LogiSYM

The Magazine for Supply Chain Executives

OCTOBER 2025

www.LogiSYM.org

NAVIGATING SUPPLY CHAIN RISKS AND OPPORTUNITIES FOR RESILIENT SMES
PG 8
BY DR. SHEREEN NASSAR

BECOMING THE MACHINE: THE FUTURE OF SUPPLY CHAINS AT THE CROSSROADS OF AUTOMATION AND HUMANITY
PG 12
BY WOLFGANG LEHMACHER AND RICHARD ZHU

THE GREEN CORRIDOR: ROADBLOCKS TO GREEN THE HYDROGEN CHALLENGE
PG 27
BY TIMOTHY FOOTE

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

The Official Journal of The Logistics & Supply Chain Management Society

Supply Chain Resilience: Corporate Resilience and Agility (Risk assessment, Compliance / Opportunity Cost)





Accelerate your sustainability journey

Powering the future of sustainable warehouses with automation

At Körber, we are not just automating warehouses. We are shaping a sustainable future for global logistics.

Our end-to-end approach, powered by advanced automation solutions, helps you enhance efficiency, reduce waste, minimize your environmental footprint, and make smarter use of resources **across your entire supply chain.**

With our technology-agnostic mindset and ecosystem of top-tier partners, we are the perfect choice to make **your sustainability vision a reality.**

Because it's not just about moving goods. It's about moving toward a greener, smarter, and brighter future together.

Discover why our warehouse automation solutions are chosen by leading logistics companies worldwide.

Scan QR code

KÖRBER

Koerber Supply Chain Singapore
31 Kaki Bukit Road 3, #06-14, Techlink Building,
Singapore 417818, SINGAPORE
Tel: +65 68417073
info.sc.sgp@koerber-supplychain.com
koerber-supplychain.com

OCTOBER 2025

CONTENTS

DOWNLOAD THE LATEST ISSUE HERE









Articles

8 Navigating Supply Chain Risks and Opportunities for Resilient SMEs

12 Becoming the Machine: The Future of Supply Chains at the Crossroads of Automation and Humanity

21 Supply Chain Resilience: Corporate Resilience and Agility (Risk assessment, Compliance / Opportunity Cost)

27 Green Corridor: Roadblocks to green the Hydrogen Challenge

33 Customer-centric Logistics: How personalisation, Visibility and Innovation are transforming customer experience

Contents

4 President's Message





EDITORIAL MESSAGE

From the Editor

Welcome to the October 2025 Edition of **LogiSYM Magazine**. Attending various events in the past month it has been great to touch base with many of our readers. The industry continues to roll with the recurring punches as we enter the final quarter of the year.

This month's key theme Supply Chain Resilience: Corporate Resilience and Agility. Having spent the last 10 years in Supply Chain Quality, risk management - for products and patients, regulatory, commercial and reputational, and with a rapidly expanding automation footprint in warehousing – was constant. It taught us to rigorously pursue "near miss" detection and analysis, to hone readiness for reacting with agility, transparency and integrity when disruptions did occur. While proactive risk management in supply chain and logistics has always been a valued skill, today it is an absolute necessity at both enterprise and practitioner level.

Resilience now demands fluency in risk analytics, cross-functional scenario planning, and swift escalation protocols, and Asian enterprises - facing everything from route blockages and cyber shocks to more frequent weather chaos - focus on upskilling supply chain professionals in proactive risk management and adaptive response.

Disruptive events demonstrate why established models of supply chain management are being reengineered in response to the BANI (Brittle, Anxious, Nonlinear, Incomprehensible) world. In this volatile landscape, the ability to identify emerging risks, pivot logistics strategies, and build digital transparency into operations is not just a competitive advantage - it is critical for survival.

Covering this month's theme, related to Small to Medium Enterprises (SMEs), is Dr. Sheereen Nassar's "Navigating Supply Chain Risks and Opportunities for Resilient SMEs", an intriguing look at the future from Wolfgang Lehmacher and Dr. Richard Zhu with their article "Becoming the Machine: The Future of Supply Chains at the Crossroads of Automation and Humanity" and "Supply Chain Resilience: Corporate Resilience and Agility (Risk assessment, Compliance / Opportunity Cost)" byKim Winter. In Sustainability, Tim Foote returns with his Green Corridor piece "Roadblocks to Green the Hydrogen Challenge".

Work is starting on the 2026 LogiSYM APAC Symposium which will be held at the **Singpore Expo 13-14 May 2026,** a date to mark in your calendar today!

Brett Marshall
Editor-In-Chief
LogiSYM Magazine



LSCMS PRESIDENT'S MESSAGE

The Away Team

As you read this message, I will probably still be in Bangkok, as part of the **Logistics Society team supporting LogiSYM Thailand.** There are about a dozen of us from Singapore, Indonesia and Malaysia supporting Dr. Janya and her team for a three day symposium and exhibition. As always, we have an excellent line up of international speakers and panelists coming from as far afield as Australia, the US, the UK, the Netherlands and other parts of Europe - supporting a stellar line up of Thai speakers.

Aside from learning and interacting with Supply Chain professionals at the formal proceedings over the next three days, just as important will be the interactions we have at breaks and meetings during and after the formal LogiSYM activities. Even with the conversation we just had at dinner today, I learned something new about how supply chains do and should work and perform. It's never a dull day in Logistics!

Like many commercial organisations, planning for what we will do in 2026 is well underway and as far as supply chain management goes, I believe we have been working in the 'eye of the storm' and 2026 is going to be an interesting year that will separate the 'men from the boys'. The challenges we face can be leveraged to become opportunities and only time will tell whether the tactics and strategy we have deployed today were indeed the correct ones.

The Society is going through a similar exercise and it's proving to be quite challenging but one thing is fairly obvious. Sitting down and doing nothing is not an option. It's still a bit early to ascertain where exactly we will end up but the process itself is an important part of the journey, and we are still learning. The Society and the team are a resource available to you and I hope you will make full use of what we have to offer, as you go on your professional supply chain journey. Having a good companion along the way makes any trip less onerous and we are there for you.

Until our paths cross, be well.

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



LogiSYM

Sign Up and Subscribe to Get the Latest News on Logistics and Supply Chains

TO SIGN UP

JOIN US AT

SUPPLY CHAIN DAY 2025

24 October
Parkroyal Collection, Marina Bay
9:00AM to 5:00PM

ACTIONABLE SUPPLY CHAIN INSIGHTS

Real-world strategies and case studies to help you optimise inventory, boost efficiency, and navigate disruption with confidence.

EXPERT SPEAKERS & INDUSTRY PANELS

Explore how leading organisations are transforming planning, performance, and resilience through sessions on AI, agility, ESG, and business continuity.

NETWORKING OPPORTUNITIES

Connect with like-minded professionals and engage in meaningful conversations with peers and experts shaping the future of supply chains.

FOR LOGISYM READERS

ENJOY 20% OFF

Use promo code: SSLOGISYM
(Offer ends soon. Limited slots available.)

Be Part of the Supply Chain Evolution
Join supply chain leaders to connect, learn, and lead the next era of supply chain excellence.

Organised by: slimstock

In Collaboration With: LogiSYM

SCAN CODE TO REGISTER

CONTRIBUTORS



Dr. Sheereen Nassar

Global Director of Logistics Studies and the Director of the MSc Logistics and Supply

Chain Management Heriot-Watt University Dubai



Manoj Niyogi

Vice President Information Technology
UPS Asia Pacific



Timothy Foote

DirectorTransportation & Network APAC at Asendia

Founder of Susymbio



Wolfgang Lehmacher

Global Supply Chain Advisor & Former Director, World Economic Forum



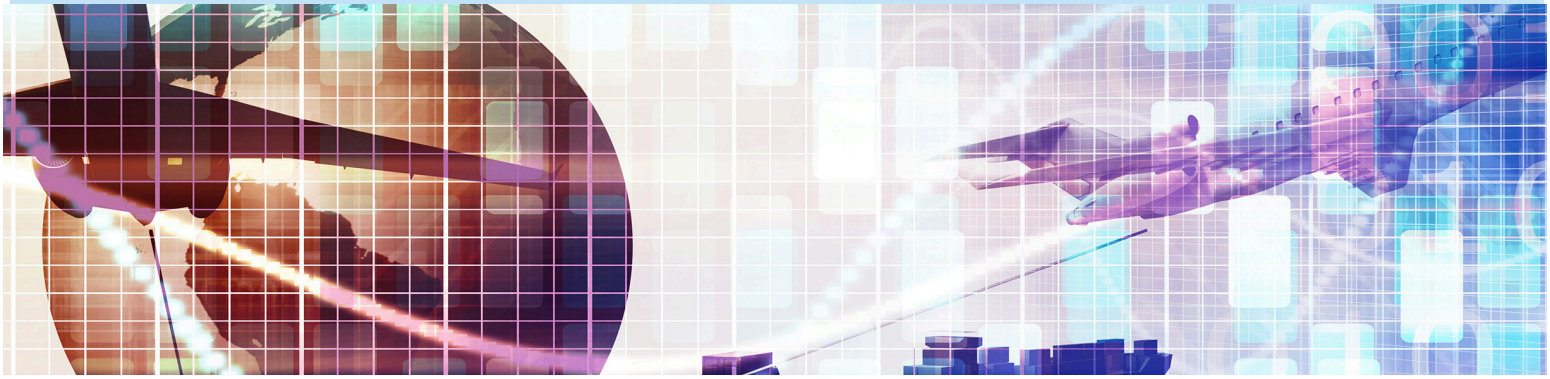
Dr. Richard Zhu

Global Partner, Leadership & Board Advisory, Spencer Stuart



Kim Winter

Founder & Group Managing Director
Logistics Executive



PUBLISHER Peter Raven

EDITOR-IN-CHIEF Bret Marshall

EDITOR-AT-LARGE Dr. Raymon Krishnan

DIGITAL EDITOR-GRAPHIC Servesh Sharma

SALES / ADVERTISING Harjeet Chekhire
Director Partnerships
Email: harjeet@logisym.org

MARKETING / PARTNERSHIP Thanabalasingam Balakrishnan
Vanitha Krishnasamy
Swenly Coleen Sotelo

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

LogiSYM Magazine 50
Sunview Road #04-15 Eco,
Tech@Sunview,
Singapore 627615
Tel: +65 6208 7785
Email: info@lscms.org



Navigating Supply Chain Risks and Opportunities for Resilient SMEs

Feature Article by Dr. **Shereen Nassar** Global Director of Logistics Studies and the Director of the MSc Logistics and Supply Chain Management Heriot-Watt University Dubai

The global supply chain industry is expected to reach USD 37.41 billion by 2027, one of the most highly valued industries that typically serves as the backbone of other industries' operations.

