

LogiSYM

The Magazine for Supply Chain Executives

AUGUST 2025

**SUPPLY CHAIN LEADERSHIP:
WHAT IT MEANS AND HOW
TO STRENGTHEN IT**
BY KIM WINTER

**THE GOLDEN KEYS TO
ECOSYSTEM INNOVATION:
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BY TIM FOOTE

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The Official Journal of The
Logistics & Supply Chain
Management Society

**Supply Chain Leadership: What
does this mean and what should
individuals and organisations do
to strengthen this?**



AUGUST 2025

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From the Editor

Welcome to the August Edition of LogiSYM Magazine. In the global supply chain landscape today, disruption is the norm, and resilience and reinvention are no longer optional – they are now operating norms in themselves. As geopolitical tensions, shifting trade alliances, and climate disruptions collide with rapid advances in AI, automation, and sustainability mandates. This brings our focus to another critical resource. The region's ability to adapt, innovate, and thrive ultimately depends on the skills and competencies of human capital that designs, manages, and steers supply chain networks into the next era of planning and execution.

It is timely then to contribute to the discussion with this month's magazine theme of Supply Chain Leadership: What does this mean, and what should individuals and organisations do to strengthen this? Our contributors this month will provide a wide range of perspectives from different parts of the globe, public and private sectors, industry and academia. This gives us an excellent overview of how the process of learning itself is changing and how important it is that we design future pathways and methodologies to equip both existing and emerging supply chain and logistics leaders.

On the topic of supply chain leadership, Kim Winter opens with "What It Means and How to Strengthen It", and Mark Millar looks at "Harnessing Human Capital". Dr Albert Tan and Digzy Umali share "Why Culture is the Real Engine of Performance", and Dr Matthew Pepper Huay Ling Tay shares some great insights on the theme. And in an area of supply chain leadership which is close to my own heart, Dr Andrew Brown and Dorothy Leab share their valuable experience in "Empowering Health Supply Chain Leadership in LMICs: Lessons from Applying the Strategic Training Executive Program (STEP 2.0)" – I have been involved in 3 STEP 2.0 cohorts in Bangkok, Siem Reap and Islamabad since first being introduced to the programme by International Federation of Pharmaceutical Wholesalers (IFPW) Federation leaders George Bray and Chris Goetz in 2023, with a methodology which has significant impact and positive outcomes for public sector health chain capacity-building.

In other highlights this month, Wolfgang Lehmacher and Mikael Lind share their fantastic story of collaboration and community thinking in "The Golden Keys to Ecosystem Innovation: Lessons from the Virtual Watch Tower (VWT) Initiative", and Dr. Marco Tieman shares with us the role of rating systems in "Achieving Supply Chain Excellence", and of course our regular Green Corridor contribution from Tim Foote, "Greening the Blue", looking at EV deployment in the maritime sector of Singapore.

We head to the end of the year with a lively LogiSYM calendar of events coming with LogiSYM Platinum Malaysia (August), LogiSYM Platinum Philippines (September), LogiSYM Thailand (October), and LogiSYM Platinum Singapore and LogiSYM Indonesia (November) and look forward to meeting you there!

Brett Marshall
Editor-In-Chief
LogiSYM Magazine



LSCMS PRESIDENT'S MESSAGE

Keeping it Moving

I was out shopping the other day and was quite surprised to see eggs from Ukraine being sold in a neighbourhood shop. Quite myopic of me, but it served as a good reminder that despite all the turmoil and noise, supply chains are the backbone of the economy, trade must continue to happen and products must continue to flow.

On reflection, I am pleased to note that the team at the Society has, in our small way, been trying to do just that, and these last few months have been extremely busy for yours truly. We've been travelling every fortnight since February this year, and it's good to be able to spend (most of) August in Singapore before the schedule ramps up again.

The team has been churning out content and growing our initiatives quite well, and this month's issue is just one example of how things have been progressing. We usually have 3 - 4 articles in an issue, but we are bursting at the seams this month with more than double that number – and Brett is having to reject more articles and submissions since space in each issue of our magazines is finite.

One disappointing outcome of all this activity is that we are now having to be more selective in initiatives we can undertake or support, where previously we could do everything that came our way. The end result will be better and more relevant content from industry leaders, and we hope this results in increased subscribers to help grow our reach and continued relevance of our initiatives in the industry.

We have a range of activities in the Philippines, Singapore, Thailand, Malaysia and Indonesia over the coming months, and I look forward to meeting you at these events in person. In the meantime, be safe – and let's keep supply chains moving..

Raymon Krishnan, FALA, FCILT, CLP
President
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Supply Chain Leadership: What It Means and How to Strengthen It

By Kim Winter

Founder & Group Managing Director
at Logistics Executive Group

In today's rapidly evolving global economy, the supply chain is no longer a behind-the-scenes operation; it is a strategic cornerstone of organisational success. From manufacturing and logistics to inventory management and sustainability, effective supply chain operations can determine whether a business thrives or falters. At the heart of this complex web lies supply chain leadership, a role that goes far beyond technical management to include vision, adaptability, and collaboration. But what does supply chain leadership truly entail, and how can both individuals and organisations bolster it to achieve resilience and long-term value?

What Is Supply Chain Leadership?

Supply chain leadership refers to the strategic guidance, decision-making, and influence exerted by individuals or teams to optimise and transform supply chain processes. While traditional supply chain management focuses on the efficient flow of goods, services, and information, leadership in this space demands a broader, more holistic approach. Effective supply chain leaders must:

1. Align operations with organisational strategy
They understand how supply chain decisions impact customer satisfaction, financial performance, and competitive positioning.
2. Foster collaboration across functions and borders

They build bridges between departments (e.g., procurement, production, and sales) and across suppliers, partners, and customers globally.

3. Navigate volatility and uncertainty
They develop contingency plans and agile systems to respond to disruptions, from pandemics to geopolitical tensions to climate change.
4. Drive innovation and continuous improvement
They embrace digital transformation, such as AI, blockchain, and IoT, to enhance visibility, efficiency, and decision-making.
5. Champion ethical and sustainable practices
They promote transparency, fair labour, environmental

stewardship, and responsible sourcing throughout the supply chain.

In essence, supply chain leadership is about guiding organisations toward resilient, responsive, and responsible supply networks.

Why Is It More Important Than Ever?

Several factors have elevated the importance of supply chain leadership in recent years:

- **Global Disruptions:** The COVID-19 pandemic, the war in Ukraine, and ongoing geopolitical tensions exposed vulnerabilities in global supply chains, underscoring the need for agile leadership.
- **Digital Transformation:** The rise of advanced technologies demands leaders who can integrate digital tools strategically, not just tactically.
- **Sustainability Pressures:** With increasing regulatory and consumer demands for ethical sourcing and carbon reduction, supply chain leaders must drive ESG (environmental, social, and governance) initiatives.
- **Customer Expectations:** Modern consumers expect rapid delivery, customisation, and transparency, pressures that only strong supply chain leadership can meet consistently.

Strengthening Supply Chain Leadership: Individual Perspective

For professionals, whether they're supply chain analysts, managers, or aspiring executives, strengthening leadership capabilities requires both technical expertise and soft skills development. Here's how individuals can grow as supply chain leaders:

1. Develop Strategic Thinking Move beyond day-to-day logistics.

Understand market trends, customer behaviours, and how supply chain decisions influence broader business outcomes. Regularly read industry reports and engage in scenario planning exercises.

2. Embrace Digital Literacy Supply chains are becoming data-driven ecosystems.

Professionals should become proficient in tools like ERP systems, data analytics, machine learning, and visualisation platforms. Understanding how to leverage data to make real-time decisions is essential.

3. Cultivate Collaboration and Communication Skills

Strong interpersonal skills are crucial. Supply chain leaders must negotiate, influence, and align stakeholders across cultures, departments, and hierarchies. Emotional intelligence (EQ) and cross-cultural awareness are increasingly valuable.

4. Invest in Continuous Learning

Stay ahead by enrolling in supply chain certifications (e.g., APICS CSCP, CIPS, PMP), attending conferences, or pursuing advanced degrees in supply chain management, operations, or business administration.

5. Champion Ethics and Sustainability

Develop a keen understanding of sustainability frameworks like the UN Sustainable Development Goals (SDGs), and take initiative to identify areas of ethical improvement within supply chain practices. Strengthening Supply Chain Leadership: Organisational Perspective

Organisations also play a critical role in cultivating effective supply chain leadership across the enterprise. Here's how they can create the right environment and systems:

1. Elevate Supply Chain to a Strategic Function

Instead of treating the supply chain as a back-office operation, organisations should involve supply chain leaders in C-suite decisions. This includes giving them visibility and influence over strategic planning, product development, and customer experience initiatives.

2. Build a Talent Pipeline

Develop internal leadership through structured career paths, mentoring programs, and rotational assignments across supply chain functions.

Talent mobility allows future leaders to understand the end-to-end system.

3. Foster a Culture of Agility and Innovation

Encourage experimentation and cross-functional teams to address challenges such as inventory forecasting, last-mile delivery, or supplier risk. Empower employees with data access and tools to make decisions autonomously.

4. Invest in Digital Infrastructure

Digital transformation isn't just about adopting new tools; it's about creating an ecosystem where information

flows seamlessly. This includes integrating suppliers into platforms, using predictive analytics, and leveraging AI for demand sensing and planning.

5. Prioritise Sustainability and Transparency

Modern consumers and investors demand traceability. Organisations should establish metrics for carbon emissions, supplier ethics, and circularity and hold supply chain leaders accountable for meeting those goals.

