health – Abu Dhabi (DoH). Comprising government officials, the delegation is visiting the USA to explore prospects for collaboration within the healthcare sector and, more specifically, life sciences. The primary aim of the visit is to establish sustainable mechanisms that empower the healthcare sector in both countries as well as showcase Abu Dhabi's distinguished healthcare ecosystem.

Powered by a solid infrastructure and an advanced healthcare ecosystem, partnership opportunities across the biopharmaceutical and healthcare value chain in Abu Dhabi continue to emerge as a result of the sector's robust growth potential. Abu Dhabi has been leading the transformation of the regional healthcare ecosystem by leveraging sciences and technology, positioning itself as a global life sciences hub and incubator for healthcare innovation.

Under the leadership of the Department of Health – Abu Dhabi and the participation of

Etihad Cargo alongside other key partners in the Emirate, Abu Dhabi established the HOPE Consortium in 2020 to provide one of the most capable and effective vaccine supply chains in the world. Since its establishment, the HOPE Consortium has distributed and transported more than 260 million vaccines to 60 countries. More recently, Abu Dhabi has strengthened its capabilities as a life sciences hub through a pharma collaboration with Belgium, a leading global pharmaceutical hub, establishing a global distribution corridor between Abu Dhabi and Brussels to serve the world in vaccine delivery and future life science needs.

The Abu Dhabi delegation to the US witnessed the participation of ten key entities in the life science ecosystem in Abu Dhabi, including the Department of Health – Abu Dhabi (DoH), Abu Dhabi Investment Office (ADIO), Mubadala Health, G42 Healthcare, Abu Dhabi Ports, ADQ, Etihad Cargo, Khalifa University, Hayatvax and Pure Health.



Etihad Cargo is the cargo and logistics arm of the Etihad Aviation Group. Since its establishment in 2004, Etihad Cargo has grown rapidly to become one of the leading air cargo carriers in the world, offering customers a range of cargo products and services to five major continents. Its hub in Abu Dhabi is strategically located at the centre of the world's busiest trade lanes, providing an integral link between Asia, Europe, North America, Australia and Africa.

In addition to general cargo, Etihad Cargo offers a wide range of specialty products including live animals, dangerous goods, valuables and vulnerables, personal effects, as well as its market leading cold chain products (the latter holding IATA's stringent Centre of Excellence for Independent Validators certifications for both Pharmaceutical and Perishables Logistics, as well as Live Animals Logistics).

A Conversation with **VITTORIO FAVATI**

Chief Executive Officer at
TVS Supply Chain Solutions GFS

by Dr Raymon Krishnan - President at The Logistics & Supply Chain Management Society



As part of LogiSYM Asia Pacific 2022, we had the opportunity to chat with Vittorio Favati, Chief Executive Officer – TVS Supply Chain Solutions GFS.

In this exclusive interview, Vittorio shared interesting perspectives and highlights of an global career that has spanned many decades. He also went on to share what he sees as the five key changes making a global impact to supply chains today and gave advice for those working in or considering a career in our industry.

Would you tell our readers a little about your background and experience?

My career has been dedicated to supply chain management from the very start, encompassing more than 30 years' experience in the industry which began with a university degree in supply chain. The experience stems from the ground up as an operator, then assuming global roles spanning Asia, Europe, and North America and the journey has been incredibly exciting and fulfilling.

I had the opportunity to work with several excellent organisations, most notably, nearly 20 years with Ceva (including EGL or Eagle Global Logistics) and now TVS SCS.

I led/or was a member of several transformative journeys involving explosive growth to include EGL in the US, where I was a member of the executive team and grew the company from US\$40m to US\$3.2b.

As President, Asia Pacific for EGL and CEVA I led regional growth of the business from US\$300m to more than US\$2 billion. Subsequently as Chief Commercial Officer at CEVA, I led the global commercial team who delivered a record US\$1 billion of new business wins in a single year.

Currently, I am leading the Global Forwarding Solutions (GFS) business of TVS SCS. We are a rapidly growing global forwarding business and uniquely positioned as an Asian based organisation. while nearly doubling the size of the company.

What are some of your greatest achievements in your career to date?

I would sum up a view on achievements around two areas: **"growth and talent"**.

Let me explain.

We (myself and key executives) built and took EGL public in 1995. Thereafter I played an integral role in the integration of EGL and TNT Logistics to form Ceva. We then grew to become #2 globally in contract logistics and #4 overall in total supply chain.