The volatility of our current world, however, has made supply chain disruption very frequent. Whether trade regulations or climate change, various factors cause disruption and result in substantial revenue losses.

According to Interos' Annual Global Supply Chain Report 2022, organizations can lose an average of USD 182 million per year due to supply chain disruptions.

It therefore becomes a necessity for long-term success to invest in resilient supply chains. And while lean operations are the aspiration of all organisations, small and medium enterprises (SMEs) face unique challenges in creating resilient supply chains.

SMEs are a major driver of economic growth and employment in the world. They account for 90 per cent of all businesses and more than 50 per cent of global employment, according to the World Bank reports, and are thus a key driver of national growth for countries.

Their relatively smaller operations, however, expose them to some risks that their larger counterparts may not face. They include rising operational costs, labour shortages, and changing consumer demand reflecting evolving shopping patterns and inflationary pressures.

their supply. chain, causing inefficiencies, higher costs, and longer lead times. This also means that there is most to be gained for SMEs by integrating supply chain resilience strategies into their businesses, particularly with the advent of technologies such as AI and Blockchain

These platforms provide rapid and inexpensive methods for risk analysis, demand forecasting, and logistics cost reduction, effectively levelling the playing field for various enterprises. Whether large conglomerates or SMEs,



organisations throughout the range have realised the necessity of injecting flexibility and agility into their operations. Some strategies for building resilient supply chains are generic and consist of:

•**Reshoring/Nearshoring:** As a result of rising geopolitical tensions, protectionism, and tariffs, manufacturing is being brought closer to home by numerous companies. Reshoring brings manufacturing back to the home country of the company, and nearshoring moves it to nearby regions. Both of these approaches reduce exposure to global uncertainties, shrink supply chains, and enhance control of operations.

•**Inventory Management:** Companies have long chosen a just-in-time (JIT) approach, which minimised inventory and thus holding costs. However, this approach puts companies at risk of even minor supply chain breakdowns. The better approach is the just-in-case (JIC) model, where companies build up key materials to have at least some cushion in case of disruptions.

•**Diversification and Risk Evaluations:** Overdependence on one geography or supplier exposes one to vulnerability. Companies can adequately mitigate potential risks and avoid complete breakdowns in the event that one source fails by sourcing from different producers and geographies. Regular risk evaluations also facilitate the identification of critical areas of risk and prepare accordingly.

Supplier Management: Collaborative supplier relationships are essential to reducing supply chain risks and organisations must continually monitor supplier performance metrics (e.g. quality, delivery and capacity) to identify issues early and maintain a high level of service. This type of resilience can be achieved through the formation of long-term, stable partnerships with partners.

•**Leveraging Technology:** Advanced demand forecasting and predictive analytics form the heart of supply chain management today, and AI, IoT and blockchain advancements offer improved visibility, efficiency, and control. These technologies can also help in monitoring operational workflows in real-time and assessing supplier networks, thereby helping organisations take proactive actions.



SMEs are encouraged to implement secure information systems to build resilience within their networks. The majority of SMEs have financial constraints in relation to cybersecurity, and therefore, they must make compromises in the way they protect themselves.

A viable solution is to simulate potential risks and disruptions to estimate their impact on SME resilience.

Research suggests that SMEs make limited use of modelling and simulation techniques, and there is a major lack of quantitative measures and assessment tools in the SME supply chain resilience model. Therefore, decision support systems and optimisation models can prove to be beneficial in helping SMEs optimise the utilisation of their scarce resources.

These strategies enable the delivery of uninterrupted customer satisfaction through increasingly flexible, agile, and resilient supply chains. Yet, as these enhancements take shape, the ability to monitor progress also becomes imperative. As companies invest increasing resources in supply chain management, they are also turning to robust metrics to quantify the success of their initiatives.

These measures generally include:

·Time to Survive (TTS), or the amount of time for which a supply chain can function after a disruption without experiencing significant operational or financial losses

·Time to Recover (TTR), a measure of how quickly a supply chain can rebound from a disruption. Lower TTR means that there are effective contingency plans and responsive logistics in place to allow companies to provide continuity of service to their customers

·Time to Thrive (TTT), which refers to the time a company takes to implement changes following a disruption that gives it a competitive edge and greater opportunities for growth.

Stress test models are the second significant method for identifying areas for improvement and quantifying resilience. These are simulation models that subject the supply chain to extreme or unexpected conditions,



enabling companies to test their preparedness and resilience in the marketplace allow companies to provide continuity of service to their customers

Companies worldwide are focusing on building resilient supply chains as they confront the realities of geopolitical uncertainty, climatic crises, and trade protectionism. For SMEs, there is an additional challenge due to resource limitations, as huge up-front costs are needed for new technologies, and automation can make their processes more labour-intensive and fragmented.

However, the long-term benefits of building resilience far outweigh the short-term costs; only then will organisations, big and small, be able to navigate today's turbulent business climate with ease. This requires fostering a culture of risk awareness and designing supply chains that are resilient.



Dr Shereen Nassar

Global Director ofLogistics Studies and the Director of the MSc Logistics and Supply

Chain Management Heriot-Watt University Dubai

Dr Shereen's main research interest is sustainability and supply chain resilience. She has published numerous research papers and book chapters in areas such as automotive recall risk and social sustainable supply chain performance, sustainable maritime logistics, supply chain information security, contemporary disruptive business applications of blockchain technology, smart cities and implementation challenges.

Dr Shereen has extensive international teaching experience across UK and MENA region. She teaches both postgraduate and undergraduate levels. Her teaching proves the diverse expertise she has developed over a decade.

Automating **Complexity**, Delivering **Clarity.**

For a Sustainable Future. | One Agent at a Time.

By Tetrixx

meet FREYA

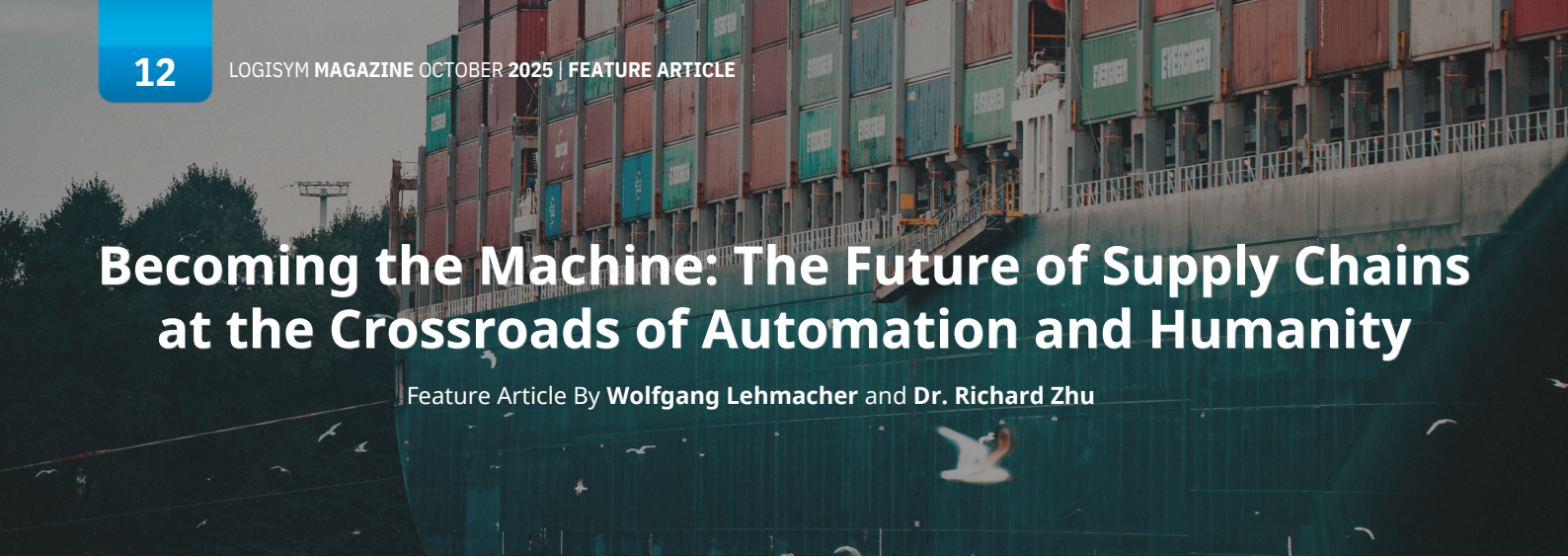
2–6%
of freight spend recovered

90%
audit time reduction

CO_2e
emissions tracking

FREYA turns raw logistics data into AI-powered insights, unlocking cost savings, and operational agility.