6. Respond Proactively to Risk

Build robust risk management

frameworks that include supplier diversification, nearshoring, and scenario modelling. Make resilience a key performance indicator, not just efficiency or cost.

The Future of Supply Chain Leadership

As global supply chains continue to grow in complexity, the demand for visionary, agile, and ethical leaders will only increase. Tomorrow's supply chain leaders will be expected to wear many hats: strategist, technologist, change agent, and steward of sustainability. Technologies such as artificial intelligence, blockchain, and digital twins will revolutionise





how supply chains operate. However, these tools are only as effective as the people guiding their implementation. Leadership will remain the defining factor between reactive and proactive organisations.

Conclusion

Supply chain leadership is no longer just about optimising logistics or reducing costs. It's about creating adaptable, intelligent, and sustainable systems that align with organisational goals and societal values. For individuals, this means developing both

strategic vision and digital fluency. For organisations, it requires investing in people, systems, and culture to empower leaders at all levels. In a world of constant disruption and rising stakeholder expectations, supply chain leadership isn't optional; it's mission-critical. The organisations and professionals that recognise and act on this will not only survive future shocks but also emerge stronger and more competitive.



Kim Winter

Founder & Group Managing
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Kim delivers 40 years of executive leadership experience spanning executive search and recruitment, executive coaching, career transition, corporate advisory, consulting, and M&A across the supply chain, logistics, 3PL, e-commerce, cold chain, FMCG, retail, maritime, aviation, government, resources, and industrial sectors. He is the host of the Logistics Executive TV vodcast platform, a regular contributor to industry media, a professional Master of Ceremonies, and is frequently invited to chair or moderate international events.

Kim is the co-founder and chairman of the not-for-profit humanitarian organisation Oasis Africa (www.oasisafrica.org.au), which provides sustainable 'Freedom from Poverty through Education' to over 8,000 mainly orphaned children in East Africa's slums.



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A photograph of two men wearing hard hats (one yellow, one blue) and work clothes, looking upwards and to the right. They are standing in front of a blue industrial structure, possibly a shipping container or part of a factory. The man on the left is holding a tablet. The man on the right is pointing towards the structure.

Supply Chain Leadership – Harnessing Human Capital

By Mark Millar

International Keynote Speaker, Commissioned
Author, Trusted Advisor and Supply Chain
Thought Leader

Supply chain leadership encompasses the ability to guide, inspire, and drive productive supply chain operations.

This involves managing all the hardware assets, including production equipment, warehouses, trucks, etc., as well as the various software tools, for example, planning, forecasting, and distribution systems.

However, ultimately, the key to leadership success lies in skilfully guiding, cultivating, and leveraging the most valuable resource: our people, i.e., the human capital.

Harnessing Human Capital.

Human capital is the knowledge, skills, and expertise that employees accumulate through education, training, and work experience. These human capital assets are increasingly a major source of competitive advantage and are the key drivers of performance and profitability for any organisation.

This is particularly true of service-orientated sectors such as supply chain, logistics, and transportation. Despite large investments in physical assets and information technology systems, at the end of the day, it is the

employees' actions that empower the efficient execution of the supply chain ecosystem.

Every aspect of supply chain leadership—organisation, equipment and systems, IT, finance, risk management, marketing and sales, operations, administration, and legal—is dependent on how well the employees perform their tasks.

In today's complex competitive, and connected world, human capital should therefore be considered the most important dimension of supply chain leadership. And to productively harness these essential resources, there are

two critical dimensions within an overall human capital

management program—talent attraction and talent retention.

Talent Attraction Strategies

Demand for supply chain talent is at an all-time high, but supply is limited—how can supply chain leaders attract the best talent to join your team?

In the current environment, companies are not only competing for customers, they are also competing to attract and retain employees. It is therefore essential for organisations to adopt a marketing approach to their human resources activities. In many cases, easier said than done!

Within their respective industry sectors, supply chain leaders need to promote their

company image and build their brand as an employer, over and above their market positioning as a supplier.

Particularly important for companies that are not global brands or do not have prestigious industry positioning is the need to increase their organisation's presence and profile on the radar of potential future employees by deploying various marketing initiatives.

Recommended marketing tactics for supply chain leaders to adopt include:

- Active and public participation in community activities;
- Engagement with relevant industry associations;
- Regular exposure in trade publications.

These market- and community-focused initiatives

will all help improve the positioning of your company as an employer of choice, thereby increasing your potential to attract the best talent.

In addition, with the increasing awareness and concern throughout society about environmental issues, it is important for companies to have—and to clearly articulate—policies and strategies for Corporate Social Responsibility (CSR). This aspect of a company's DNA has intensified in importance amongst the factors being considered by employees when evaluating potential employers.

Furthermore, developing linkages and partnerships with the relevant education sectors and tertiary institutions will assist in opening avenues for entry-level talent acquisition. Such channels will provide





opportunities for supply chain leaders to attract talent into their organisation at a grassroots level. Deploying graduates effectively through job rotation and management development programs will generate a homegrown pool of talent. Having been nurtured within the organisation, these workers are likely to have increased levels of loyalty to their employer.

All too often, it seems that many supply chain leaders do not have enough patience, management bandwidth, or the appropriate investment orientation to adopt this approach. They continue to poach talent from their competitors, thus exacerbating the challenges and fuelling labour cost increases for all participants in the sector.

However, over and above just offering more money, it is imperative in today's competitive environment for businesses to create compelling talent-attraction strategies. As said by the supply chain leader of a major FMCG company, "You have to offer employees a reason to want to work for YOU; employees need to feel they are not only pursuing a career, but that they have a chance at impacting their community and the world."

Diligent selection supports valuable retention.

It should be noted that focused due diligence during the recruitment and selection process will increase the likelihood of successful human capital deployment and therefore increase retention.

Selecting and hiring the right candidate for the right role requires experience and expertise, combined with clear communication.

One of the most common reasons for managers leaving within one year is that the job role fails to meet their expectations.

Another reason is that candidates use the role as a job-hopping platform from which to seek better career opportunities.

Diligent discovery processes during the recruitment phase—engaging expert external resources as required—will play a large role in mitigating these risks.

According to industry surveys and exit interviews, employees generally cite more money and career development as

the top reasons for leaving an organisation.

However, anecdotal evidence also supports the age-old theory that employees join because of the organisation and leave because of the management.

Talent Retention Strategies

High employee turnover is not good for business. It costs supply chain leaders in terms of time and productivity, not to mention the additional expense involved with recruitment and training. Active talent retention strategies will reduce risk, save money, and should strengthen an employee's commitment to the company.

Having constructively attracted the talent, selected the best, and persuaded them to join your organisation, the challenge for supply chain leaders becomes how to retain them as motivated and productive contributors for as long as possible.

Active retention should form a key component of your human capital management strategy—and this should start right from day one.

Successful onboarding is an essential start to inducting new hires. This includes rapidly integrating new staff into the organisational culture and the day-to-day nuances of how the company works. Structured induction programs providing broad exposure throughout the organisation and deep immersion into the new hire's specific functional areas, together with developing a crystal-clear

understanding of roles, responsibilities, deliverables, and measurements, are all key elements of best-in-class onboarding programs.

The initial three months of the new recruit's experience within the organisation will have a significant impact on their longevity in your company.

Hence, the first ninety days of the new employee's tenure, whilst they are still getting up to speed and not necessarily delivering results just yet, during something of an investment phase, will play a major role in increasing employee retention rates.

During this start-up phase, focusing extra due care and attention to ensure a positive, welcoming, encouraging, and rewarding experience for the new recruits will pay dividends later on. A buddy system pairing the new employee with a more experienced colleague will help them swiftly acclimate to their new role and the company culture.

In addition to productive onboarding programs, supply chain leaders should also deploy strategies and tactics to advance talent retention on an ongoing basis.

Organisational belonging will enhance employee retention. Creating and nurturing a work environment where employees feel a sense of belonging to their team, their department, and the company—inside and outside of work hours.

One example is a consumer products company that adopted three specific

strategies that have proven to increase employee loyalty and improve talent retention:

- a) Job rotation program enabling employees to progress horizontally across different departments—at the same pay scale, but providing opportunities to broaden their experience and learn new skills;
- b) Company sponsorship of sports activities and company sports teams, which engenders company belonging, loyalty, and community spirit and facilitates opportunities for workers to enjoy team and social activities together outside of work hours;
- c) Performance-related cash bonuses at the individual and team level for specific results achieved over and above expected targets, providing the opportunity to increase take-home pay—funded by results above and beyond budgeted levels.

Back-to-basics and best-in-class business practices for leadership and management can make a huge impact.

The major drivers of employee satisfaction, which in turn have a significant influence on retention, are enshrined in basic management principles.

Generally speaking, satisfied employees:

Clearly understand the requirements and expectations from them;

Feel they have the tools, time, and training to do their job properly;



See opportunities within the company to learn and grow; and Feel recognised, rewarded, and appreciated.

Hence, key elements of talent retention, over and above strong onboarding practices, include fostering organisational belonging and actively working on improving employee satisfaction.

Conclusion

Harnessing human capital is an essential and integral element of supply chain leadership.

Human capital assets are an increasingly valuable source of competitive advantage and are key drivers of profitability for the organisation.

Two critical success factors for supply chain leaders to adopt within their human capital management strategies are talent attraction and talent

retention.

Talent attraction capabilities can be enhanced by adopting marketing strategies from the employer perspective, while additional due diligence during the recruitment process will improve selection outcomes.

For talent retention, onboarding that ensures a fulfilling first ninety days for new hires will substantially influence retention over the longer term.