During my tenure at Ceva as President of Asia Pacific, I was responsible for one of the world's largest and most complex auto-supply chain operations. We managed the supply chain for China's largest manufacturer with close to US\$500m in logistics spend.

At TVS SCS, I integrated six acquisitions into a single global brand, assembled a talented and dynamic executive and country leadership teams, and created a powerful global freight

forwarding platform. Since then, the business has flourished while delivering superb top-line growth and bottom-line results.

These achievements would not have been possible without the growth we achieved and the talent that we assembled. It is immensely gratifying to drive a culture of high growth performance and to intensely seek out unique industry talent to drive such acceleration, while striving to be a great employer.

How has Business and Supply Chain changed over the course of your career?

On the global forwarding side there has been rationalisation in the form of industry consolidation with ongoing mergers and acquisitions. Even with abundant change, the industry is ripe for significant future consolidation. The forwarding industry has also been slow to transform operating efficiencies, especially when comparing to the improvements that the express integrators have made.

On the logistics side, a major change has been the shift by companies to outsource their logistics operations where traditionally it was insourced. Supply chain providers were able to make significant improvements by leveraging sophistication in the optimisation of storage and the movement of goods, and investing in design and engineering talent.

The race to digitalisation is the most profound change happening now. Our mission for digitalisation is customer-driven, through improving operational efficiencies and automation. By demonstrating success in these missions, we strengthen our shareholder and brand reputation.

About Vittorio Favati

Vittorio brings more than 25 years of in-depth industry and large-scale business development experience to the group. His extensive knowledge cuts across all areas of the supply chain business, where he has held senior positions in the United States, Europe and the Asia Pacific, 17 years of which were based out of Singapore.

He has held various roles including President Asia Pacific for EGL and CEVA Logistics (formerly known as TNT Logistics) and successfully led the commercial and business development of the organisation.

What are some of the key learnings & formative experiences of your career, that you could share for others to learn from?

Regardless of the speed of digital transformation, consolidation of the industry and many other changes, this business is and will always revolve around, talent and people. I never lose sight of this truth, as doing so can result in significant consequence. The human factor in global forwarding and logistics underpins overall success. Talent acquisition, management and retention drive value to our customers and our ability to operate. People make the difference!

Something that the forwarding and logistics industry has wrestled with over the years, is to balance the risk and reward of investment into organic systems development, versus purchasing third-party market software to run our businesses. Big, broad, tenacious projects to build and maintain organic systems do have a proven track record, but to a smaller population of industry players. Many more attempts have resulted in failed outcomes with significant financial consequence. Choose internal software development

projects carefully and weigh them against robust, established market software from trusted third-parties who are dedicated to developing these solutions. On the global forwarding side of the business within TVS SCS, we pride and brand ourselves as a "digital-first forwarder." We've invested in ensuring every step of the journey for the customer, from quote to reporting, is digitalised, and we're moving on this roadmap with pace.

What challenges facing the world today are important to you?

In my view, five key changes are making a global impact:

1. **Changes in consumer preferences** – Green behaviour and e-commerce;
2. **Technology** – The race to digitalisation;
3. **Geopolitics** – Near-shoring, quality and reliability, risk management;
4. **Shock in supply chain** – What will be the new norm and when; and
5. **Macroeconomic** – Rising interest rates, supply-side challenges, and economic slowdown.

The role of supply chain providers must be to anticipate, drive timely and necessary change and to be an agile partner to support our domestic and global clients in the midst of fluid change.

What is the role of Business and Change Leadership in addressing the ever complex & growing challenges in supply chain management?

We must be bold drivers to improve efficiencies for both our customers and our internal ways of operating by leveraging digitalisation and process improvement. This is fundamentally changing the way we do business and, and an improvement on past history where there has been a lag in the speed of this change in our industry.

Managing carbon footprint is also key: our industry relies on methods that are carbon output heavy. Taking greater responsibilities and green initiatives in carbon reduction is a high priority for leaders in our industry, driven from executive and board levels.

Sourcing, manufacturing and consumption models will continue to evolve and the supply chain industry is positioned as a strategic partner to support companies in rationalising future decisions. Low cost countries dominating manufacturing today are experiencing labour cost inflation and certain advantages are deteriorating. Shifting production closer to consumption markets will evolve. Emerging markets have matured and ongoing development in supply chain continues in order to serve those robust consumer markets.