Book your insight trial at **tetrixx.io/freya** or **scan this QR-code.**



Becoming the Machine: The Future of Supply Chains at the Crossroads of Automation and Humanity

Feature Article By **Wolfgang Lehmacher** and **Dr. Richard Zhu**

On a hot and rainy morning in 2035, the Port of Singapore hums without the clang of human hands. Autonomous cranes offload cargo. AI dispatchers orchestrate container movements like clockwork. In a glass tower, a human operator sits wearing an AI-augmented headset, overseeing one of the world's busiest logistics hubs with the calm precision of an orchestra conductor.

This is not science fiction. This is one of the futures experts say is closing in fast.

As artificial intelligence, humanoid robots, robotics, and human augmentation technologies mature, the boundary between human and machine is no longer a question of tools but a question of identity. How much do we become machines ourselves? And for an industry like supply chain, which is the lifeblood of global commerce, the answer could rewrite everything from workforce roles to competitive advantage.

Three scenes illustrate what we mean when we speak about moving goods, managing fleets, or building the next logistics hub or digital platform.

SCENARIO 1: AUGMENTED SYMBIOSIS

AI and automation manage the execution of task-level AI and automation manage the execution of task-level activities, whereas humans—supported by augmented cognitive capabilities—focus on designing the plan and triggering its implementation.

"Artificial intelligence is not a substitute for human intelligence; it is a tool to amplify human creativity and ingenuity," says Dr. Fei-Fei Li, co-director of Stanford's Human-Centered AI Institute[1].

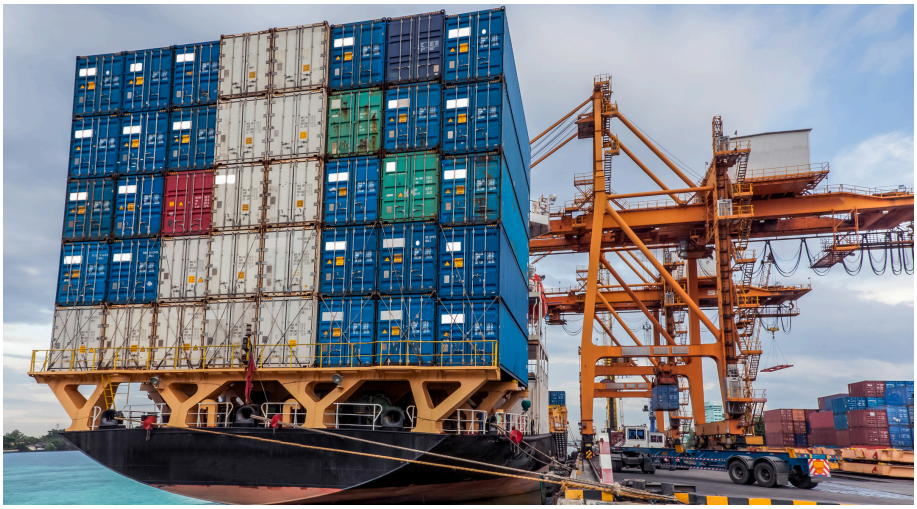
In the future, wearable AI, smart exoskeletons, and AR dashboards will be as common as forklifts today.

Picture it:

·Warehouse staff with augmented reality goggles overlaying pick-path optimization in real time: the mobile inventory control tower.

·Truck drivers using AI copilots that predict and avert weather-related delays hours before humans could spot them. Systems instantly replan and handle the freight space bookings. In supply chains, augmentation turbocharges productivity without sidelining people.

Predictive analytics cuts waste before it forms. Route-planning AIs shave millions off fuel costs. Autonomous pallet movers operate alongside humans, reducing injury rates.



Reskilling programs transform workers into AI managers and system supervisors. This world values human judgment and machine brilliance, with the two locked in a constant, productive dance.

SCENARIO 2: FULL AUTOMATION - THE MACHINE RUNS ITSELF

Now imagine a bolder leap: AI and automation are taking over entire supply chain operations, from rerouting ships to negotiating supplier contracts. At the same time, humans shift into roles as exception-handlers and compliance overseers.

According to the World Economic Forum's Future of Jobs Report (2025)[2], AI and automation are poised to impact up to 60% of jobs across advanced economies by the 2030s or 2040s.

While this sweeping figure covers all sectors and roles, not just those in supply chain and logistics, it underscores the profound transformation that lies ahead as human work increasingly intertwines with machine intelligence.

We can expect that autonomous fleets, robotic warehouses, and AI procurement engines not only assist but also run entire networks. Picture it:

·An autonomous ship reroutes itself mid-ocean to avoid a tariff shift — no human involved.

·An AI detects a potential raw material shortage in Vietnam and triggers an automatic supplier switch, not only finding new suppliers but negotiating the terms, placing the order, and rebooking the transport.

Efficiency soars. Costs plummet. But so do jobs. A McKinsey study[3] warns that without aggressive retraining, millions could be stranded in the labor market. Ethical oversight becomes a critical and scarce skill set.

Yet, past automation waves have also created new jobs as old ones have vanished. Early factory mechanization displaced many workers but generated demand for operators, maintainers, and managers. Today, success hinges on keeping retraining aligned with the accelerating pace of change. What else could go wrong?

·If the AI misinterprets data or fails to adapt to real-world nuances (e.g., geopolitical shifts, cultural factors, or supplier reliability), poor decisions may cascade through the network.

·Ethical oversight and compliance roles are minimal and often under-resourced. If the system violates regulations or environmental policies, it may go unnoticed until damage is done.

The logistical machine hums flawlessly until it does not. When it fails, humans must be ready to act in systems they no longer fully understand.

SCENARIO 3: THE HUMAN IDENTITY STRAIN (THE PARADOX MADE PERSONAL)

The final future is less about technology itself and more about its effect on us. Whether the world moves toward augmented symbiosis or full automation, the risk is the same: the erosion of human purpose.

Consider Mei Lin, a logistics planner in Shenzhen in 2035. She spends her day taking "next-best action" cues from an AI dashboard. Productivity is at a record high. Yet Mei feels like she is on autopilot. "Most days," she admits, "I'm just here to agree with the AI." This is algorithmic alienation, when predictive systems fragment the self, erode agency, deskill human judgment, and drain motivation, leaving individuals estranged not only from their own choices but also from their



colleagues and even their futures.In this future, supply chain talent faces burnout not from physical strain, but from paradoxes made personal:

·The drive for efficiency undermines engagement.

·The quest for speed erodes resilience in human skills.

·The expansion of algorithmic control unsettles human trust in both systems and them.

Forward-thinking companies fight back by designing explainable AI that invites human challenge and scrutiny. They rotate employees into decision-heavy roles to keep judgment sharp, and track not just delivery KPIs but human engagement scores. Those who ignore identity strain may find their supply chain runs flawlessly while their people quietly hollow out.

THE STRATEGIC PARADOXES SUPPLY CHAIN LEADERS MUST NAVIGATE

The future of supply chains is not a simple choice between humans and machines, but a constant balancing act across tensions that cannot be fully resolved but must be managed(Figure 1).

These paradoxes shape our decision:

·Speed and Efficiency vs. Resilience and Engagement:

Supply chains pursue rapid, lean, and cost-efficient operations to stay competitive, but such systems can become brittle and vulnerable to disruption. Conversely, building resilience through flexibility, buffers, and human involvement safeguards against shocks but can slow processes and increase cost.

The challenge is to navigate this tension dynamically, aiming for a balance rather than one extreme.

·Algorithmic Control vs. Human Trust and Agency:

As AI systems take on more decision-making, the need for transparency, explainability, and human oversight grows. While automation drives scale and precision, human judgment remains essential for ethical, contextual, and strategic choices. Leaders must foster trust in AI while empowering workers to challenge and contribute meaningfully to its development and application. World-class leaders will not seek to eliminate these tensions; they will learn to live inside them, positioning their supply chain networks where speed and resilience coexist, with algorithmic control harmonized by human trust.

WHAT LEADERS MUST DO NOW

No matter which scenario emerges, or which hybrid takes shape, supply chain leaders face the same test: how to harness machine power without hollowing out human purpose. Three imperatives stand out:

·Redesign Work for Human-AI Synergy:

Go beyond replacing jobs with machines. Define roles where humans exercise judgment, negotiation, and ethical foresight, while AI handles scale and precision. Future competitiveness depends on mastering this choreography, not just deploying technology.