To quote Sir Richard Branson, "Train your people well enough that they can leave; treat them well enough so they don't want to."

In conclusion, effective supply chain leadership is dependent upon successfully harnessing your human capital.



Mark Millar

International Keynote Speaker, Commissioned Author, Trusted Advisor and Supply Chain Thought Leader

Mark Millar is an internationally renowned keynote speaker; a respected authority on supply chain and logistics; and author of the widely-acclaimed book *Global Supply Chain Ecosystems*. A LogiSYM Thought leadership Champion, Mark leverages 30+ years' global business experience to provide knowledgeable and independent perspectives that empower executives to make better-informed decisions. A Visiting Lecturer at Hong Kong Polytechnic University, Mark advises companies large and small -helping clients with their strategic growth objectives and supply chain strategies. He serves on Advisory Boards at the Logistics and Supply Chain Management Society and the Foundation for Future Supply Chain

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Achieving Supply Chain Excellence

Dr. Marco Tieman
Chief Executive Officer of LBB International

Supply chain management has undergone a significant transformation over the past decade. What was once focused primarily on cost-efficiency has shifted to customer-centricity—and now, we are entering a new value-driven era. In this era, transparency, accountability, and purposeful leadership in supply chains are no longer optional; they are sources of competitive advantage and long-term profitability.

Supply chain excellence is not a fixed destination—it is a continuous journey. It involves optimising both internal and external supply chain operations while aligning with environmental and societal expectations. It is the foundation for business resilience, market leadership, and sustainable growth.

The Eight Building Blocks of Supply Chain Excellence

To achieve supply chain

excellence, organisations must embrace a holistic and value-orientated approach. The following eight building blocks provide a practical framework for this journey:

Systemic Integration—View the supply chain and its surrounding environment as interconnected systems.
Cleanliness as a Starting Point—Clean operations promote discipline, order, and operational readiness.
Minimise Waste—Adopt the principle of “less is more” by reducing material, time, and process waste.
Energy Transformation—Shift from nonrenewable to renewable energy sources such as solar and wind.
Water Stewardship—Implement rainwater harvesting, greywater reuse, and water treatment at your facilities.

Pull, Don't Push—Align the entire supply chain with market requirements and

customer values (e.g., halal, quality, safety, sustainability).
Commitment to Quality—Strive for excellence in product, process, service, and environmental outcomes.
Culture of Learning—Foster continuous learning and improvement at every level of the organisation.

Beyond Standards: Striving for Excellence

In today's volatile and highly scrutinised global landscape, supply chains have emerged as strategic assets that directly influence brand reputation, compliance, and financial performance. Regulatory bodies, investors, and consumers now expect companies to go beyond minimum standards and prove their commitment to responsible, resilient, and ethical operations.

While industry certifications such as ISO are vital, they should be viewed as entry-

level requirements—much like obtaining a driver's license. Having a license allows you to drive, but it does not guarantee skill, safety, or adherence to road rules. Likewise, selecting supply chain partners based solely on low cost and basic compliance is risky. True excellence requires robust assessment, transparency, and ongoing accountability.

This is where supply chain rating systems come in. They serve as independent, data-driven tools to benchmark performance, manage risks, and build trust across global value chains.

A New Era of Supply Chain Evaluation

Unlike certifications that define minimum process standards, rating systems actively evaluate, rank, and benchmark organisations. These systems play an increasingly critical role in procurement decisions, ESG reporting, and third-party risk management.

Here are some of the most widely recognised global rating systems:

- EcoVadis—Measures sustainability performance across environment, labour, ethics, and procurement.
- CDP Supply Chain—Focuses on carbon emissions, climate risk,

and environmental disclosures.

- Gartner Supply Chain Top 25—Ranks supply chain leaders based on business performance and innovation.
- Sedex / SMETA—Provides ethical auditing and compliance assessment, especially in retail and manufacturing.
- Sustainalytics and DJSI—Popular among investors for ESG scoring and sustainability risk analysis.

Sector-Specific Ratings: Targeted Excellence

In addition to broad ESG

OVERVIEW OF KEY SUPPLY CHAIN RATING SYSTEMS

EcoVadis	Cross-industry / ESG	Scorecard across 4 themes: Environment, Labor, Ethics, Sustainable Procurement	Corporations, procurement, sustainability officers
CDP Supply Chain	Environmental Impact	Climate, water, forest risk disclosures with scoring	Companies committed to climate action, investors
Gartner Supply Chain Top 25	Cross-industry / Performance Benchmarking	Peer- and metric-based global ranking of top supply chains	Supply chain executives, consultants, analysts
Sustainalytics	ESG Risk	Rates company exposure and management of ESG risk, including supply chain	Investors, ESG teams, compliance officers
Sedex / SMETA	Ethical Trade / Labor	Audit-based assessment on ethics, labor rights, safety, and environment	Retailers, brands, compliance departments
Dow Jones Sustainability Indices (DJSI)	Corporate Sustainability	ESG rankings including supply chain responsibility and risks	Listed companies, ESG-focused investors
Halal Supply Chain Rating	Halal Integrity	5-star ratings on halal compliance across sourcing, production, logistics, and distribution	Halal-certified brands, retailers, logistics, ports, industrial zones
Skytrax	Aviation (Airports and Airlines)	Star rating system (1–5) for airport services, including baggage, cargo, and logistics	Airports, airlines, air cargo operators

frameworks, specialised rating systems are emerging to address the unique challenges of specific sectors. Examples include:

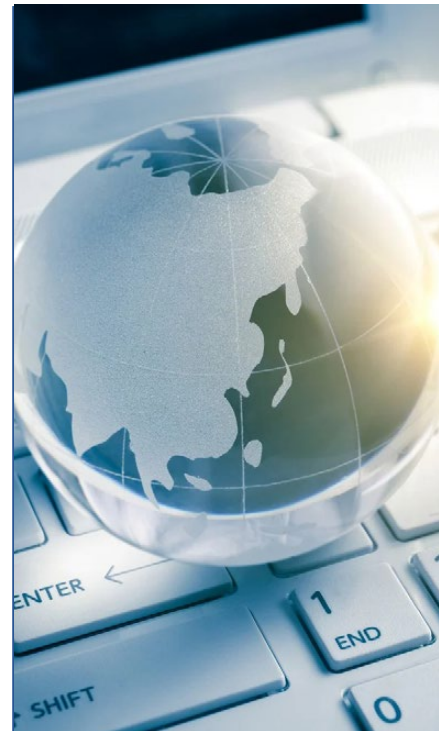
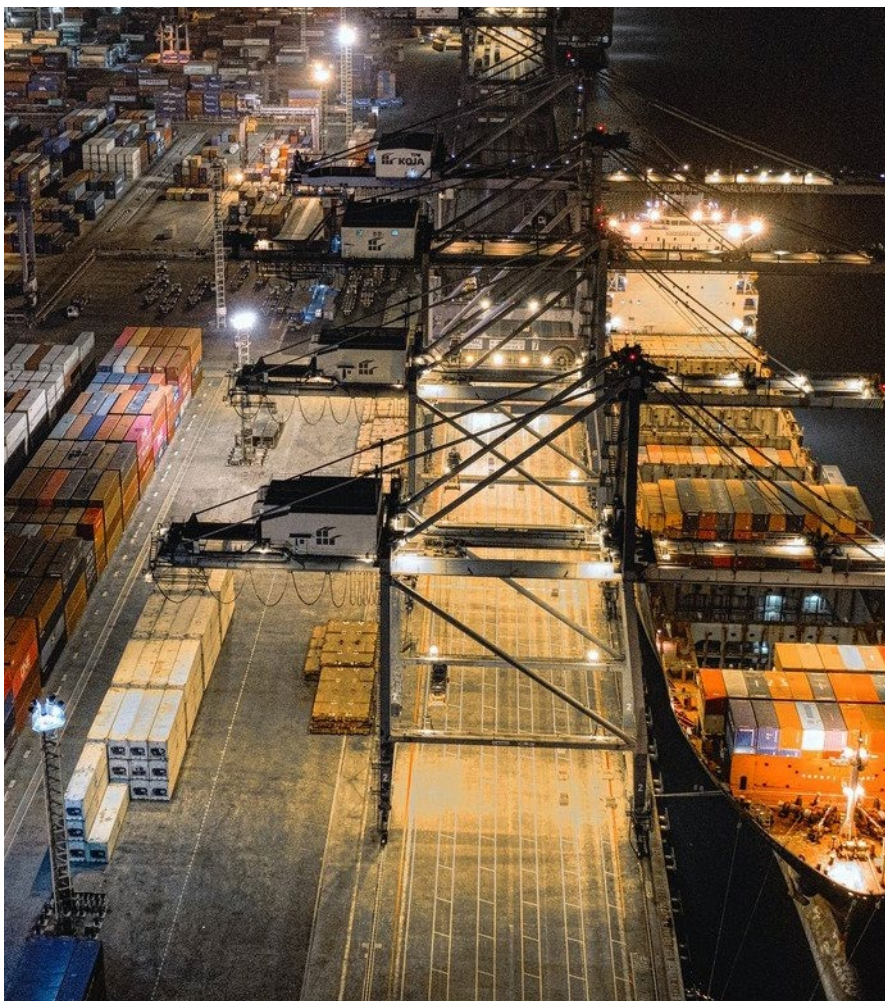
- Skytrax—Best known for airline and airport ratings, it also evaluates logistics services such as baggage handling and air cargo quality.
- Halal Supply Chain Rating (HSC Alliance)—Measures halal compliance across sourcing, production, logistics, and last-mile delivery.