Today, a dominance of production and sourcing is

considered far-sourcing, driven by attractive labour rates in Asia. This is in a position to shift again. Manufacturing will be greatly influenced by carbon-conscious modes of transportation and cost and we may see more shifting to near-sourcing. At TVS SCS, we are confident to play a key role to support our customers when making such shifts by sharing our expertise and being agile to drive customer changes.

What are the priorities you are working on right now?

Digitalisation is front and centre for TVS SCS as we are comprehensively changing the way we do business.

We organically manage TVS "Centres of Excellence" where we centralise processes and work that does not need to happen in our branch offices. The result is that we are transitioning our highly experienced global forwarding and logistics workforce to focus far more intensely on our customer's needs in terms of capacity, quotations, tracking and overall customer intimacy.

What advice would you give people who have a career in, or who are considering joining, Business and/or Supply Chain management?

The industry is dynamic and will continue to experience significant change. For students selecting a career path and for young professionals, supply chain is a mandatory driver for most companies and the economy. We are deeply involved with both supply and demand side planning and operations with manufacturing being the epicentre. As a long standing executive in the space I can attest it is a dynamic, challenging and rewarding industry to consider.

Please note that the views expressed by Vittorio in this article are personal, and do not necessarily reflect or represent the views of TVS SCS.



Dr. Raymon Krishnan

President at The Logistics and Supply Chain Management Society

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

His experience covers the full Logistics spectrum, from raw material procurement to physical distribution and eventually Customer Service and care, with a strong grounding in Quality and Six Sigma. His last commercial role was as Global Commercial Director of APL Logistics and prior to this as Director Asia Pacific Logistics & Trade Compliance for W R Grace Inc.

Dr Krishnan, holds a Doctor of Business Administration (DBA) degree, focused on the concept of Combined Distribution Networks. He also holds a degree in Logistics from the Royal Melbourne Institute of Technology and a Master of International Business from the University of Wollongong. Raymon is a Fellow of the Chartered Institute of Logistics and Transport and The Australian Logistics Academy, an Associate Fellow of the Australian Institute of Management and was an Honorary Fellow of the University of Wollongong, where he was responsible for teaching and representing the interests of the University in the region. He has also been the Programme Director for the University of Wales, Masters in Supply Chain Management offered in Singapore along with a number of other senior academic positions.

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



Increasing Supply Chain Performance in the Digital Era

by Körber Supply Chain

A global benchmarking survey by Körber Supply Chain reveals how businesses are seeking to better understand the key factors that shape complexity in the supply chain post-covid. More than 500 respondents from 200 organisations shared their concerns and priorities for the year ahead.

In the last decade, the supply chain has emerged as a mission-critical function that can define the success or failure of an organisation. At the same time, global megatrends such as changing consumer behaviours, the rising interconnectivity of the global economy, and unexpected disruptions like the COVID-19 pandemic have increased supply chain complexity.

Körber's Supply Chain Benchmarking 2022 report reveals the global perspectives on supply chain complexity and performance. More than 200 organisations and 500 employees from throughout the world responded to the survey and revealed that while awareness of the external factors driving supply chain complexity was high, there is room for improvement in implementing measures to increase customers satisfaction, labour efficiency and process automation.

The report revealed that the majority of businesses are struggling with the rapid expansion of e-commerce and the increasing interconnectivity of the global economy.

E-commerce has become one of the fastest growing industries in the Asia Pacific region and shows no signs of slowing down. According to global market research company Euromonitor International, Asia Pacific's e-commerce sales are expected to nearly double by 2025 – reaching USD 2 trillion.

While the rest of the world looks to Asia Pacific's e-commerce market as a window into the future, the sector is fast-evolving and under significant digital transformation. As a result, respondents surveyed were united in their view that digitisation is a strategic priority this year, with digitisation and process automation the highest priority for 84 per cent of all businesses.

While an overwhelming majority cited digitisation as the top priority, only a minority of businesses use automated, paperless end-to-end processes throughout their supply chain – highlighting the opportunities for major process improvements utilising state-of-the-art technology.

It is clear that organisations are aware that digitisation and process automation will be key to success over the coming months, and we're working with a number of household names across the APAC region to transform their operation with Körber's portfolio of software and automation solutions

Anthony Beavis, Managing Director ANZ at Körber Supply Chain said during a recent interview.