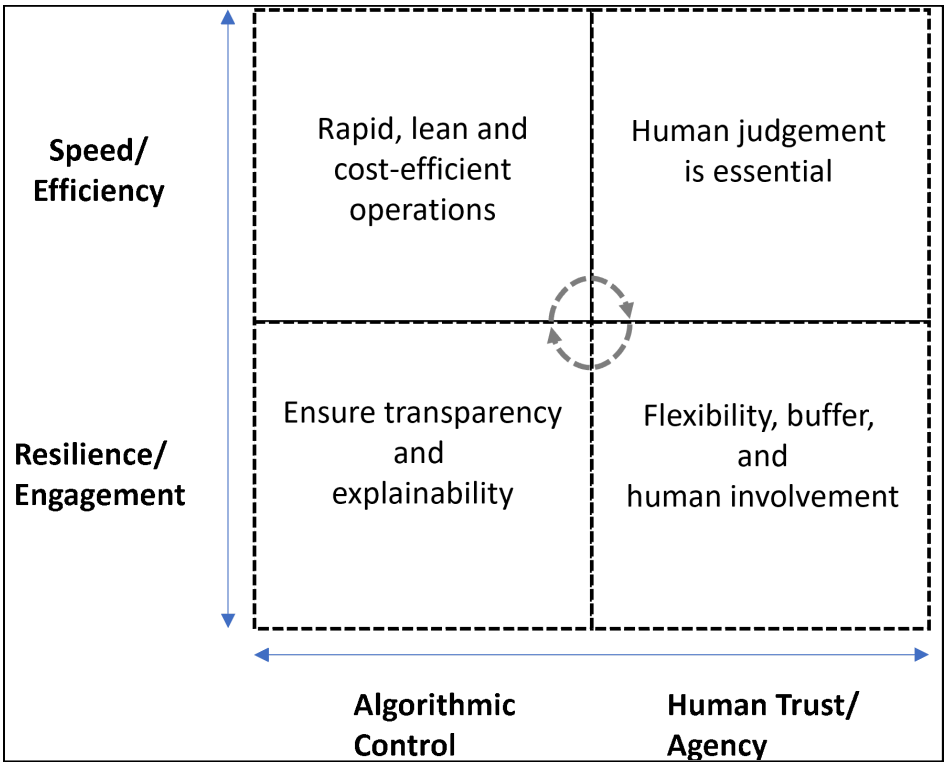


Figure 1: Strategic Paradoxes Framework



·Humanize Technology Through Transparency:

Build AI systems that are explainable and open to challenge. Workers need to understand why recommendations are made to sustain trust and engagement, preventing blind faith in algorithms. Restoring human agency at the heart of digital workflows is critical for resilience and sound decision-making.

·Build Adaptive Cultures, Not Just Efficient Systems:

Measure well-being alongside traditional delivery metrics. Rotate employees through decision-heavy roles to maintain skills. Invest continuously in reskilling and scenario planning so the workforce is prepared for unpredictable futures that machines cannot fully foresee.This framework guides leaders in navigating the paradoxical tensions that define modern supply chains, steering toward an "Augmented Harmony" where efficiency and resilience, algorithmic control and human trust, coexist dynamically. This framework guides leaders in navigating the paradoxical tensions that define modern supply chains, steering toward an "Augmented Harmony" where efficiency and resilience, algorithmic control and human trust, coexist dynamically.

CONCLUSION: THE CHOICE IS OURS

The convergence of humans and machines in supply chains is not an inevitable destiny, but rather a design challenge and an opportunity. As the port of Singapore hums in 2035, it could embody the silent perfection of a brittle, fully automated system or the vibrant harmony of humans and technology working in trust. Navigating the paradoxes of speed and resilience, efficiency and engagement, and algorithmic control and human trust will determine which future emerges.

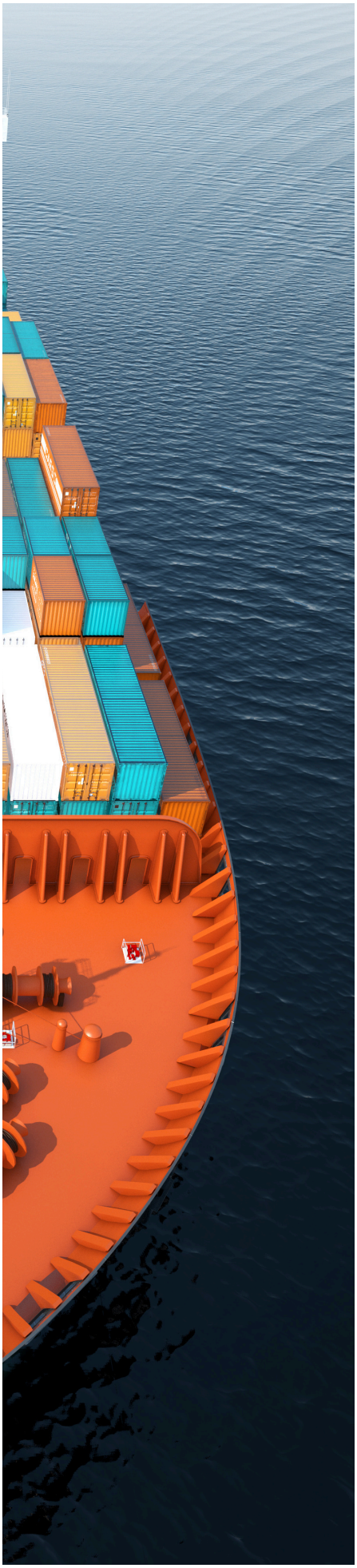


Dr. Richard Zhu

Global Partner, Leadership & Board Advisory, Spencer Stuart

Dr. Richard Zhu is a global partner at Spencer Stuart, a leading leadership advisory firm. With over three decades of experience in corporate and leadership consulting, he advises boards and global CEOs on building and developing resilient leadership teams equipped to navigate future challenges.

Prior to joining Spencer Stuart, Dr. Zhu held senior executive roles in the logistics and supply chain sector across Asia and Europe. He also lectures at academic institutions and is a frequent speaker at industry forums.



"So, I think it's important that we're making the right choices. It's not that technology determines what happens. It really is us as a society choosing to set the right incentives for companies and invest in the right kinds of technology," says MIT's Kate Darling[4]. The hum we hear will not be chosen by algorithms alone; it will be selected by us, through conscious leadership, intentional design, and a commitment to preserving human purpose in the age of machines.

References:

[1]"Top 10 Expert Quotes That Redefine the Future of AI Technology", Nisum (www.nisum.com), Jul 25, 2023

[2]Henrik Ekelund, "Why there will be plenty of jobs in the future — even with artificial intelligence", Jobs and the Future of Work, World Economic Forum, Feb26, 2024

[3]Pablo Illanes, Susan Lund, Mona Mourshed, Scott Rutherford, and Magnus Tyreman, "Retraining and reskilling workers in the age of automation", McKinsey Global Institute, McKinsey & Co, Jan 22, 2018

[4]Dr. Kate Darling, "Robot Ethics and the Future of Human-Robot Interaction", ISF Podcast YouTube S32 Ep7, International Security Forum, 25 Feb, 2025



Wolfgang Lehmacher

Global Supply Chain Advisor & Former Director, World Economic Forum

Wolfgang Lehmacher is a renowned expert in global supply chain and logistics. The former director at the World Economic Forum and CEO Emeritus of GeoPost Intercontinental serves as an advisory board member of The Logistics and Supply Chain Management Society in Singapore, an ambassador for F&L in Brussels, and an advisor to RISE. He contributes to the knowledge base of Supply Chain Innovation.

GEOTAB

Enhance your fleet management with Geotab

Take your fleet operations to the next level with Geotab, the industry leader in telematics. Our advanced solution combines real-time vehicle data, powerful analytics and intuitive dashboards, empowering you to make smarter, faster decisions that keep your fleet on the road.



Ready to transform your fleet?

Visit **www.geotab.com/apac/** to learn how our telematics solutions can drive your business forward



SAP's AI-Powered Business Suite Ends the Best-of-Breed Era

LAS VEGAS - October 6, 2025 - At its inaugural SAP Connect event, SAP SE (NYSE: SAP) showcases how the integration of AI, data and applications creates unparalleled business value. These breakthroughs – including a new network of role-based assistants in Joule that partner with humans to elevate performance, an expanding data ecosystem that drives deeper insights, and supply chain software that anticipates disruptions – once again revolutionize how business gets done.

"To thrive when volatility is the new normal, businesses need more than a patchwork of disparate best-ofbreed applications," said Muhammad Alam, member of the Executive Board of SAP SE, SAP Product & Engineering. "Our announcements today demonstrate the power of SAP Business Suite, where AI, data, and applications come together in an experience to propel smarter decisions, faster execution, and scalable transformation."

A.I. THAT PARTNERS WITH PEOPLE

SAP unveils Joule's next stage as the AI force at the center of SAP Business Suite's value creation. Drawing on the applications and data from across SAP Business Suite, SAP is introducing a new generation of role-aware assistants in Joule. Each assistant is designed to partner with a human being in their specific business role. Assistants in Joule tap into the right agents for the job, configuring, orchestrating and managing them so humans can focus on unlocking new levels of insight and productivity. Supporting the assistants in Joule is a growing library of specialized Joule Agents, designed to help execute complex workflows within a specific function. For instance, a People Manager Assistant coordinates a team of specialized agents - including the new People Intelligence Agent, which helps spot and resolve issues like compensation anomalies – to support managers as they drive performance. A new Financial Planning Assistant will be aided by a group of expert agents – including the new Cash Management Agent, which optimizes cash flow and improves interest yields – to help finance professionals drive efficiencies. This new roster of role-aware AI Assistants not only partner



with people to elevate performance in their lines of business but also work together across business functions to solve complex enterprise-wide problems.

DATA THAT DEFIES BOUNDARIES

Data fuels AI's transformative power but it's often siloed in different systems. At SAP Connect, we are removing those barriers with SAP Business Data Cloud Connect. SAP BDC Connect securely links SAP BDC with partner platforms to enable a bidirectional flow of business-ready data products across organizational and technological boundaries. With zero-copy sharing, data stays securely in SAP systems yet remains instantly accessible in customers' existing data platforms, preserving business context without costly copies.

