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The Magazine for Supply Chain Executives

JUNE-JULY 2026

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TILOG LogistiX 2026

EMPOWERING GLOBAL TRADE WITH GENERATIVE SUPPLY CHAINS

19-21 AUG WED-FRI HALL 98 BITEC 10.00-18.00 HRS. BANGKOK



DITP and RX BITEC Unlock ASEAN Supply Chains' Power Bringing 415+ Leading Logistics Solutions to "TILOG - LOGISTIX 2026"

The Department of International Trade Promotion (DITP), Ministry of Commerce, Thailand, in collaboration with RX BITEC, ASEAN's leading exhibition organizer, announces its readiness to stage "TILOG - LOGISTIX 2026", ASEAN's most comprehensive exhibition on technologies and services for warehouse management, loading, packing, material handling, and logistics services on August 19th - 21st, 2026, from 10.00 - 18.00 hrs., at Hall 98, BITEC, Bangkok.

Now in its 9th edition, **TILOG - LOGISTIX 2026** is being held at a pivotal time as businesses navigate evolving global trade dynamics and increasingly stringent trade regulations by restructuring supply chains and reassessing production strategies. Against this backdrop, Thailand's strategic position is gaining ground as foreign investment continue to grow and companies accelerating supply chain diversification into ASEAN. TILOG - LOGISTIX 2026 brings together comprehensive solutions across five key categories to help businesses improve operational efficiency and strengthen supply chain competitiveness: automated material handling and robotics including AGVs and AMRs; smart warehouse, storage, and loading technology; AI, IoT, and e-logistics software; end-to-end packing and palletizing systems; and a full spectrum of logistics service providers (LSPs), all to be showcased under one roof at Bangkok International Trade and Exhibition Centre (BITEC).

This year, TILOG - LOGISTIX 2026 will create opportunities for every participant to empower their logistics capabilities with innovations from over 415 leading brands, 25 countries, to showcase integrated solutions designed to effectively reduce costs, improve end-to-end logistics efficiency, and enforce sustainability.



Under the theme of "Empowering Global Trade with Generative Supply Chains," the exhibition will offer valuable opportunities for business professionals from a wide range of industries, including Automotive , Food & Beverage, E-Commerce & Retailers, Electronics, and Personal Care Products to empower their warehouse management and logistics endeavor with the right trade partners to pursue next-level technological and operational transformation.

Key highlights and major activities at this year's event include a range of special programs designed to support business networking and knowledge exchange, including:

Innovation Showcase
A special zone featuring cutting-edge innovations, smart technologies, and advanced logistics solutions driving the future of the logistics industry, enabling entrepreneurs to explore practical applications for their businesses.

ELMA 2026 Award Presentation Ceremony and Seminar
Recognition of winners of the Excellent Logistics Management Award (ELMA) during the official opening ceremony, followed by a special seminar session featuring award winners and distinguished committee members who will share achievement and encourage Thai LSPs to apply best practices in logistics management in realities of business operation.

Trade Logistics Symposium
To be held on August 20th, 2026 in both morning and afternoon sessions, featuring updates and insights from representatives of the Stock Exchange of Thailand, leading logistics executives, and experts from global organizations with extensive experience in modern logistics and supply chain management. The symposium aims to prepare businesses for fundraising opportunities and support expansion into global trade.

Thailand Logistics Industry Exhibition
A dedicated showcase presenting in-depth insights into three key dimensions: an overview of the capabilities of Thailand's logistics service industry, future industry trends and directions, and success stories from ELMA award winners.

World Transport & Logistics Forum (WTLF)
Organized in collaboration with global organizations such as The World Bank Group, this forum will discuss and provide insights into the Logistics Performance Index (LPI) and its role in enhancing industry competitiveness and operational efficiency.

Business Matching Program
A complimentary service for visitors to find exhibitors online in advance to make appointments to meet them at the event's Business Matching Lounge or at exhibitors' booths.

"TILOG - LOGISTIX 2026"
is free and open to industrial entrepreneurs and the public. Pre-registration is open at www.tilog-logistix.com. For inquiry, please contact contactcenter@rxbitec.com.

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EDITORIAL MESSAGE

From the Editor

Welcome to the June-July edition of LogiSYM Magazine, where we will explore the theme of Regionalisation: The Global Shift Beyond Single Market Dependence.

We are very pleased to include a great discussion on the important topic of women in Supply Chain Leadership from Supply Chain Queen® and founder of SupplyChain Revolution, Sheri R. Hinish,

"The New Chain of Command: Why Women's Leadership Is the Competitive Advantage Supply Chain Can No Longer Afford to Ignore." A thought provoking read.