Körber Supply Chain APAC's client portfolio includes Catch Group, Kmart, Myer, Super Retail Group, Officeworks and Chemist Warehouse.

"Many of Asia Pacific's largest retailer providers recognise that they need to act now, and have embarked on their digitisation journey with us," Anthony said.

From agile warehouse automation, to WMS implementations, to micro-fulfilment capabilities – Körber has been helping to transform the supply chain and retail landscape in Asia Pacific

with the latest technology and operational improvements.

In early 2022, after a three-year tender process, Super Retail Group, one of Australia's largest retailers, selected Körber Supply Chain's K. Motion Warehouse Advantage Warehouse Management System as the future foundation of its omni-channel operations.

One of the key differentiators for Super Retail Group was the opportunity to explore not only Körber's WMS capabilities, but Körber's larger portfolio of services and improvements as the leading retailer continues to grow at record pace.

"We're really excited to explore our partnership further with Körber, particularly with some of the automation tech in their portfolio. We have a lot of areas in the business where automation could be a good fit and this first step with the new WMS will put us in a great position to strengthen our partnership further across different products and workstreams," Patrick Fountain, General Manager Supply Chain Strategy at Super Retail Group said.'

NAVIGATING A FAST-CHANGING LABOUR MARKET

Hiring and retention are key issues in warehouse operations. It is a job seeker's market, as businesses desperately attempt to fill vacancies to keep their supply chains running smoothly.

Between a tight labour market and high turnover, only 37 per cent of supply chain professionals said they have an adequate number of employees. Leaders are in good shape however – 89 per cent have

enough staff – but confidence falls off quickly, with only 27 per cent of advanced supply chains reporting the same.

With the current tight labour market, employee engagement is key to attracting and retaining employees. Another differentiator is employee health and comfort, which is critical to reducing high turnover.

Customers demand a level of service and employees require safe and healthy working environments, and while these are the realities that we live in, there's a lot of tension between those two statements

according to John Santagate, VP – Robotics, Körber Supply Chain

Moving forward, businesses need to rethink how they engage long-term employees to build a more welcoming workplace and reduce turnover, how they train temporary employees for success during peak seasons, and how

they comply with continually changing health and safety guidelines – all while improving productivity. It's a daunting task, but supply chain software and technologies that can help businesses create a more engaging and safer employee experience.

SUSTAINABILITY IS A KEY PRIORITY

Körber's Supply Chain Benchmarking Report 2022 was divided into six operational areas: Labour engagement, efficiency and safety, end customer experience, sustainability, agility and resilience, digitisation and process automation and facility optimisation. Based on this, participating companies were grouped into the following maturity levels: leader, advanced, developing and initiating. Of this, 35 per cent were identified as "leaders" (top performers), differentiated with future-proof processes.

Sustainability was also a key theme of the report, with 89 per cent of businesses citing it as a top priority and leading companies revealing they are three times more likely to shift





to more sustainable packaging materials and four times more likely than advanced companies to implement circular economy projects.

A key priority for a number of APAC companies this year, Körber has been working with Australian retail giant Officeworks to improve its carbon footprint while also transforming its fulfilment capabilities with automation, voice, WMS and AMR technology.

Officeworks is committed to reducing its operational impact on the environment and has a net zero ambition, including using 100 per cent renewable energy by 2025. As part of the leading retailer's roadmap for net-zero emissions, Körber and Officeworks worked together to create a solution that is as sustainable as possible, by installing LED lighting, a building energy management and a solar photovoltaics system which will power the AMR solution.

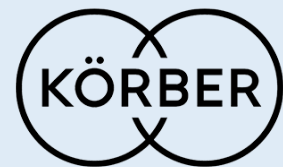
This project was the first-ever solar-powered AMR project in Australia and by installing solar

panels the Voice, WMS, and AMR deployments all benefit from reduced emissions.

GAINING A COMPETITIVE ADVANTAGE

Körber's Supply Chain Benchmarking 2022 report demonstrates that companies recognise increasing supply chain complexities and are starting to act to leverage the potential of the new digital era.

"The global research demonstrates that companies recognise increasing supply chain complexities and are acting to leverage the potential of the digital era. There is a growing awareness that many challenges can be overcome, and competitive advantage gained, with supply chain technology. We look forward to working with Australia's largest retailers and logistics providers to help them gain a competitive advantage with the latest technology and software," Anthony Beavis, Managing Director ANZ at Körber Supply Chain said.