The result: fewer silos, simpler pipelines, no duplication – just trusted data products where and when they're needed. SAP also announced that Databricks and Google Cloud are the first partners enabled for SAP BDC Connect, with more to follow. As announced in February 2025, SAP Databricks remains a data service within SAP Business Data Cloud, and BDC Connect extends its benefits across an open data ecosystem. These partnerships give customers faster access to data products for analytics and AI, helping teams move from raw data to real-time business outcomes with greater speed and simplicity.

APPLICATIONS THAT TURN DATA INTO ACTION

At the heart of SAP's unique value proposition are enterprise applications where data is created and A.I. driven insights are experienced. SAP Supply Chain Orchestration is a new AI-native solution that combines the power of Joule with a live knowledge graph to detect real-time risks several suppliers deep and orchestrate a coordinated response, helping customers cut costs and keep supply chains moving.

SAP Engagement Cloud, a new customer experience solution, uses business-critical context to personalize interactions across customers, suppliers and other stakeholders. And our next-generation SAP Ariba procurement suite stands out as an AI-native solution, bringing intelligence to every stage of spend management, from sourcing through supplier engagement.





About SAP

As a global leader in enterprise applications and business AI, SAP (NYSE:SAP) stands at the nexus of business and technology. For over 50 years, organizations have trusted SAP to bring out their best by uniting business critical operations spanning finance, procurement, HR, supply chain, and customer experience.

For more information, visit www.sap.com.

+49 180 534-34-24 +1800-872-1727

service@sap.com

Bring out your best.

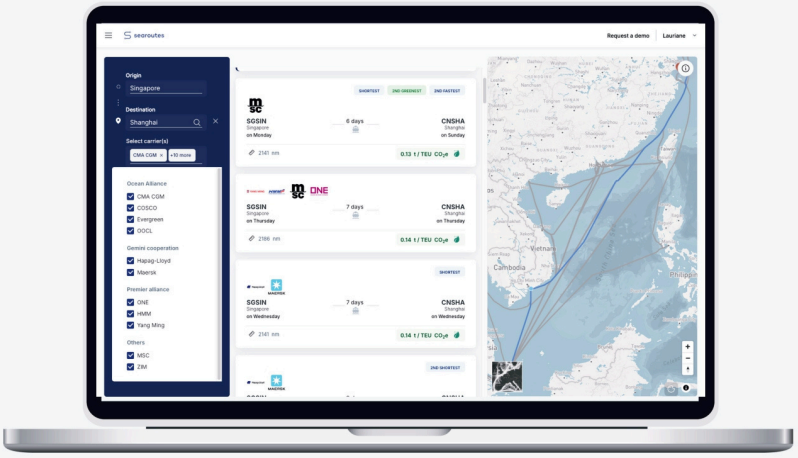


Visit the SAP News Center. Get SAP news via LinkedIn and Bluesky

searoutes

Built to address carbon emissions supply chain challenges

Real-time access for agile decision-making



CERTIFIED

ISO 14083

SMART FREIGHT CENTRE ACCREDITATION

IN ACCORDANCE WITH THE GLEC FRAMEWORK

Unmatched Accuracy & Transparency

95%+ accuracy, vessel level information- past, present, future

Strategic Decarbonization

up to 30% reduction without significant cost increase or delivery performance change

Regulatory Compliance, Simplified

50% faster sustainability reporting preparation

Ready to turn emissions into opportunity?

Contact us for a demo TODAY

Searoutes.com



Supply Chain Resilience: Building Corporate Resilience and Agility

by **Kim Winter**, Founder & Group Managing Director Logistics Executive

Globalised trade delivers efficiencies but also creates long, vulnerable chains. The COVID-19 pandemic, geopolitical conflicts and extreme weather exposed how quickly lean networks can seize up, while tariffs and tensions continue to erode margins[1].

The OECD stresses that resilience is about navigating uncertainty through cooperation and adaptation rather than eliminating all risk[2]. This article distils recent research on why supply-chain resilience matters and how organizations can strengthen it through risk assessment, compliance and strategic investment.

WHY SUPPLY-CHAIN RESILIENCE MATTERS

Supply chains underpin modern commerce. Sixty percent of global trade consists of intermediate goods[2] so a disruption in one region quickly echoes elsewhere.

During the pandemic, reliance on a handful of suppliers meant that factory shutdowns rippled across industries[1] [2]. Companies added buffers, but unrestrained reshoring or stockpiling can erode profits; BCG estimates that tariffs and geopolitical tensions threaten up to 20–30 % of manufacturing EBIT[1].

Surveys indicate that many firms are ill-prepared. The BSI MESH 2025 report found that more than 60 % of organizations are Basic or Ad Hoc in resilience and only 6 % are leaders[3]. Only 38 % have end-to-end risk visibility, fewer than one-third provide regular risk training[3] and over half experienced major disruptions without updating plans[3].

Another survey by WTW shows fewer than 8 % of businesses feel in control and feel in control and 63 % have suffered higher-than-expected losses[4].

These weaknesses have reputational consequences: 58 % worry a failure will erode customer trust and 52 % fear damage from supplier ESG breaches[3]. Growing regulations such as the EU's Corporate Sustainability Due Diligence Directive require firms to identify and prevent human-rights and environmental harms across their value chains[5].

Resilience, compliance and brand equity are therefore intertwined.



CORPORATE RESILIENCE AND AGILITY

Corporate resilience is the ability to absorb shocks; agility is the capacity to pivot quickly. Before 2020, supply-chain design prioritised efficiency lean inventories and single sourcing[1] leaving companies exposed to sudden disruptions.

After the pandemic, many diversified suppliers and carried more buffers, but simply duplicating capacity is costly. BCG recommends a cost-of-resilience mindset: build capabilities such as risk forecasting, automation and climate analysis that can flex to disruption without destroying margins. The OECD's "Three A" principles - agility, adaptability and alignment guide this effort. Agility allows quick rerouting and switching; adaptability enables longer-term shifts like regionalising production; alignment ensures that suppliers and regulators share incentives.

Flexible contracts, cross-trained workers and transparent data help operationalise these principles, while supportive policies on trade and digitalisation create an enabling environment.

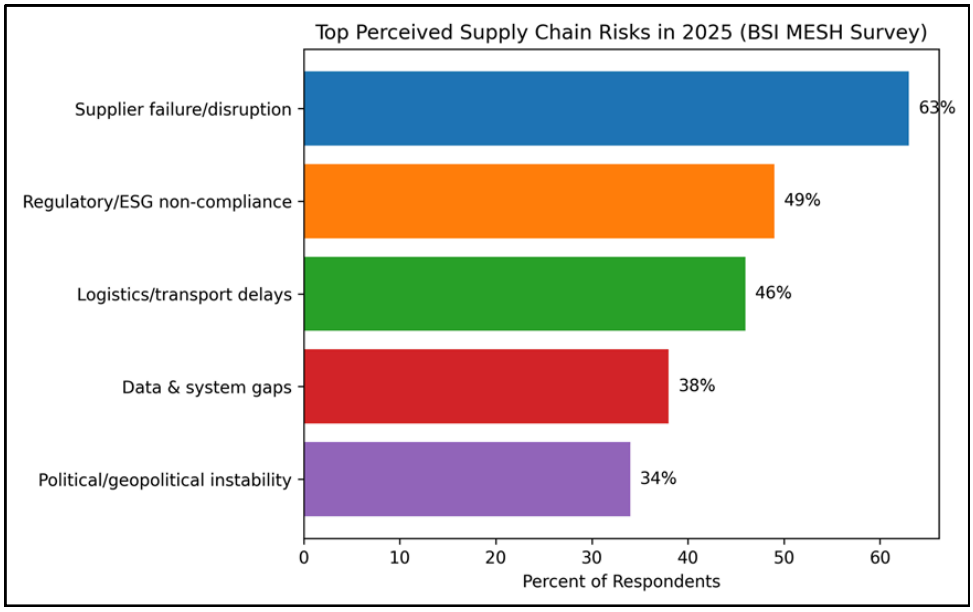
RISK ASSESSMENT: IDENTIFYING AND QUANTIFYING VULNERABILITIES

Resilient supply chains start with rigorous risk assessment. Mapping beyond Tier 1 exposes hidden dependencies, yet only 29 % of companies maintain formal risk registers and 22 % update mitigation plans more than once a year[3]. The biggest threats identified by the MESH survey were supplier failure (63 %), regulatory or ESG non-compliance (49 %), logistics delays (46 %), data gaps (38 %) and political instability (34 %)[3].

A bar chart[3] summarising these priorities appears below. Quantifying impacts matters. Research suggests that major disruptions cost roughly US$1.5 million per day[5], with high-tech industries losing even more. Eighty-one percent of companies reported supplier disruptions in the past two years, and nearly 30 % of incidents cost over US$5 million. Such stakes justify investing in models that estimate expected losses and test mitigation strategies. Digital tools enhance this process: AI systems monitor weather, geopolitics and logistics to predict disruptions[6], while analytics combine supplier financial health and social-media sentiment to identify weak spots. Dashboards and digital twins provide a holistic, real-time view of operations for scenario modelling.

COMPLIANCE AND REPUTATIONAL RISK

Compliance now covers ESG standards, human-rights due diligence and data security. Thirty-five percent of firms cite regulatory or ESG scrutiny as a major risk[3], and 52 % fear reputational damage from supplier breaches[3]. Regulations like the EU CSDDD oblige companies to identify and mitigate adverse impacts across their value chains[5]. To manage these risks, businesses embed due diligence into supplier selection and monitoring. Platforms such as Avetta integrate contractor management with compliance oversight[6], Sedex provides ESG-risk analytics[6], and financial institutions offer insight on how credit and regulation affect supply continuity[6]. Blockchain and AI



tools capture provenance data and scan for non-compliance signals. Using these technologies reduces the likelihood of fines and protects brand value.