These systems are more than scorecards—they are strategic tools for differentiation, risk mitigation, and continuous improvement in complex global networks. See Table

above for an overview of key supply chain rating systems, including focus areas, key features, and user segments.

As supply chains become more interconnected and digitally enabled, future rating systems will likely incorporate real-time performance data, AI-driven analytics, and advanced risk modelling. Leading organisations should not only pursue high ratings—they should use these systems proactively for partner selection, operational improvement, and stakeholder communication.

In logistics, where flawless execution is vital, performance is no longer just about speed and cost—it's about values, visibility, and verification.



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The Golden Keys to Ecosystem Innovation: Lessons from the Virtual Watch Tower (VWT) Initiative

By Wolfgang Lehmacher

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Executive Summary

The Virtual Watch Tower (VWT) Initiative is a shipper-driven, terminal-centric primary data sharing project led by RISE (Sweden), A*STAR's IHPC (Singapore), VTT (Finland), and TalTech (Estonia). The initiative aims to enhance the capabilities of existing TMS-type solutions in the transportation industry, with an initial focus on two key use cases: enhanced primary data-driven disruption management and calculation of transport carbon footprints in maritime end-to-end

container transport. The initiative has fostered a collaborative ecosystem of over 50 actors (growing). The consortium has produced the world's first prototype of a distributed, federated architecture for primary data sharing in global transport, leveraging distributed ledger technology. This article outlines and extracts the bundle of developments as well as key learnings from applying a 10-phase framework for ecosystem innovation.

10-Phase Outline of the Ecosystem Innovation Process with Integrated Key Learnings

1. Imagination and Ideation—Where It All Begins

The initiative began with conceptualising a shipper-driven, terminal-centric approach to primary data sharing, aiming to address research and solution gaps in cross-industry collaboration and intelligence for managing global supply chain disruptions and carbon footprints.





Case Example: The VWT community's initial workshops identified the lack of real-time, end-to-end visibility for cargo owners and terminal operators as a core, costly pain point, leading to the vision of federated Virtual Watch Towers (VWTs) for holistic situational awareness and collaboration.

Key Learning: Early, open ideation that centres on the actual needs of ecosystem members is crucial for ensuring relevance and buy-in. Engaging stakeholders from the outset surfaces pain points and opportunities that are relevant, material, and that might otherwise be overlooked, thereby setting a foundation for future innovation work.

2. Initiation by a Recognised Leadership Team

A core leadership team was formed, comprising the state-owned research institutes RISE and A*STAR's IHPC, later

joined by VTT and TalTech. This group provided the foundational neutrality and expertise to launch the VWT Initiative.

Case Example: The partnership between European and Asian research institutes enabled rapid onboarding of actors acting in co-opetition, ensuring neutrality, global relevance, and a broad testbed for early pilots.

Key Learning: Forming a diverse, international consortium from the start ensures credibility and accelerates resource mobilisation. The involvement of leading research institutes provided not only technical depth but also access to broad industry networks, which proved essential for rapid development and scaling.

3. Governance Clarity from the Outset

Led by the legal academics

at Gothenburg University, a neutral and impartial home for innovation was identified, adopting a charity structure to govern VWT and a decentralised autonomous organisation (DAO) to host technological developments and the public good VWTnet, the digital solution of VWT, ensuring an inclusive approach, transparency, neutrality, and the long-term sustainability of the endeavour.

Case Example: The creation of a transparent, inclusive governance model, anchored in a charity-based governing entity, reassured ecosystem members and their peers that VWT would operate impartially, encouraging broader participation and openness to data sharing. Key Learning: Establishing early in the project a neutral, inclusive, and transparent governance structure fosters trust and attracts a broad coalition of actors. Early

clarity on governance reduces doubts and friction and aligns incentives for sustained collaboration.

4. Orchestration of Collaborative Decision-Making

The project prioritised community-driven engagement, onboarding over 50 ecosystem actors, including shippers, carriers (so far, road, rail, and ocean), technology and transport insight providers, and terminal operators.

Case Example: An inclusive approach to governance, where every voice counts, and a mix of community and living lab meetings, complemented by working sessions and sprint meetings, provides a platform for collaborative decision-making and co-creation.

Key Learning: Structured, transparent collaboration mechanisms, such as visual mapping tools and participatory workshops, are indispensable for aligning a large, heterogeneous group. These tools foster trust, clarify roles, and enable collective ownership of the innovation journey.

5. Scoping Based on High-Impact Use Cases

The consortium defined two primary use cases: enhanced transport and itinerary data-based disruption management, and carbon footprint calculation in maritime-based container transport. Case Example: The selection of these use cases resulted from feedback from shippers, who identified

disruption management and carbon calculation as two of their most urgent digitalisation needs.

Key Learning: Focusing on clearly defined, high-impact use cases helps maintain momentum and demonstrates value early. Scoping must strike a balance between ambition and feasibility, ensuring that initial pilots are both challenging and achievable.

6. Co-Designing to Future-Proof Solutions

The architecture and infrastructure for primary data sharing were designed based on the VWT vision and feedback from ecosystem members. This design phase focused on ensuring a federated, secure, and scalable system-of-systems approach where everyone stays in control of their data.

Case Example: Involving everyone in the description of the solution deepens understanding across the members and ensures that everyone's requirements are considered. The design document produced informed the prototyping.

Key Learning: Co-designing an architecture based on the inputs from all stakeholder groups ensures that the solution is robust, interoperable, and scalable. The distributed ledger technology highlights the security and neutrality of data infrastructure.

7. Prototyping With Real-World Actors

Based on IOTA's TWIN architecture, VWT is developing the world's first prototype of a distributed, federated infrastructure for primary data sharing in the transport sector. This work on the prototype is constantly validated through collaborative engagement with ecosystem partners.

Case Example: VWT is in mutually beneficial discussions with DCSA (Digital Container Shipping Association), supporting DCSA in refining its set of standards, while VWT can leverage DCSA's expertise to accelerate VWTnet adoption.

Key Learning: Rapid prototyping with real-world actors and data validates assumptions and uncovers integration challenges early. It also builds confidence among participants; continuous communication on the progress increases interest from the ecosystem, creating a virtuous cycle of engagement.

8. MVP Development in Live Environments

A minimum viable product (MVP) was deployed, enabling continuous monitoring of test shipments from Sweden to global destinations. Transporeon's data-gathering capabilities were instrumental in this phase, providing real-world data for validation and refinement.

Case Example: Weekly sprint meetings with leading technology providers ensure quality of output and a systematic approach to innovation.

Key Learning: Deploying an MVP in live environments, with real shipments and data flows, is critical for surfacing operational issues and proving practical value. The partnerships with Transporeon and TWIN exemplified the benefits of leveraging existing solutions to accelerate the rollout of the MVP.

9. Continuous Enhancements Keep Momentum

Plans are underway to launch a VWT Marketplace for applications that leverage primary data and data-gathering tools, such as MicroShare for small actors and a ShoutOut function for big data.

Case Example: MicroShare was envisioned by Roambee for small road carriers, enabling these actors to contribute and access shipment data without IT investments. The ShoutOut function enables VWT to collect unstructured data from network members during disruptions.

Key Learning: Continuous enhancement and progress help to keep the momentum. Growth strategies must lower barriers for new entrants and encourage innovation on top of the infrastructure.

10. Future Integration Ensures Continuous Relevance

VWT is positioned as a foundational platform for a wide array of applications and is considered a potential EU eFTI (Electronic Freight Transport Information) platform and is designed to complement platforms such as SGTraDex, thereby reinforcing its role as a public good and industry utility.

Case Example: VWT's architecture and governance were presented to EU eFTI working groups and Singapore's SGTraDex, with discussions focusing on interoperability and alignment with the public good, setting the stage for future regulatory and industry integration.

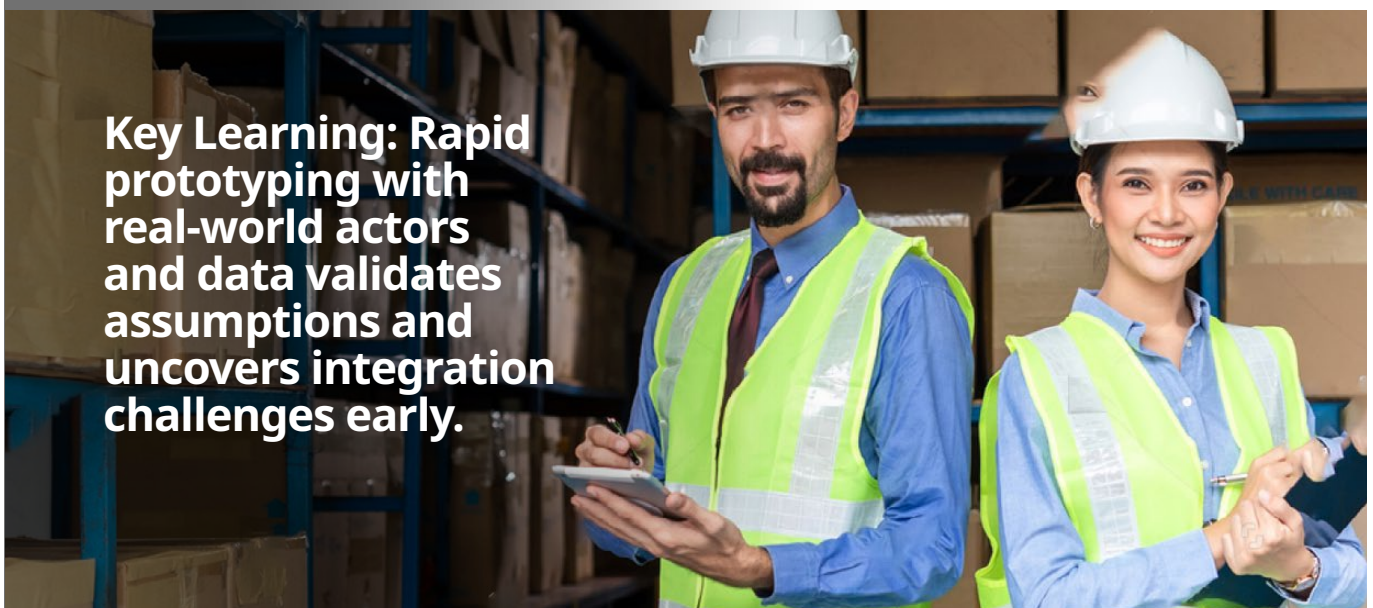
Key Learning: Positioning the initiative as a public good

and aligning with broader regulatory and industry frameworks amplifies impact and sustainability. Future integration planning ensures the solution remains relevant.