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

LogiSYM Asia Pacific 2022

Transforming Logistics, Intralogistics & Supply Chain As We Emerge Into The "New Normal"

Against a backdrop of uncertainty and complexity, the Organising Committee for LogiSYM Asia Pacific 2022, under the leadership of Dr. Raymon Krishnan, the Organising Chair this year, took the bold decision to run the largest LogiSYM symposium to date.

The timing had to be just right as safe-distancing measures were still in place when the venue was booked and the event was being organised. If Singapore were to return to heightened safe-distancing protocols with increased testing and policies around how participants could interact, attendance would be affected.



Overall the event could not have been better timed. With more than 30 exhibitors and 1,500 participants over two days, industry experts and professionals gathered to explore a number of different topics and for the first time ever, running parallel to LogiSYM symposium in the main hall, we organised 12 breakout sessions.

Two of these breakout sessions were conducted by Marcus LeMaster, Peter Sundara and Kendrick Ng from the LSCMS Shippers Council and focussed on how to plan around sustainability and procurement.



LogiSYM Asia Pacific 2022 - Overview



TOTAL PHYSICAL AUDIENCE +1500

GLOBAL ATTENDEES FROM +25 COUNTRIES

REGISTRANTS TURNED UP 95%

**C-LEVEL,
DIRECTORS
AND VPS**

33%

**MANAGERS
AND
EXECUTIVES**

56%

**OTHERS
(ACADEMICS,
CONSULTANTS)**

11%

A big thank you to all our partners in making this years LogiSYM a success and kudos to the volunteers in the organising committee and staff at LogiSYM.



LogiSYM Asia Pacific 2022 Organising Committee

Dr. Raymon Krishnan

Adriaan van Embden

Bob Gill

Sanjai Desai

Derek Ang

Kendrick Ng

Stephanie Krishnan

Peter Raven

John Bodill

Markus Kraft

Tim Polson

Harjeet Chekhire

Swee Cheng Goh

Selecting a Supply Chain Technology Provider is Harder than it Seems

by Mark Yong - Managing Director, APAC & EMEA at Blume Global

The logistics industry globally is more competitive, volatile, uncertain and interconnected than ever. In India, the Central Government's focus on improving all aspects of the supply chain means that all supply chain users must start thinking carefully about how to create a streamlined and agile supply chain to keep up with the changing global environment.

Having the right transportation technology can improve everything from route efficiency to supply chain sustainability. Not all digital solutions are created equal and picking the right one for your business can be tricky if you do not know what you need or how to separate promises and vision from actual results.

This article will look at five things a firm might want to consider when choosing a supply chain technology provider:

YOUR CURRENT RESOURCES AND CAPABILITIES

The first thing you will want to do is audit your entire existing supply chain processes. Think about your company, your sector and the level of supply chain digitization you already have in place. Many businesses still function by using Excel spreadsheets and other manual methods, but these "if it isn't broken, don't fix it" ways of doing business are vanishing. The ongoing congestion at ports globally and the uptick in consumer demand seen during

the pandemic are forcing the digital discussion at companies who have held on to old methods.

THE SUPPLY CHAIN TECHNOLOGY PROVIDER'S RECORD

You will want to consider your potential transportation technology provider's track record. Choose a technology provider with a well-established network of partners and providers, as well as a proven track record working with those in your niche of the supply chain. After all, a technological solution from an unstable company with limited connections or a poor reputation will not be equipped to help your business thrive.

It might be tempting to embrace new entrants into the market, it is smart to find a company that has a long history in the supply chain and can use its wealth of experience, and historic data points, to provide better service. A commitment to innovation, which can be measured by the percentage of research and development undertaken or provided to employees at the company, is crucial. Also, you could ask about the digitization plans of the company to get a sense on how much they spend on developing their products capabilities and functionality.

Your technology partner must have a plan for digitizing all stakeholders in the supply chain, no matter how small. It is critical

that your provider have a plan for bringing digital innovations to your partners and allowing you to collaborate and connect on a global network.

WHAT YOUR OPERATION NEEDS FROM A TECHNOLOGY PROVIDER

Implementing the use of a digital platform that is enhanced by artificial intelligence and machine learning can save you time and money both now and in the future. Advanced algorithms and automatically generated customized reports can equip you with the ability to predict and automate parts of your supply chain. This will give you a more agility, maximize profits and allow you to remain competitive.