OPPORTUNITY COST: BALANCING COST AND RESILIENCE

Resilience investments cost money but ignoring them can be far more expensive. BCG notes that tariffs and geopolitical tensions could erode 5–7 percentage points of margins for automakers and up to 30 % of EBIT in some manufacturing sectors[1]. WTW still found that 63 % of firms experience higher than expected losses[4].

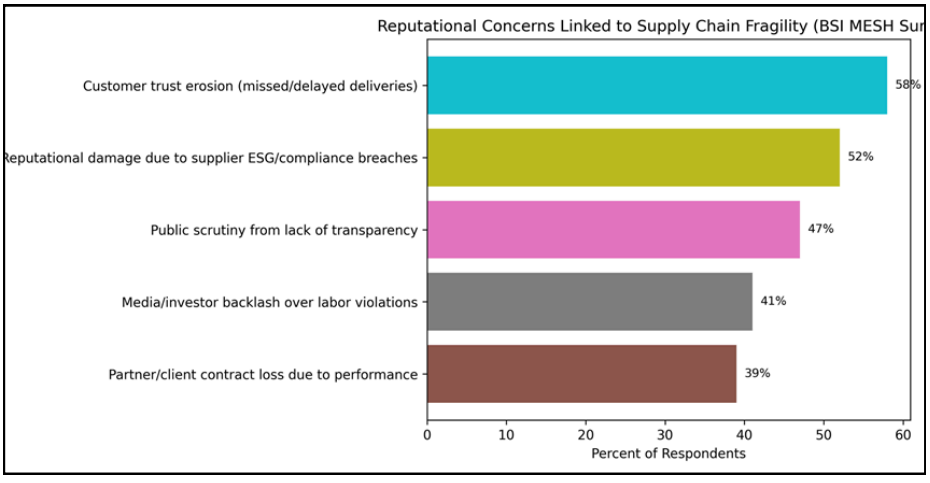
Rising risks for 2025 include geopolitical turmoil and inflation, with cyberattacks and regulatory changes close behind[4]. Modelling these risks helps determine the right mix of dual sourcing, extra inventory or insurance. Opportunity costs also stem from complacency: many resilience programmes are siloed within procurement[3].

As companies shift toward executive oversight and dedicated risk teams[4], embedding metrics like recovery time and inventory flexibility into dashboards ensures resilience becomes a core performance measure.

BUILDING RESILIENT AND AGILE SUPPLY CHAINS

Strengthening supply-chain resilience requires a blend of technology, relationships and and AI dashboards provide real-time transparency across tiers, and AI adoption is accelerating[5]. Supplier diversification reduces dependency on single sources; multi-sourcing, regional production and shared capacity models spread risk[1]. Collaboration platforms facilitate information sharing and contractor management[6].

Compliance and sustainability must be embedded into sourcing data platforms like Sedex provide ESG risk data[6], and the EU's CSDDD mandates due diligence[5]. Workforce capability is often a blind spot[3]; cross-functional risk teams, scenario planning and training build preparedness, while clear governance assigns responsibility[4]. Scenario testing and dynamic safety-stock models help manage physical disruptions[1]. Financial hedging and insurance offer buffers against currency swings, commodity shocks and climate events, providing a safety net especially given that few firms feel fully in control[4]. To visualise reputational concerns, the chart below[3] summarises what respondents fear most when supply chains break. Loss of customer trust (58 %) and reputational damage due to ESG breaches (52 %) stand out[3]. Public scrutiny, investor backlash and contract loss are also significant.



CONCLUSION

Building resilient supply chains is no longer optional. The pandemic, geopolitical tensions and climate events have exposed the fragility of over-optimised networks. The OECD emphasises that resilience is about navigating risk rather than eliminating it[2], while BCG reminds us to consider the cost of resilience relative to potential losses[1]. Surveys from BSI and WTW reveal that most organisations lack comprehensive visibility, formal risk registers and workforce capability[3], yet disruptions and reputational risks are growing[3]. Firms that invest in risk assessment, integrate compliance, diversify suppliers, embrace digital tools and foster agile cultures will turn resilience from a cost centre into a competitive

advantage. Ultimately, resilience must become a shared responsibility across the value chain: suppliers, customers, regulators and investors all have a role to play. Companies that align incentives and treat resilience as a strategic asset will be best positioned to weather future shocks and seize emerging opportunities.

Resilience is also a catalyst for value creation. Enhanced visibility and digitalisation can reveal inefficiencies and improve forecasting. Sustainable sourcing and transparent data appeal to customers and investors, strengthening brand loyalty. Cross-functional collaboration encourages innovation and helps companies adapt to changing consumer preferences. In a volatile world, firms that embed resilience into their strategy not only reduce risk but also unlock growth.

References:

[1]Cost and Resilience: The New Supply Chain Challenge | BCG https://www.bcg.com/publications/2025/cost-resilience-new-supply-chain-challenge

[2]OECD Supply Chain Resilience Review (EN) https://www.oecd.org/content/dam/oecd/en/publications/reports/2025/06/oecd-supply-chain-resilience-review_9930d256/94e3a8ea-en.pdf

[3]MESH Supply Chain Resilience Report 2025 https://www.bsigroup.com/siteassets/pdf/en/insights-and-media/insights/white-papers/gl-mlt-cross-lg-nss-sply-mpd-mp-supplychainscrr-0025.pdf

[4]Global Supply Chain Risk Report 2025 – WTW, https://www.wtwco.com/en-ng/insights/2025/05/wtw-global-supply-chain-risk-report-2025

[5]Top 30 Supply Chain Statistics for Leaders in 2025, https://www.clickpost.ai/blog/supply-chain-statistics

[6]Navigating Risk and Building Resilient Supply Chains in 2025 | Procurement Magazine https://procurementmag.com/news/building-supply-chain-resilience-in-2025





Kim Winter
Founder & Group Managing Director Logistics Executive

The founder of Logistics Executive Group, Kim delivers 40 years of executive leadership experience spanning Executive Search & Recruitment, Leadership Development, Executive Coaching, Corporate Advisory, Consulting & M&A, Media Interviews & Vodcasts, across the Supply Chain, Logistics, 3PL, E-commerce, Life Science, Cold Chain, FMCG, Retail, Maritime, Defense, Aviation, Resources & Industrial sectors.

He is a regular contributor of thought leadership to industry and media, is a professional Master of Ceremonies and is frequently invited to chair / moderate face to Face international events and media platforms.



CARGONOW

Gamechanger

Redefining the Future of Logistics & Supply Chain

Want More CONTROL and EFFICIENCY with
LESS RISK in Your Freight Planning & Procurement?

Spend half a day with 5 companies,
Bringing YOU real LogTech solutions!

MARK YOUR CALENDAR!
19 November 2025
Singapore

SCAN HERE FOR MORE INFORMATION

OR CONTACT US AT
info@logisym.org

TECHNOLOGY PARTNERS :

BUYCO · Keelvar · MarineTraffic Global Ship Tracking Intelligence · searoutes · TETRIXX PTE. LTD.

pando.AI

AI-Powered Orchestration for Logistics



25 Mn
Shipments per day

7 Modes
Shipments per day

40,000+
Global carrier network

25 Bn
Freight spend management

Trusted by **Fortune 500 Enterprises** Across The Globe

P&G | Kenvue | Cummins | Meta | Nestle | J&J | Carrier

Schedule A Demo Today!

www.pando.ai

THE GREEN CORRIDOR

ROADBLOCKS TO GREEN

The Hydrogen Challenge

by **Timothy Foote**, Director Transportation & Network APAC at **Asendia** and Founder of **Susymbio**

LOGISTICS AND TRANSPORT PROBLEMS IMPEDING A GREEN FUTURE

When speaking to many in the industry, there is very often a feeling that true emissions-free logistics will only be achieved when there are new clean engines to replace the fossil fuel engines that make up the mass majority of fleets today. There are, however, other logistics challenges that also stand in the way of making a green future possible. This month I am not passing out information on the latest solutions but instead sharing one of the key logistics challenges that we have, in an effort to spur discussion and spur your creative juices towards a possible solution.

HYDROGEN'S LOGISTICS CHALLENGE

Hydrogen is everywhere in our environment. Along with Oxygen it covers roughly 71% of the earth's surface, not to mention the hydrogen contained in the air we breathe and the organic matter that makes up our terrestrial environment. That said, hydrogen is not an easy element to extract and isolate. Hydrogen fuel, once extracted, can be used to power heavy industry as well as transportation. It has a lot of "bang" as a fuel (it is used in its liquid form to move rockets into space). But not all hydrogen fuel is sustainably manufactured.

This one reason why there are classifications of hydrogen used when discussing it. "Gray hydrogen" is hydrogen produced by burning fossil fuels. Blue hydrogen is a lower carbon emitting process as compared to gray hydrogen. Green hydrogen is produced using different methods. It could simply use solar or wind power to perform electrolysis or it could make hydrogen via chemical extraction of biomass using power supplied by renewable energy sources.

In the end, green hydrogen is the lowest carbon emitting method for extracting hydrogen.