Achievements to Date

- Established a global, multidisciplinary consortium and ecosystem of over 50 industry-representative actors.
- Developed and validated the world's first distributed, federated primary data sharing prototype for global transports.
- Enabled real-time monitoring of international test shipments.
- Defined a robust governance model and VWTnet as a public good.
- Initiated the development of a marketplace and novel data-gathering tools to democratise access and participation.

Key Learning: Rapid prototyping with real-world actors and data validates assumptions and uncovers integration challenges early.



- Continuously communicating facilitates the documentation of progress and promotes community growth.
- Obtained co-funding from several national research funding bodies and in-kind engagements from engaged parties.

Conclusion

The VWT Initiative exemplifies a structured and collaborative approach to ecosystem innovation in the transportation industry. Its neutral governance, technological innovation, and commitment to societal value position VWT as a model for future digital development projects in global logistics and beyond.



Wolfgang Lehmacher - Partner at Anchor Group
Board Member @ Wolfgang Lehmacher, Supply Chain, Logistics, Transport

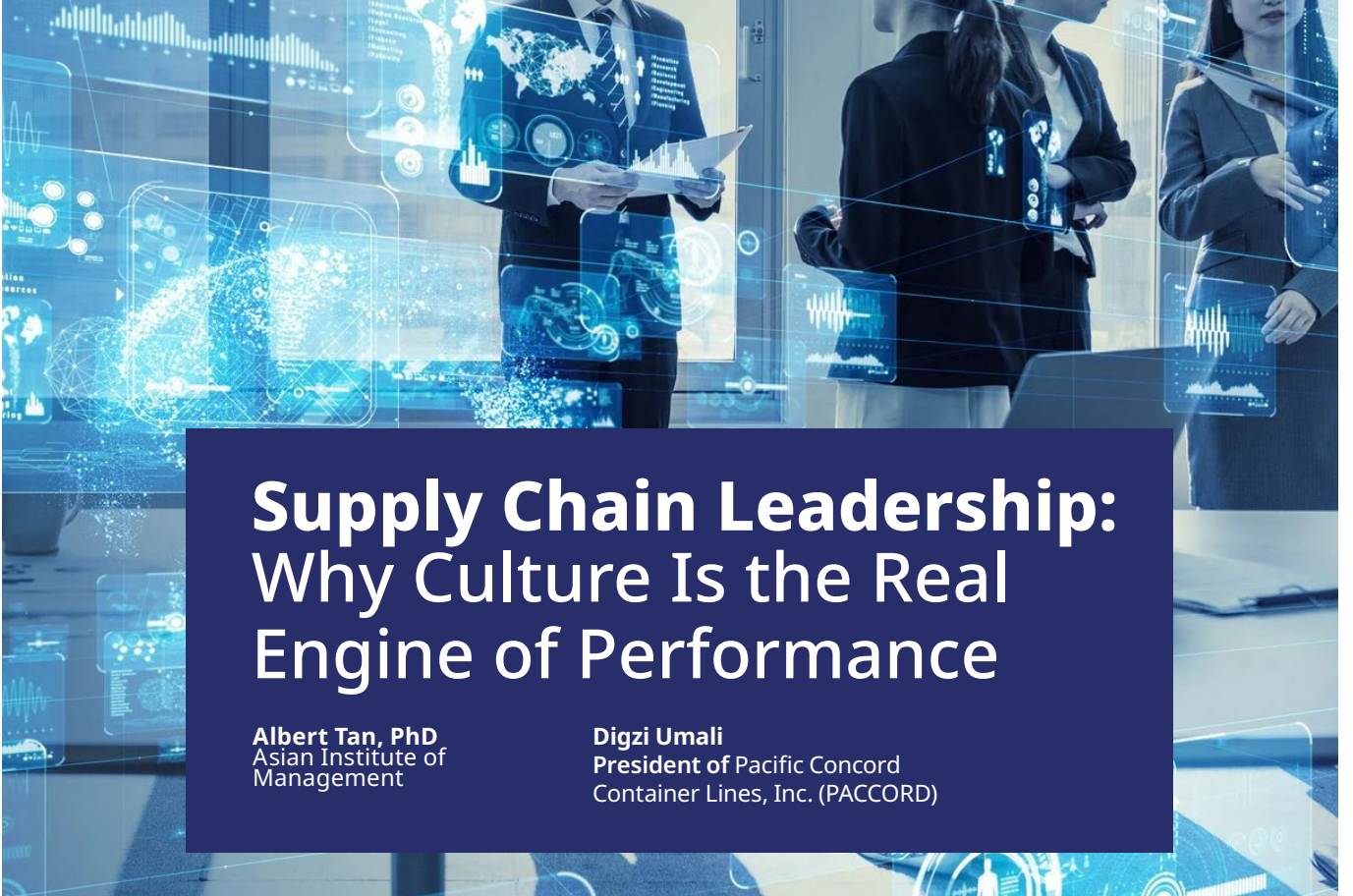
Wolfgang Lehmacher is a partner at Anchor Group and an advisor at Topan AG. The former director at the World Economic Forum, and CEO Emeritus of GeoPost Intercontinental, is an advisory board member of The Logistics and Supply Chain Management Society, ambassador F&L, advisor GlobalSF and RISE, and founding member of the think tanks Logistikweisen and NEXST. He is also the co-author of the Practical Playbook for Maritime Decarbonisation and co-editor of the book Maritime Decarbonization



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Supply Chain Leadership: Why Culture Is the Real Engine of Performance

Albert Tan, PhD
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Redefining Supply Chain Leadership for a New Era

The disruptions of the COVID-19 pandemic revealed the strategic centrality of supply chains—and the rising complexity of leading them. Logistics executives were forced to make decisions in real time, navigate uncertain markets, and maintain service continuity under immense pressure.

More importantly, they had to lead people through ambiguity, fear, and fatigue. It became clear that resilience is not just built into systems and networks—it is cultivated within teams and cultures.

As a result, supply chain leadership is being redefined. No longer about top-down

control or purely operational oversight, it now demands:

- Agility to navigate change,
- Empathy to support people,
- Strategic vision to drive long-term impact.

This shift reframes leadership not as a function but as a collective capability distributed across every level of the organisation.

Culture as the Catalyst for Sustainable Performance

While technologies and tools enable efficiency, it is culture that determines whether organisations can sustain performance and adapt to disruption. Culture drives how people collaborate, make decisions, and respond to challenges.

A compelling example comes from a logistics company that underwent a leadership transition at the onset of the pandemic. Instead of focusing solely on protecting service levels, the new president emphasised employee well-being, transparent communication, and emotional stability. This culture-first approach helped the company remain resilient—and even emerge stronger.

The lesson is clear: strategy alone is not enough. As Belias and Koustelios noted, “An organisation with the best strategy in the world but a culture that will not allow it to make that strategy happen is already doomed from the beginning.”

**What Individuals Must Do:
Lead from Where You Are**



Leadership is no longer the exclusive domain of executives. In today's supply chain environment, every individual—from warehouse coordinators to planners to transport managers—has a leadership role to play.

- To strengthen leadership at an individual level, supply chain professionals should:
- Practice emotional intelligence to build trust and psychological safety.
- Adopt a growth mindset, treating every challenge as a learning opportunity.
- Act as culture carriers, modelling values in day-to-day decisions.
- Lead through influence,

not authority—supporting collaboration and accountability across functions.

Leadership is now defined not by position, but by purposeful behaviour.

What Organisations Must Do: Embed Leadership in Culture

- To develop leadership at scale, organisations must move beyond performance metrics and actively invest in leadership as a cultural capability.
- This means: Developing leadership at every level

- Aligning strategy with values Rewarding cultural leadership

- Modelling adaptive leadership styles

- This is where the BCG Leadership Archetypes become invaluable.

The BCG Leadership Archetypes: A Playbook for Modern Supply Chain Leaders

The Boston Consulting Group identifies four leadership archetypes that are especially relevant in dynamic, high-pressure supply chain environments. The most effective leaders shift fluidly between these roles:

- The Architect – Designs resilient systems and scalable structures. In logistics, architects build adaptive frameworks to manage volatility and future-proof operations.
- The Driver – Executes with urgency, clarity, and precision. Essential in crises or scale-ups, drivers rally teams, set priorities, and push through resistance.
- The Humanist – Leads with empathy and inclusion. As workplace expectations evolve, humanists create cultures where people feel heard, valued, and supported.
- The Coach – Develops others through guidance and empowerment. In complex environments, coaches help teams grow, share ownership, and build continuity regardless of leadership changes.