The system you choose should also offer business data analytics capabilities that enable you to observe trends, avoid bottlenecks, have a better understanding of your costs, and optimize your routes and driver schedules. AI-driven platforms can even analyze your data to identify delayed shipments or contract errors.

REAL-TIME, CENTRALIZED TRACKING AND VISIBILITY

Having centralized, real-time information and end-to-end visibility should be a top priority when picking a transportation technology provider. Tracking

your shipment's status via GPS or Internet of Things (IoT) devices and viewing route duration data throughout the entire shipping process in real-time will allow you to quickly make informed business decisions to optimize productivity and streamline your supply chain. For example, having access to transportation lead times, ETAs and location data will enable you to reroute your shipment if there's a delay.

Some technologies even forecast potential delays by collecting data on carriers farther along your route. They can then suggest faster alternative carriers, modes of transportation, or routes so you can keep up with customer demand and avoid shipment penalties. The pandemic emphasized the need of this feature in a technology provider since backlogs and bottlenecks challenged manual processes and limited the ability to secure additional capacity and adapt to changes.

True end-to-end visibility gives supply chain participants a better view of the global picture, including providing transparency into the first- and last-mile steps in the process. Shippers should make sure they can choose the right route and mode while weighing cost versus speed implications, gain a comprehensive view of each shipment and any disruptions that arise, and correct shipments in danger of being late with speed and accuracy.

Shippers that lack a reliable supply chain technology platform are navigating this turbulent world blind. Collaborating with the right supply chain technology provider gives stakeholders a crystal-clear picture of the logistics ecosystem.

DATA SECURITY IS CRUCIAL

Having all that data available at your fingertips and in the cloud also means you'll want a technology provider that prioritizes information security. Your data will include customer names, item quantities, and other sensitive information, so having enhanced security is important.

Shippers around the world work with logistics technology providers to digitize manual processes and streamline their transportation business. This streamlining ensures global supply chains function at a high level but also helps to eliminate waste. In fact, out of the \$14 trillion in annual global logistics spend, about \$1 trillion is spent on inefficient modes of transportation, empty miles and other waste. Partnering with a transportation technology provider geared toward eliminating this waste will pay dividends for years to come and help prepare your business for years of uncertainty.

Now it's important to note that not every logistics user will need extensive logistics execution capabilities right now. That's

certainly fine. But it's important to partner with a supply chain technology provider that can help you grow as your technology needs expand. A provider with a clear vision for where the supply chain is heading in the next five or ten years will ensure that you always have the optimal technology to get the job done in an optimized manner.



Mark Yong

Managing Director, APAC & EMEA at Blume Global

Mark Yong has a Degree and Doctorate in Molecular Biology (Liverpool University and Oxford University, UK, respectively). His academic achievements include the Genetics Prize from Liverpool University and The Rockefeller Scholarship from Oxford University, in which he was seconded to New York. Mark also applied research at the Liverpool School of Tropical Medicine, sponsored by the World Health Organization (WHO). Then he made a career change to shipping. He joined the then P&O Containers and then subsequently P&O Nedlloyd from 1994-2000, of which a major part of the time was spent in emerging markets such as Vietnam, Cambodia and China, alongside the UK.

In the year 2000, Mark held a post as Director of Business Development in a world class Business e- marketplace, Alibaba.com. In the year 2001, Mark Yong was invited to be one of the committee members of the Hong Kong General Chamber of Commerce e-commerce unit.

Mark Yong joined INTTRA in 2002 as Regional Sales Director, Greater China, then as Director - Professional Services, Asia -Pacific, thereafter as Director - Global Operations, based in Hong Kong. He was then posted to Mumbai, India as General Manager, South Asia, overseeing the growth and development of India, Pakistan, Sri Lanka and Bangladesh.

In year 2008, Mark joined BMT, based in the Hong Kong office. One of his key roles includes overseeing the Shipping/Ports and environmental development activities in the Asia-Pacific region. Mark was also a member of the Board of Directors of PT BMT Asia Pacific Indonesia.

After nearly 11 years, Mark joined Blume Global, as Managing Director (Asia Pacific) from August 2019, a multimodal global supply ecosystem that leverages 26 years of data and exploits AI and Machine Learning as some of the tools for predictive and the optimization of supply chain. In April 2021, Mark expanded his role to as Managing Director of APAC & EMEA.