For most of the past three decades, "efficiency" was the only word that really mattered in supply chain design. Low-cost country sourcing, consolidated manufacturing, lean inventory - the whole playbook was built around squeezing distance out of the cost equation. The disruptions of the past five years have retired that playbook.

At LogiSYM Asia Pacific 2026, which reached another successful conclusion in Singapore in May, this shift was not discussed as a future trend - it was treated as a current operating reality. CEOs and supply chain leaders weren't debating whether to regionalize; they were comparing notes on how to do it without blowing up their cost structures. The phrase "China Plus One" has been around long enough to feel like a cliché, but what's different in 2026 is the architecture behind it - not one backup country, but multi-node networks that keep China's industrial scale for complexity and volume while routing tariff-sensitive work through Vietnam, Malaysia, Indonesia, or India, depending on the product.

What's driving it is not purely economics, either. Friend-shoring - aligning supply chains to geopolitically trusted partners rather than just the cheapest option - is now a boardroom conversation, not a procurement one. Some companies are absorbing 15–30% cost increases on redirected components and doing it anyway because the alternative - being cut off by a tariff decision or a political rupture - is now seen as the greater risk. Regionalization has not made supply chains simpler. It's made them deliberately more complex in exchange for being less fragile. Supporting our Regionalization theme, we have a really thoughtful piece from Wolfgang Lehmacher, "Factory Floor or Strategic Node: What Poland's EU Path Means for Viet Nam and ASEAN", and Middle East Perspective from Dr. Shereen Nasser in her article, "Regionalisation: The Global Shift Beyond Single Market Dependence".

Looking forward to coming months of events – CeMAT Australia in Melbourne in June, LogiSYM Malaysia in August, LogiSYM Philippines in September, LogiSYM Platinum Thailand in October, and LogiSYM Platinum Vietnam and Indonesia Supply Chain with LogiSYM and CeMAT in Indonesia. Looking forward to seeing you around the events.

Brett Marshall
Editor-in-Chief
LogiSYM Magazine



LSCMS PRESIDENT'S MESSAGE

From Volatility to Vigilance: The New Imperative for Supply Chain Leaders

Over the past month, I have had the privilege of engaging with hundreds of supply chain leaders, practitioners, policymakers, and technology innovators across LogiSYM Asia Pacific, LogiSYM Planning & Procurement, LogiSYM Cold Chain in Singapore, and CargoNOW Malaysia in Kuala Lumpur. Across all these conversations, one theme emerged with remarkable consistency. Uncertainty is no longer an exception but rather the operating environment Logisticians have to operate in the times of the "Never Normal".

The escalating tensions in the Middle East, disruptions to global shipping lanes, rising energy costs, shifting trade policies, and growing geopolitical fragmentation have once again exposed the fragility of the global supply chains upon which economies and communities depend. What happens in the Strait of Hormuz, the Red Sea, or the South China Sea can quickly affect manufacturers in Penang, retailers in Singapore, exporters in Vietnam, and consumers throughout the world.

For supply chain leaders, this reality demands a fundamental shift in mindset.For many years, organisations focused primarily on efficiency. Lean inventories, just-in-time operations, and cost optimisation delivered impressive gains. However, the events of recent years from the pandemic to geopolitical conflicts and climate-related disruptions, have demonstrated that efficiency without resilience creates vulnerability.

Today, resilience must be a strategic capability in any supply chain managers playbook.This does not mean abandoning efficiency. Rather, it means balancing efficiency with visibility, agility, redundancy (where appropriate) and a deeper understanding of risk across extended supply networks. Technology will undoubtedly play a critical role.



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Artificial intelligence, digital twins, predictive analytics, and real-time visibility platforms are providing organisations with unprecedented capabilities to anticipate disruptions and respond faster than ever before. Yet technology alone is not the solution.

The strongest supply chains are built on collaboration. Governments, industry associations, logistics providers, manufacturers, technology companies, and academia must work together to strengthen supply chain ecosystems. No single organisation can navigate today's complex challenges alone.

The ability to share information, align priorities, and collectively prepare for disruptions will increasingly define competitive advantage. This is particularly important for the Global South. Our region sits at the heart of global trade. We are home to some of the world's busiest ports, fastest-growing economies, and most dynamic manufacturing hubs. As supply chains continue to diversify and evolve, Southeast Asia has an unprecedented opportunity to strengthen its position as a critical node in the global economy.