By rotating across these archetypes, leaders can tailor their approach to meet the moment—whether stabilising operations, transforming culture, or mentoring future leaders.

From Crisis Management to Strategic Growth

The past five years have tested every dimension of supply chain leadership. First came the urgency of crisis response. Then the demands of recovery. Now, the opportunity—and responsibility—is to lead strategic, people-powered growth.

Organisations that thrive in the future won't just have faster

systems. They'll have stronger cultures, broader leadership, and more human-centred ways of working.

Conclusion: Culture Is Leadership in Action

Supply chain leadership today means more than just solving problems—it means building systems and cultures that solve problems even when you're not in the room.

- To meet the demands of this new era:
- Individuals must act with empathy, courage, and purpose.
- Organisations must embed leadership development into the DNA of their operations.
- And both must recognise that the most enduring advantage in supply chains is not technology, but people—empowered by culture and enabled by trust.

To lead in supply chains is to:

- Build adaptable structures,
- Inspire with empathy,
- Coach for growth, and
- Drive purposeful results.

In execution, leadership is about outcomes.

In essence, it is about vision, values, and culture—the true engines of performance.



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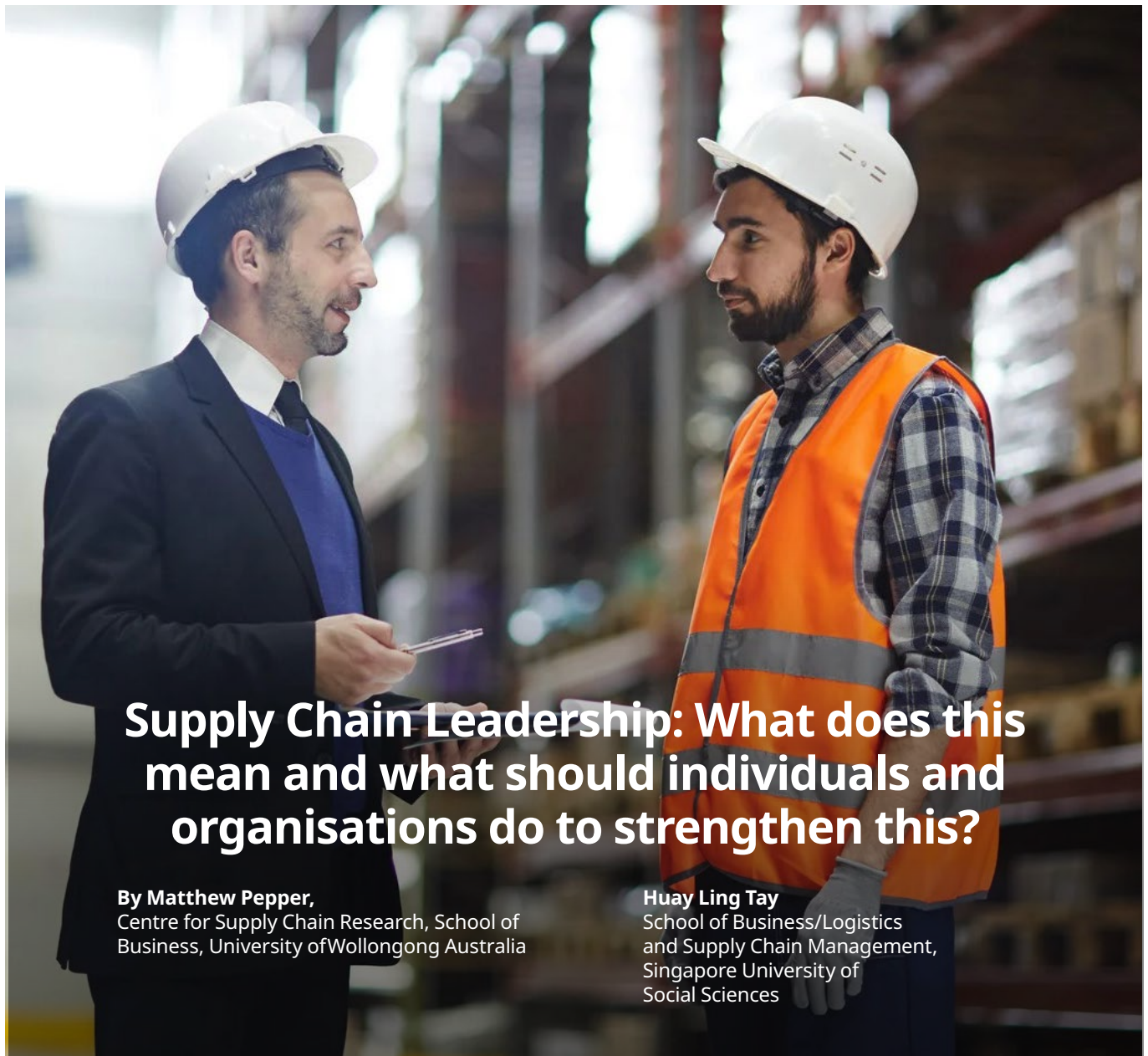
Albert Tan, PhD joined the Asian Institute of Management faculty in 2022 as an Associate Professor and Academic Program Director of the Online MBA program. He has a combined 32 years of industry practice and teaching experience in Australia, Singapore, China, Dubai, Indonesia, Malaysia, and Vietnam. Most recently, he was a visiting professor at NUS-Singapore, MIT SCALE Network, Wollongong-Dubai, Mahidol-Thailand as well as in Indonesia and Vietnam. He has published his research works in numerous journals.



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Supply Chain Leadership: What does this mean and what should individuals and organisations do to strengthen this?

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"In 2024 alone, 80 percent of organisations faced supply chain disruptions, and many encountered multiple breakdowns." –[TradeVerifyD](#), June 2025

Disruption is the New Normal

Geopolitical tensions, climate-driven shipping delays, and the rapid rise of generative AI are stress-testing supply chains like never before. Just as leaders recover from one shock, another emerges—whether it is pandemic

aftershock, a cyberattack, or a new regulatory change. However, while the triggers may feel new, the leadership challenge is not. What is changed is the pace, complexity, and visibility of these disruptions. The leaders who will thrive are those who think beyond logistics and procurement—those who take a systems thinking approach that acknowledges people, processes, and technology, while balancing the competing priorities of speed, cost, and sustainability.

Why Supply Chain Leadership Matters More Than Ever

The past few years have demonstrated the fragility and interconnectedness of global supply chains. Conflicts in Eastern Europe and the Middle East have reshaped access to energy and trade routes, while the COVID-19 pandemic has exposed vulnerabilities in sourcing, transportation, and labour dependencies. In addition to this, the rapid evolution of technology—from automation

and predictive analytics to genAI—is compelling leaders to reassess their approach to managing people, processes, and strategic risks.

In this context, supply chain leadership is no longer the exclusive domain of operational experts—it's a vital function that must be integrated into every corner of business strategy. Leaders need to be equipped not just with logistical know-how, but with the foresight and agility to anticipate change, manage disruptions, and align their organisation's values with global realities.

Today's supply chain leaders are expected to:

- Anticipate disruption rather than react to it
- Harness digitalisation intelligently, adopting tools that provide real-time visibility and predictive insights
- Embed sustainability and ethics, balancing commercial goals with environmental and social responsibility

Supply chain leadership must expand beyond a focus on cost control to innovation and value creation to address uncertainty, mitigate risks, and emerge stronger.

Systems Thinking: The Core of Effective Supply Chain Leadership

The complexity of today's supply chains demands a different kind of leadership thinking. Systems thinking—understanding how the consequences of decisions

in one part of the chain impact the whole—is now essential. In supply chains, this means recognising how decisions regarding materials, suppliers, transport, technology, workforce capability, and management cascade through and impact the entire ecosystem.

Critical systems thinking (CST) (Jackson 2024) is especially valuable for supply chain leaders navigating today's volatile and interconnected environments. CST encourages the integration of multiple systems methodologies to tackle complex, messy problems—exactly the kind that arise in global supply chains. Within CST, Jackson's EPIC framework (Explore, Produce, Intervene, Check) provides leaders with a practical approach to gain a deeper understanding of stakeholder perspectives, anticipate potential unintended consequences, and design interventions that are both adaptive and inclusive. CST's emphasis on pluralism and contextual awareness helps supply chain professionals move beyond one-size-fits-all solutions, enabling them to respond more effectively to disruptions, ethical dilemmas, and systemic inefficiencies. As an example, systems thinkers may ask: How does a change in regulation in one country affect supplier availability elsewhere?

What unintended consequences might result from shifting warehouse operations to new regions? How do technological

upgrades ripple across processes and human roles? By applying a critical lens to these interactions, leaders can design more robust and adaptive supply chains. This is not about simply reacting to crises; it is about proactively stewarding resources, relationships, and innovation to achieve long-term resilience.

People, Processes, Technology: The Supply Chain Leadership Balancing Act

Modern supply chain leadership requires embracing the interconnected nature of today's business environments. It is not enough to digitise operations or rely on AI to increase efficiencies; leaders must understand how technological choices influence human roles, how processes impact cross-border collaboration, and how culture shapes organisational behaviour.

1. People:

Whether it is frontline workers, logistics coordinators, data analysts, or strategic partners, human talent remains the foundation of supply chain performance. Effective leaders invest in upskilling and build cultures of continuous learning that keep pace with technological change. They also prioritise inclusion and psychological safety to foster collaboration across diverse teams.