THE "GREEN" IN GREEN HYDROGEN

For this article, I am going to concentrate on producing green using biomass gasification to produce hydrogen fuel. More details on the process can be found in the IEA document "Biomass gasification for hydrogen production" produced earlier this year[1].
Asian economies that produce lots of agricultural produce are rich in such biomass. So much biomass is produced that it is routinely burned every year in our region, causing air pollution and other environmental damage. It only seems prudent to make some use out of all the biomass currently burned, into something that will ultimately help the environment.

THE LOGISTICS CHALLENGE

Efficiently getting the biomass to where it can be used is the logistics challenge. In a recent scientific report "Assessing the deployment of solar-driven hydrogen from biomass at scale in the U.S."[2] which focused on the challenges to ramp up green hydrogen production in the U.S., researchers concluded that the main obstacle in the U.S. was a logistical one.

Primarily, how to collect biomass in an efficient manner and then transport it to where there were large sources of green electricity to enable the processing of biomass into hydrogen. The U.S.'s situation will be similar to many mid-latitude regions that will see most of its wind and solar energy produced in dry and less agricultural regions.The distance between biomass and the energy-making sources creates a logistical challenge to move biomass hundreds or thousands of kilometers away at a low enough cost.

Southeast Asia does not have the same geography and power infrastructure as the U.S., but our green hydrogen making capabilities will also be challenged by distance and efficient collection. To give you an idea of the scale of biomass collection, it takes approximately 1 ton of dry biomass to produce 100 kilos of hydrogen.

How can South-East Asia do better? I leave that to our readers as an open question. As evidenced by the ntermittent hazing that happens in the South-East Asia region, biomass is still being burned instead of being used for making hydrogen. What are the obstacles that we have for collection? How can a new green hydrogen producing systems be strategically installed to make use of our biomass instead of simply burning it?

Please write to me if you are studying solutions for this logistical challenge, and I will be happy to share via our LogiSYM community.



References

[1] Joakim Lundgren, Berend Vreugdenhil, Yadi Ganjkhanlou, Robert Baldwin, "Biomass gasification for hydrogen production", Technology Collaboration Programme, IEA Bioenergy, Feb, 2025

[2]Iloeje, C.O., Runchey, S., Gallier, A. et al. Assessing the deployment of solar-driven hydrogen from biomass at scale in the U.S.. Sci Rep 15, 14275 (2025). https://doi.org/10.1038/s41598-025-90290-y





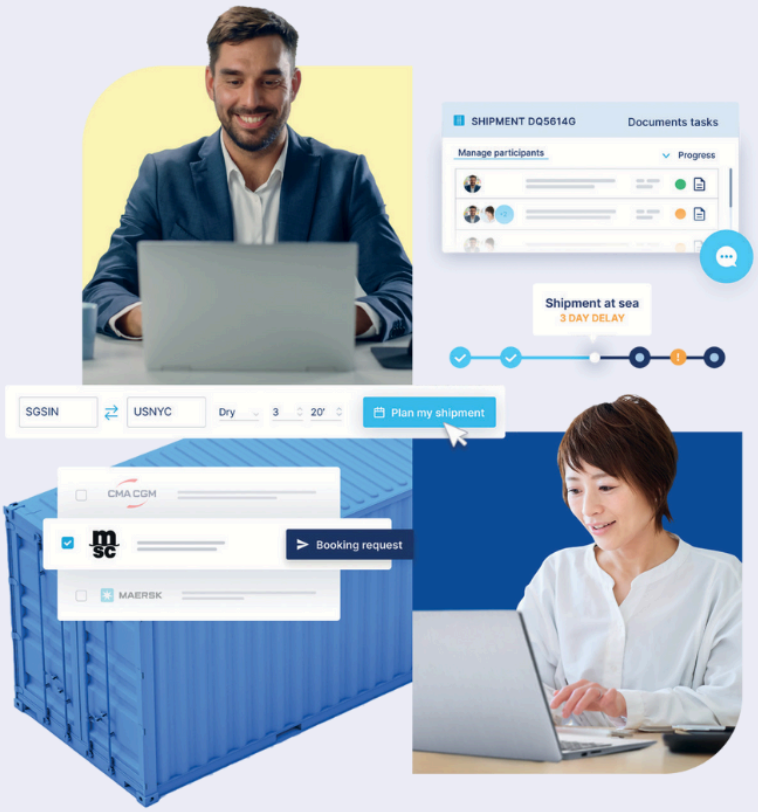
Timothy Foote
DirectorTransportation & Network APAC at Asendia and Founder of Susymbio

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, Tim now works for customers to decarbonise their logistics by managing Asendia's 100% carbon-neutral network.
To further promote a net zero future for the logistics industry, Tim created MOVE GREEN. This is a movement committed to greening the logistics industry during this time of transformation. Please join the companies making a pledge to become net zero by going to Susymbio.com for more details.

BUYCO

Master your Container Shipping

- Provide Visibility to All Parties
- Increase Team Efficiency
- Reduce Shipping Costs
- Lower CO_2 emissions



BuyCo is an Ocean Freight Software built for shippers handling high volumes of international container shipments.

It connects all stakeholders, automates workflows, and brings full transparency to your shipping operations , helping you work more efficiently, save time, and cut costs.

See how BuyCo brings collaboration, execution, and visibility together in one platform to simplify your container shipping.

Discover BuyCo in action

www.buyco.co



SWAT Mobility Achieves Zebra Technologies Validation for its Dispatch Management System

Singapore – October 6, 2025 – SWAT Mobility today announced that its AI-powered Dispatch Management System (DMS) has successfully completed the Zebra Compatible and Validation Testing Program, earning validation for interoperability with Zebra's enterprise-grade mobile computers and tablets. This achievement confirms that SWAT Mobility's DMS delivers optimal performance and functionality when deployed with Zebra's industry-leading hardware, widely used in fleet management, field operations, and transport services.

Zebra Technologies is a global leader in digitizing and automating workflows to deliver intelligent operations. SWAT Mobility's validated solution ensures that logistics providers and organizations can seamlessly integrate SWAT's cutting-edge software with Zebra's advanced mobile devices for enhanced operational efficiency. SWAT Mobility's Dispatch Management System (DMS) is revolutionizing how logistics providers and organisations manage transportation by unlocking new levels of efficiency, cost optimisation, and environmental sustainability. By leveraging SWAT Mobility's award-winning route optimisation algorithm and seamlessly integrated with Zebra's rugged mobile hardware, the solution delivers: real-time dynamic dispatching, maximised fleet performance, end-to-end delivery visibility, and centralised operational control

These capabilities enable businesses to orchestrate smarter, more resilient transport networks that reduce costs, enhance service reliability, and promote a greener, more sustainable future. The validation also underscores the value of Zebra's rugged devices in addressing the demanding needs of logistics and transport operations. With features such as field-replaceable batteries, enterprise-grade durability, and reliable connectivity,



Zebra's mobile computers and tablets ensure that drivers and delivery personnel can complete their tasks without device disruptions. This results in uninterrupted workflows, on-time deliveries, and consistent service levels in even the most challenging environments.

"Working closely with Zebra engineering teams, we have validated the interoperability of our Dispatch Management System with the ET series enterprise tablets and TC series mobile computers," said Clement Ho, Head of Partner Operations at SWAT Mobility. "This ensures that our customers can deploy the system seamlessly alongside Zebra's proven hardware, enabling faster, more efficient dispatching while driving cost efficiency and scalable operations."

The Zebra Compatible and Validation Testing Program allows eligible channel partners to validate the interoperability of their software and hardware with select Zebra mobile computers, scanners, printers, RFID solutions and software products. This helps businesses deploy proven solutions that meet their unique operational requirements.





SWAT MOBILITY

About SWAT MOBILITY

SWAT Mobility is a leading AI powered route optimisation technology company specialising in advanced route optimisation solutions for mobility and logistics. With over nine years of experience across Southeast Asia and Japan, we harness our award-winning, patented algorithms and machine learning-based mapping to solve complex transportation challenges.

Our core products, the Dispatch Management System (DMS) and Demand Responsive Transport (DRT), feature over 200 customisable parameters designed to help governments, enterprises, and logistics providers optimise operations and improve efficiency. Committed to Empowering the World to Move More With Less, SWAT Mobility tackles key issues such as driver shortages, transport accessibility, and environmental sustainability through smarter, AI driven routing solutions.

ZEBRA

About ZEBRA TECHNOLOGIES

Zebra provides the foundation for intelligent operations with an award-winning portfolio of connected frontline, asset visibility and automation solutions. Organizations globally across retail, manufacturing, transportation, logistics, healthcare, and other industries rely on us to deliver outcomes today while driving innovation for what's next.

Together with our partners, we create new ways of working that improve productivity and empower organizations to be better every day. Learn more at www.zebra.com.

Follow Zebra on - Blog, LinkedIn, Facebook, X, Instagram and YouTube.

Advance Your ***Supply Chain*** Leadership Position. Lead with Impact.

DOCTOR OF BUSINESS ADMINISTRATION (DBA)

Offered By: **UNIVERSITY of INFORMATION TECHNOLOGY and MANAGEMENT** in Rzeszow, POLAND

- *Complete in **2 years** without pausing your career*
- *Flexible format with **fully online** sessions*
- *Open to **Non-Supply Chain** candidates as well*
- *Guided by **industry experts & academic leaders***



FOR MORE INFORMATION

Please contact:
Saran (Programme Administrator)
Email: saran@logisym.org

en.uitm.edu.eu



Customer-centric Logistics: How personalisation, Visibility and Innovation are transforming customer experience

Feature Article by **Manoj Niyogi**, Vice President, UPS ASIA-Pacific

PERSONALISATION, VISIBILITY, AND INNOVATION: SHAPING THE FUTURE OF CUSTOMER EXPERIENCE

Innovation and customer experience are two sides of the same coin. Sometimes business-led innovations give customers something they didn't have before and in turn expectations are raised. Sometimes it's the other way around; customers demand something they don't currently have and businesses need to act quickly to provide it.