Mark is also a business mentor for SOW Asia, a venture philanthropy incubator/accelerator



THE GREEN CORRIDOR

Get Green -

Our Future Workforce Demands Action

by **Tim Foote**, *Founder of Susymbio*

This month's main focus of LogiSYM Magazine is rightly concentrating on the workforce of the future. Many of the children today will be the leaders of tomorrow and thankfully their access to logistics and transportation (L&T) education is abundant. In late 1980's USA, when I started University, relatively few schools had degrees concentrated on L&T. Lucky for me the University of Tennessee provided me just that – so I had the ability to study at what is still a top L&T program. That said, engineers and other disciplines often fill the ranks of L&T operations with skilled graduates.

A wise man once told me that the study in post-secondary schools is not so much about cramming more facts into students' brains (and no doubt that happens), but post-secondary education forms how brains will approach challenges. I can definitely say that was the case with me. I became of zealot of total quality management principles and applications. My University Instructors trained me to think – Continuous Improvement! Collective Solutions! Waste Elimination! Even today, my brain is still working with the same outlook. It definitely explains why I am driven to work today on sustainable logistics solutions. I simply want

to tackle greenhouse gas as a kind of waste that simply needs to be reduced and ultimately eliminated.

That feeling is not universal in our industry though. When sustainability targets are not being set or not being targeted seriously in our industry, it can definitely lead to disappointment. And it clearly disappoints the workforce of the future too.

In "The Deloitte Global 2022 Gen Z and Millennial Survey" we have a taste of what our future workforce values. The survey shows that the young workforce currently moving up the ranks see climate change as

its second largest concern after cost of living. Think about that? Unemployment and health are lower than climate change!

Deloitte's survey also showed that, "Only 18% of Gen Zs and 16% of millennials believe their employers are strongly committed to fighting climate change." Furthermore they, "want to see employers prioritize visible climate actions that enable employees to get directly involved, such as banning single-use plastics and providing training to help people make better environmental decisions."

The younger generation can see through 'smoke and mir-



rors' and they are understandably impatient to make real change as soon as possible. After all, it's their children that will suffer even harsher consequences of climate change. The future workforce beyond Gen Z will be no different, and they may be even more concerned as climate change affects weather more and more.

Education is the Key

Our educational institutions need to step up beyond the "Three Rs" (reduce, reuse, recycle) and ensure that the future workforce is equipped to come up with and execute the needed solutions for getting our planet healthy again. Without training to confront environmental challenges constructively - people can just lapse into depression - and there is no need for that. Battling greenhouse gas emissions should be no different than cutting transit times or cutting waste in processes from the factory to the customer.

I began work on integrating sustainability in logistics education last year along with Edward Lau and Karmjit Singh. As members of the Chartered Institute of Logistics and Transport Singapore, we kicked off the "Save the World" webinar series to educate schools and professionals in the industries latest solutions for decarbonizing our L&T industry.

Please have a look at those webinars - they're free and available to anyone. More still needs to be done though. Ideally integration of "green logistics" needs to be part of the growing L&T curriculum around the world.



Logistics Leaders - The Future Workforce Wants Actions to Clean The Environment!

There is a very real disconnect between our industry's actions and the demands of the younger workforce. The Deloitte Study very clearly shows that. Even when companies spend millions in training their employees so that they know the tools of total quality management, they don't generally task them to use the tools to focus on cutting emissions in their work processes (usually for fear of impacting profit margins). Why not begin today empowering your teams to look at reducing your carbon footprint? If costs and competition is holding back action, then start changing the conditions of the costs and the competition. Push for decarbonizing regulations that changes the playing field to reflect the values of your future workforce. Our planet and future generations will benefit!



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.

PARTNERSHIP



INDUSTRY 4.0 FOR BUSINESS SUSTAINABILITY

18-20 OCTOBER 2022
SINGAPORE EXPO

With companies understanding the importance of Industry 4.0 (I4.0) in enabling effective and efficient work processes, several key considerations have emerged as the supply chain eco-system continues to evolve post-COVID, while staying prepared for disruptions brought about by world events. ITAP LogiSYM 2022, will deep dive into trends and developments which influence the magnitude of sustainable business development for advanced manufacturing and its related sectors locally, regionally, and globally.



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