2. Processes:

Streamlined, resilient processes are essential. Leaders must map, monitor,

and improve workflows while remaining flexible enough to accommodate shifts in customer demand, supplier availability, and regulatory frameworks. The integration of lean practices, agile methodologies, and real-time decision-making transforms process optimisation from an operational chore into a strategic advantage.

3. Technology:

From blockchain to AI evolution, technology is radically changing how supply chains are managed. But rather than chasing every iterative innovation, leaders must critically assess how tools can enhance visibility,

forecasting, and decision-making. They must also ensure that technology supports, not replaces, human intelligence and creativity.

Strengthening Supply Chain Leadership: What Organisations Should Do

To build resilient, responsive, human-centred leadership in their supply chains, organisations can take these actionable steps:

Cultivate Systems Thinking at All Levels

Encourage critical thinking and holistic problem-solving throughout the workforce.

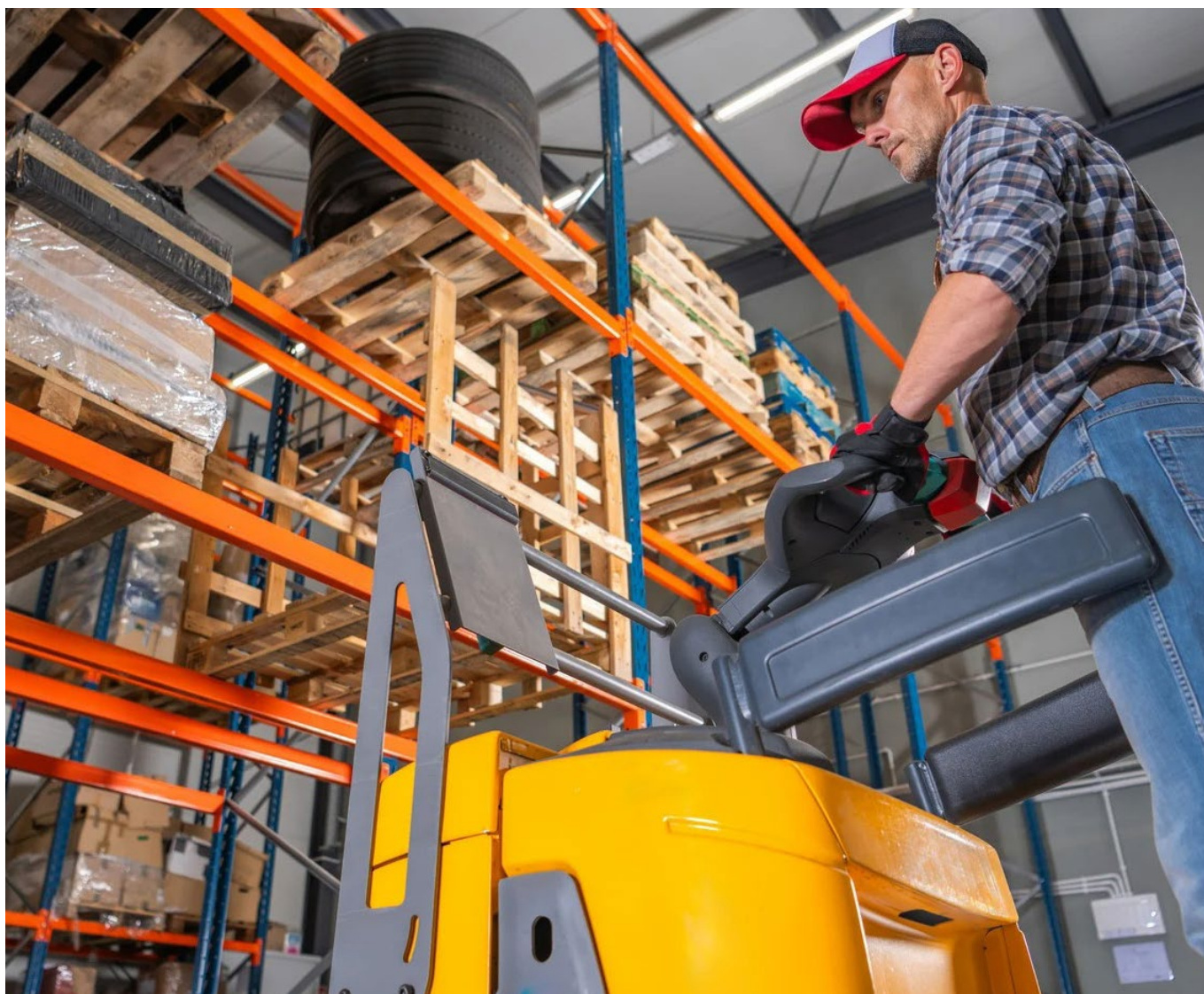
This can be done through training programs, scenario planning exercises, and leadership development initiatives that challenge siloed mindsets.

Invest in Talent and Cross-functional Collaboration

Build teams that bridge operations, data science, and strategic planning. Empowering employees to move across functions and geographies can foster greater agility and better risk management.

Integrate Ethical and Sustainable Principles

Strong leaders align supply chain decisions with



sustainability goals and ethical considerations. This includes engaging with suppliers on environmental standards, labour practices, and transparency.

Adopt Smart Technologies with a Human Lens

Leaders should pilot and scale technologies based on strategic fit, not hype. Importantly, they must involve stakeholders in the selection and implementation process to ensure adoption and impact.

Develop Adaptive Governance and Metrics

Traditional KPIs may no longer reflect the dynamic realities of today's supply chains. Leaders must define new success indicators around resilience, risk tolerance, and ecosystem collaboration.

Conclusion: Leading in

the Age of Disruption, Digitalisation, and Sustainability

The supply chains of the future will be shaped by leaders who can master three strategic imperatives: managing disruption, accelerating digitalisation, and embedding sustainability.

This is no longer just about moving goods efficiently, it is about **building trust, resilience, and responsible growth in a hyperconnected world**. The strongest leaders will be those who:

Appreciate the dynamics of the whole system, not just the immediate problem. Invest in people as much as they do in technology. Make decisions that are both commercially smart and ethically sound.

Disruption is inevitable.

However, for those willing to rethink leadership, it is also an opportunity to build supply chains that are not only stronger but also **smarter, fairer, and more sustainable**. **Suggested Breakout Boxes for Quick Takeaways:**
5 Questions Every Supply Chain Leader Should Ask

What's the single biggest point of failure in our supply chain today?

How resilient are our critical suppliers—and do we have viable alternatives?

Which decisions today will impact sustainability goals tomorrow?

Are we using data to predict disruption or just report on it after the fact?

What capabilities do our people need that they don't yet have?



3 Common Leadership Mistakes

Chasing technology for its own sake rather than aligning it with strategy.

Focusing only on cost efficiency at the expense of resilience.

Ignoring the human factor—failing to invest in talent and cross-functional collaboration.

Supply Chain Leadership Priorities for 2025 Disruption:

build scenario-planning and rapid-response playbooks.

Digitalisation: invest in AI-driven forecasting and real-time visibility.

Sustainability: embed carbon, ethics, and circularity into sourcing and production decisions.

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Empowering Health Supply Chain Leadership in LMICs: Lessons from Applying the Strategic Training Executive Program (STEP 2.0)

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By Dorothy Leab

Founder and CEO, GaneshAID



1. Background

Medicine access in LMICs is poor.

WHO states that more than one-third of the world's population lacks access to quality essential medicines for basic health conditions, with low- and middle-income countries (LMICs) disproportionately affected. Access to medicines in LMICs remains limited due to several factors, including overly restrictive policies, insufficient funding, and lack of professional training. Despite comprising over 80% of the global population, LMICs receive a small fraction of treatments necessary to meet universal health coverage goals, exacerbating health disparities. In addition, the quality of medicines in LMICs is often compromised due to inconsistent enforcement of regulatory standards and supply chain issues. The majority of medicines in LMICs are purchased and distributed through government-run health supply chains, although the role of the private sector in health service delivery and medicine supply is increasing. Health supply chain leaders in LMICs face increasing pressure to navigate this complexity with minimal support. With resilient leadership often undervalued in public health systems, GaneshAID¹ is assisting countries to focus on innovation as a core competence of health supply chain leaders, putting them in the driver's seat to lead sustainable local health supply chain improvements.

In 2024–2025, with support from UNICEF and Gavi,

GaneshAID led STEP 2.0 deployments in Cambodia, Djibouti, and Pakistan, co-creating the program with national institutions to respond to local immunisation priorities and leadership gaps and with a relevance to local culture. This article shares practical lessons from these deployments, where leadership, advocacy, and change management have become critical tools for transforming immunisation supply chains.

Reimagining Leadership in Health Supply Chains

In the context of LMICs, supply chain leadership is not only about systems, SOPs, or inventory control—it is fundamentally about people driving transformation. Leadership here means navigating chronic constraints, aligning partners with competing agendas, and making bold decisions that put equity first. Effective leaders do not wait for perfect conditions; they mobilise others, influence policy, and adapt to daily realities, all while staying grounded in the communities they serve. Leadership is a capacity that can be nurtured and should not be assumed, with the People that Deliver (PtD) Strategic Training Executive Program² (STEP 2.0) designed to develop this kind of leadership: resilient, pragmatic, and committed to health for all.

STEP 2.0: Strengthening Local Leadership for Health Supply Chain Transformation

STEP 2.0 is a tailored professional development

journey designed to equip supply chain leaders and managers in LMICs with the tools to lead meaningful change. Blending online learning, immersive in-person workshops, and applied workplace projects, the program builds critical competencies in leadership, advocacy, and change management.