So we can already begin to see how all of it exists in a sort of harmonious cycle.In the logistics context, personalisation and visibility are key to customer experience and, as such, a lot of innovation focuses on these two things. As consumers, we all like to feel special, to be noticed, to be listened to.Often that personal touch makes the difference between a forgettable customer experience and a memorable one.

EVOLVING CUSTOMER EXPECTATIONS IN THE AGE OF E-COMMERCE

The growth in e-commerce means shoppers now expect the same level of personalisation from their online shopping experience as they do when they're shopping in a store. This means customer service for the online shopper has to match, or even exceed, that of the physical store.

This has led to trends such as 'buy many keep one', where online shoppers are replicating the offline experience at home by, for example, buying several sizes of the same item of clothing and trying them all on at home fully intending to return all the ones that don't fit.

This means not only the original delivery experience needs to meet expectations, the returns experience does too. Our job at UPS is to continue to listen to what our customers need so we can create new products and solutions that live up to current demands, anticipate future demands and simplify the shipping process for everyone. The aim is to put total control in the hands of our customers and their customers.

UPS DRIVING PERSONALISATION THROUGH VISIBILITY AND INNOVATION

At the heart of a personalised online shopping experience is visibility; the two tend to go hand in hand. Online shopping is exciting – for a lot of people, as soon as they've clicked 'buy', they're checking the tracking info in anticipation of when their package will arrive.



Being able to track deliveries every step of the way is useful from both the B2B and B2C perspective. For example, businesses can use a service such as UPS Supply Chain Symphony to integrate various supply chain components, including shipping, warehousing and inventory management into a single platform. This unified approach empowers UPS customers to track in- and outbound orders, easily monitor inventory levels, predict potential problems and make strategic decisions to improve supply chain operations. What this translates into is less unforeseen errors, faster recovery from unexpected issues and, as a result, better customer satisfaction.Meanwhile from the perspective of the end consumer (B2C), we understand that no matter how excited you are about receiving your delivery, sometimes plans can change – you get stuck at the office, you want to go out with friends, you need to take your dog to the vet.

With a service like UPS My Choice, recipients can make changes to information such as the delivery address or location, or give the delivery person specific instructions where to leave a parcel. These are both examples of innovation spurring personalisation and visibility and they demonstrate how intrinsically linked the three concepts are.

UPS LEVERAGING DIGITAL TECHNOLOGY TO ENHANCE CUSTOMER EXPERIENCE

Again, it really boils down to customer experience; stopping problems before they start, making the shipping experience easier for our customers and theirs.

For example, one of the main reasons international shoppers abandon their carts is because they want to avoid paying duties and taxes upon delivery. And one of the main causes of customer dissatisfaction is when they're looking forward to receiving their package only to be faced with an unexpected extra charge before they can actually have it. Anybody who's gone through this will testify it's a really bad customer experience.

I mentioned before that, in order to come out on top, online retailers need to match the offline shopping experience. Well, when you're buying something in a physical store, you know exactly how much you're paying there and then. So why should it be any different when you're shopping online?

In March 2025, UPS launched Global Checkout, a service which shows online shoppers the total cost – including duties, fees and taxes – before completing their purchase. We are the only global integrated carrier to guarantee the total landed cost at the point of purchase, with no unexpected costs at delivery. Global Checkout provides accurate HS codes using a state-of-the-art proprietary AI system that has been trained with billions of tokens and millions of classified goods examples. It uses advanced algorithms and statistical models to constantly learn and improve over time and it adjusts to policy changes, international tax laws, duties and tariffs in near real time

RESILIENCE AS A BUSINESS IMPERATIVE IN GLOBAL TRADE

One of the many lessons we learned from the pandemic is that building a resilient supply chain is no longer an option, it's a must for any business that



wants to survive. You could argue the need was already urgent pre-Covid but the pandemic certainly brought things into sharper focus. The landscape of global trade is always evolving so businesses must keep adjusting to capture new opportunities and protect against costly disruptions. UPS recently worked with The National Center for Asia Pacific Economic Cooperation (NCAPEC) on a report that examines the state of supply chains within APEC countries.

That report shows that an optimised supply chain is a resilient supply chain and a resilient supply chain is one that can easily adapt, rebound or recover when faced with the kind of shocks we've experienced over the last few years.

Worryingly, it seems most companies have yet to realise this. Our research shows that in key areas of diversifying products, suppliers, customers, and transportation options, up to 89% of businesses in Asia Pacific are still not resilient. According to the report, the resilience of a supply chain can be measured across five key dimensions – flexibility, visibility, connectivity, robustness and redundancy:

- The flexibility to quickly switch between products, suppliers, customers, trade routes and distribution channels when the need arises

- Visibility over every stage of a business's operations to allow for better decision making and more effective responses to disruption

- ·Smooth and stable connectivity across all stages of production and transportation.

- ·Robustness can be using digital technology to enhance operational efficiency and adapt to disruption.

- ·While redundancy ensures sufficient inventory, capacity and a financial buffer in case of the need to move from plan A to plan B.

CONCLUSION

The logistics landscape is always evolving and these are all areas where UPS can help businesses strengthen. Customer expectations change and supply chains need to be kept up to date. So businesses must keep adjusting if they want to remain competitive in the long term.
UPS is here to help. We've been working with businesses in Asia across the last five decades to optimise supply chains and solve our customers' problems. Uncertainty always comes with opportunity, and now is the time to act.



Manoj Niyogi

Vice President
Information Technology
UPS Asia Pacific

Manoj is responsible for the enablement, support and maintenance of technology solutions for UPS and its customers across Asia Pacific. This includes UPS's regional IT infrastructure, applications development, telecommunications and key aspects of IT governance including compliance, data privacy and information security



ASEAN'S LEADING & MOST TRUSTED LOGISTICS AND SUPPLY CHAIN PROVIDER

02 710 4000 @SCGJWD WWW.SCGJWD.COM



EMPOWERING
BOUNDLESS
POSSIBILITIES

SCGJWD LOGISTICS

LogiMAT & LogiFOOD SOUTHEAST ASIA

End-to-End Premier Logistics Trade Shows

15-17 OCT 2025

BITEC HALL 100, BANGKOK, THAILAND

LogiMAT SOUTHEAST Asia

INTRALOGISTICS SOLUTIONS, WAREHOUSE, AND PROCESS MANAGEMENT

LOGISTICS AND COLD CHAIN SOLUTIONS

LogiFOOD SOUTHEAST ASIA

Join LogiMAT & LogiFOOD Southeast Asia 2025



The Regional Meeting Place for ASEAN Leading Logistics Leaders

▸ INTERNATIONAL PAVILIONS

Meet exhibitors from Southeast Asia, Austria, Germany, China, Italy, Singapore, Japan, Korea and more.

Meet and connect with potential partners, investors, and Hosted Buyers from more than 33 countries in Asia and beyond through exclusive **BUSINESS MATCHING PROGRAM.**

▸ LOGISYM SYMPOSIUM

Update trends and connect with peers at Southeast Asia's leading symposium organized in collaboration with LogiSYM.

▸ PRODUCT DEMONSTRATION SHOW

Experience LogiMAT's signature live Product Demonstration Zone, demonstrating end-to-end cutting-edge logistics innovation of 2025.







Scan to contact us
www.logimat-sea.com

ORGANISED BY:
Messe Stuttgart Key to Markets
koelnmesse
TIA THAI INTRALOGISTICS ASSOCIATION

SHOWCASE: LogiFOOD SOUTHEAST ASIA

SYMPOSIUM PARTNER: LogiSYM

POWERED BY ANUGA FOOD TEC

SUPPORTED BY:
THAILAND MICE MEET THE MAGIC | TCEB
DIPROM
สสว.
BDS MARKET
ISMED
nfi
TARA
TRA THAI REFRIGERATION ASSOCIATION
WSCBA
Thai-German Institute สถาบันไทย-เยอรมัน

Co-Organised By:

LogiSYM PLATINUM 2025 INDONESIA

Digital, Sustainable, and Secure: Empowering Supply Chain Agility and Efficiency

27 November 2025

Shangri La Hotel, Jakarta, Indonesia

Platinum Partners:

Collaborative Platform of:

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



LogiSYM

LOGISYM BRAND PARTNERSHIP

Connect with the APAC Supply Chain Community





LOGISYM 2025 EVENTS ACROSS ASIA PACIFIC REGION

- LogiSYM ASIA PACIFIC 2025 — 20 - 21 May
- LogiSYM AWARDS 2025 — 20 May
- INDUSTRY GALA NIGHT featuring LogiSYM AWARDS 2025 — 20 May
- CeMAT SOUTHEAST ASIA — 19 - 21 May
- LogiSYM PLATINUM MALAYSIA 2025 — 27 August
- LogiSYM PHILIPPINES 2025 — 17 - 18 September
- TRANSPORT & LOGISTICS PHILIPPINES — 17 - 19 September
- LogiMAT – LogiSYM THAILAND 2025 — 15 - 16 October
- LogiSYM PLATINUM SINGAPORE 2025 — November
- LogiSYM PLATINUM INDONESIA 2025 — 27 November

SCAN HERE FOR MORE INFORMATION

or contact us at:
info@logisym.org
harjeet@logisym.org
+65 6208 7785

www.logisym.org