A distinctive feature of STEP 2.0 is its pairing of public sector professionals with private sector coaches, seasoned supply chain experts who mentor participant teams throughout their transformation challenges.

2. Case Studies: Building Local Leadership in Cambodia, Djibouti, and Pakistan

Cambodia—Localising Leadership in the Khmer Context

Faced with declining vaccine coverage, logistical challenges, and inequities in access, Cambodia's immunisation program required more than system upgrades; it needed empowered human leadership. In collaboration with the Ministry of Health and with the support of Gavi and Unicef, GaneshAID deployed STEP 2.0 fully in Khmer, ensuring cultural and linguistic relevance.

A cohort of 24 national and subnational Extended Program on Immunisation (EPI) professionals worked with six private sector coaches. Their transformation projects addressed gaps in strategic planning, data use, and workforce coordination. By the

program's conclusion, 95% of participants had completed all phases, with measurable gains in leadership confidence and clarity of action.

"The knowledge from this program can support enhancing the management of the supply chain by increasing knowledge of team communication and being able to support each other." - Cambodian national immunisation program manager

The program's success has prompted discussions on expanding the model to other public health domains.

Djibouti – Catalysing a New Generation of Procurement Supply Chain Management (PSCM) Champions

Djibouti, with its strategic geographic position in the Horn of Africa, has a small yet complex health system and presents unique supply chain challenges, from workforce gaps to data fragmentation. In early 2025, GaneshAID rolled out STEP 2.0 in French and Arabic in collaboration with national authorities and UNICEF.

The cohort, composed of professionals from central medical stores and key regional health directorates, focused on building leadership mindsets and rethinking accountability structures in the public health supply chain. Participants tackled topics such as stock accuracy, end-to-end visibility, and performance-based delivery models.

The coaching approach, linking Djiboutian managers with French-speaking logistics

experts, sparked strong cross-sector collaboration and is now being explored for integration into long-term institutional training pathways.

Pakistan—Leading System Reform from Within

In Pakistan, immunisation supply chains face chronic pressure, from cold chain bottlenecks to data integrity issues. STEP 2.0 was launched in 2024 in partnership with the Federal Directorate of Immunisation and provincial EPI programs.

Nineteen mid- and senior-level professionals from across the country joined the cohort, each tasked with a live transformation challenge. From improving cold chain uptime in Sindh to last-mile accountability in Balochistan, teams applied what they learnt in real time, supported by seasoned coaches.

"The open and supportive environment helped me refocus my transformation challenge toward a goal that feels both achievable and impactful." Provincial EPI officer, Punjab

As of mid-2025, all 19 transformation projects are advancing, with a national learning exchange planned to scale insights across provinces. These include strengthening cold chain systems by reactivating non-functional equipment and ensuring preventive maintenance; enhancing digital data visibility through the use or reactivation of systems like VLMIS; improving forecasting accuracy using updated demographic

data; building workforce capacity by training and engaging supply chain staff; increasing stock management efficiency through better coordination and timely reporting; and advancing leadership and governance by promoting structured reviews, dashboard use, and policy implementation.

3. Conclusion

With more than one-third of the world's population lacking access to quality essential medicines for basic health conditions, there is an immediate urgency to think differently, mobilise local supply chain leadership talent, equip them to be agents of change to modernise health supply chain systems, and innovate to lead transformational change. We need to address this leadership void in health supply chains, where dedicated professionals are too often undertrained, under-supported, and lack the knowledge and skills required to lead. GaneshAID's application of STEP 2.0 is addressing this gap, not with more tools, but by investing in people. From Cambodia to Djibouti to Pakistan, the program has equipped local leaders to drive change from within, applying bold thinking and practical action to longstanding challenges, resulting in health supply chain improvements.

Leadership is the cornerstone of resilient health systems. As a global supply chain community, we must ask ourselves, what more can we do to invest in those at the heart of transformation, those delivering vaccines, medicines,

and hope to the communities who need them most?

[1] GaneshAID is a women-led humanist global health innovation consultancy dedicated to modernising health systems by utilising health and technological innovations, with a particular focus on vulnerable populations. GaneshAID works in the areas of digital health, pro-equity interventions, co-creation and collaborative intelligence, and capacity building, operating through regional hubs in Africa (Benin) and Asia (Vietnam). We address pressing challenges in immunisation equity, digital health, knowledge transfer, and performance improvement, bridging the gap between innovation and real-world impact by co-creating with national and local stakeholders.

Scan the QR Code for more info on Strategic Training Executive Programme



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Dorothy Leab
Senior Health System
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Dorothy Leab is the founder and CEO of GaneshAID, a women-led humanist global health innovation consultancy dedicated to modernising health systems in low- and middle-income countries (LMICs). With over 30 years of experience, she has led transformative initiatives to improve immunisation equity, health supply chains, and digital health transformation. Dorothy's work blends strategic vision with practical solutions, co-creating tools, capacity-building programs, and data-driven approaches with country stakeholders. Her leadership has positioned GaneshAID as a trusted partner to governments and global health agencies, championing people-centred innovation to accelerate access to vaccines and medicines where they are needed most.



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A green graphic of a human head profile facing left, with several interlocking gears of different sizes inside the head and around the top.

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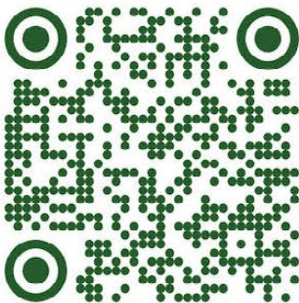
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Greening the Blue

Singapore's Port Making Waves with Green Technologies

By Timothy Foote
Transportation and Network Director APAC
at Asendia



Earlier this year I took the opportunity during Singapore's Maritime Week to see for myself the green future of port management and design. The Maritime industry has historically been an area where big money is spent to advance innovation. Great powers have always seen that efficient command of the waves leads to enrichment through trade and its commerce.

Today it is no different. Asia is home to the largest ports in the world. Singapore as one of them, at any given time hosts 1,000 ships in its waters. It is the top refueling station in the world. This leadership position though requires sustainable technology to keep it at the top spot.

Efficiency Means Green

Transport and energy systems worldwide are transitioning to green technologies because they are the most cost effective as well as better for the environment. This transition is happening in many areas of the industry, but just focusing in on port management itself I wanted to highlight three technologies I've seen in action.

First, there are drones now being used to improve and save emissions for security and delivery work. The MPA first started a drone program around the time of the COVID

pandemic. Using drones kept human contact to a minimum but also it saved costs for delivery and security. The first drones called "F-drones" could deliver up to 5Kgs to ships autonomously. They could go continuously for 50 kilometers using their electric motors. It even showed it could work in rough weather - a big advantage when dealing with the ocean. When winds are high, the sea gets rough and dangerous for mariners. Keeping to the sky avoids these water surface dangers.

Second, vessels operating around the port are getting electrified! For chandelling services, ships at Singapore's port should increasingly expect an EV vessel like the Hydromover to bring supplies. I met the Operator of the **Hydromover** to learn more. He shared with me that in Singapore his vessel was one of about 6 different EV powered models currently working for different service niches around the Singapore port. *(Please scan the QR code below for more info)* For the Hydromover specifically, the current pricing for customers was slightly above the market rate, but this is moving increasingly to the advantage of the EV vessels as the battery power increases and costs decrease. When I asked how long the total operating costs would likely start showing the advantage of the Hydromover over the

fossil fuel competitors, the representative mentioned it would likely be after 7 years using current figures. When one considers the long life of these vessels, it stands to reason that the transition to EVs should be in full swing.

Third, is the entry of EV ferries. If one can move supplies, you can move

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people. Increasingly ports are seeing the use of EV ferries. The Electric Dream Ferry started operation in Singapore waters as early as 2023. This model of ferry was invented by a Singapore company called Penguin. The ferries are designed for carrying up to 200 people. In March 2025, WaterB introduced the Pyxis R ferry on the Singapore River, integrating cutting-edge technology, including Vehicle-to-Grid (V2G) capabilities, which allow surplus solar energy to be fed back into the grid. Powered by an intelligent platform Electra, the vessel employs smart charging, predictive maintenance, and real-time

operational tracking. These technological advancements not only enhance efficiency but also extend the lifespan of vessels while ensuring compliance with emission standards.

All of this activity to move to “emissions free” on and over the water is inspiring. In this article I chose only to highlight the electric vehicle development. There is lots of work also being done in Singapore for methanol and ammonia fuels services. Please continue to read the **Green Corridor** for updates on that in coming months, until then – let’s green the blue!



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Tim Foote

Transportation and Network
Director APAC at Asendia

Tim has worked in management positions at multiple MNCs for more than 25 years, gaining expansive expertise in logistical operations. Tim continues to craft delivery solutions for many e-commerce clients at Asendia. Once a regional Head of Go Green at DHL eCommerce, he continues his sustainable logistics advocacy work as the columnist for LogiSYM Magazine’s Green Corridor.

Tim volunteers his free-time with the Singapore Wildcat Action Group (SWAG), a not-for-profit organisation that raises awareness and funds for wildlife conservation. As one of the founding members of SWAG, he works in many roles to protect the environment and all creatures within it with focus for the Malayan tiger.

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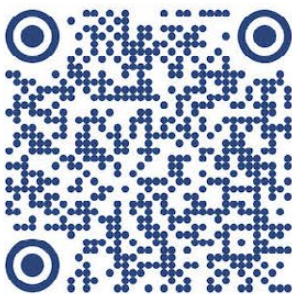
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