However, this opportunity comes with responsibility. We must continue investing in infrastructure, talent development, digital transformation, sustainability, and cross-border collaboration. We must also ensure that supply chain professionals are equipped with the skills needed to navigate an increasingly complex operating environment.

At LogiSYM and the Logistics & Supply Chain Management Society, we remain committed to creating platforms where these conversations can take place, where ideas can be challenged, and where meaningful partnerships can be formed.
The future of supply chains will not be defined solely by technology, infrastructure, or capital. It will be defined by leadership.

- Leadership that embraces change.
- Leadership that prepares for uncertainty rather than reacts to it.
- Leadership that understands that resilience is not a cost, but an investment.

As we move into the second half of 2026, I encourage all supply chain leaders to view today's disruptions not simply as challenges, but as catalysts and opportunities for transformation. The organisations that emerge strongest will be those that use this period to build smarter, more connected, and more resilient supply chains.

The future remains uncertain but our response to it does not have to be.

Raymon Krishnan, FALA, FCILT, CLP
President The Logistics & Supply
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The New Chain of Command: Why Women's Leadership Is the Competitive Advantage Supply Chain Can No Longer Afford to Ignore

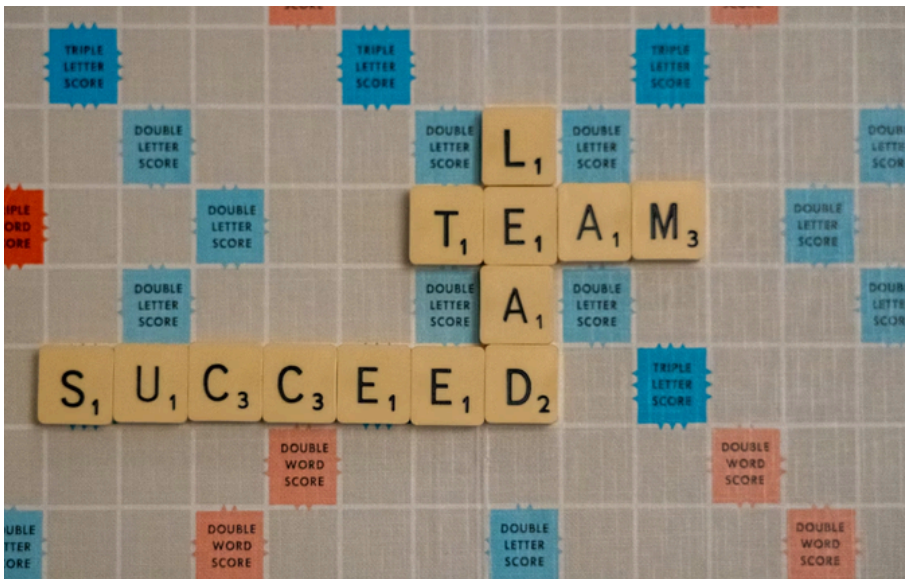
Feature Article By Sheri Hinish | Founder and CEO, Supply Chain Revolution Global LLC

THE LEADERSHIP GAP IS A STRATEGIC GAP

There is a conversation happening at the edges of boardrooms, in the margins of workforce reports, and in the quiet frustration of high-performing women across the global supply chain industry.

It is a conversation about who gets to lead, who gets to decide, and who bears the cost when the answer to both of those questions remains, after decades of stated commitment to change, disproportionately the same. The 10th Annual Awesome-Gartner Women in Supply Chain Report revealed that Female Chief Supply Chain Officers represent just 11% of the role globally, the lowest figure recorded since 2019.

Women represent 40% of the supply chain workforce, yet that representation is declining across every level of management, with the early-career pipeline contracting at the precise moment the industry needs new leadership talent most. These are not diversity statistics. They are strategic indicators, and they are pointing toward a capability crisis that the that the industry has not yet had the courage to name clearly. In an operating environment defined by geopolitical fragmentation, accelerating automation, climate disruption, and the most complex regulatory landscape in the history of global trade, the organizations most likely to navigate successfully are those with the broadest, most varied leadership intelligence available to them.



The organizations most likely to struggle are those that have optimized their leadership pipelines for demographic consistency at the expense of cognitive diversity, lived experience, and the human-centric judgment that complexity demands.

Women's leadership is not a social good bolted onto the side of a business strategy. It is the business strategy, and the data has been making this case for long enough that continuing to treat it as aspirational rather than operational is itself a strategic choice with measurable consequences.

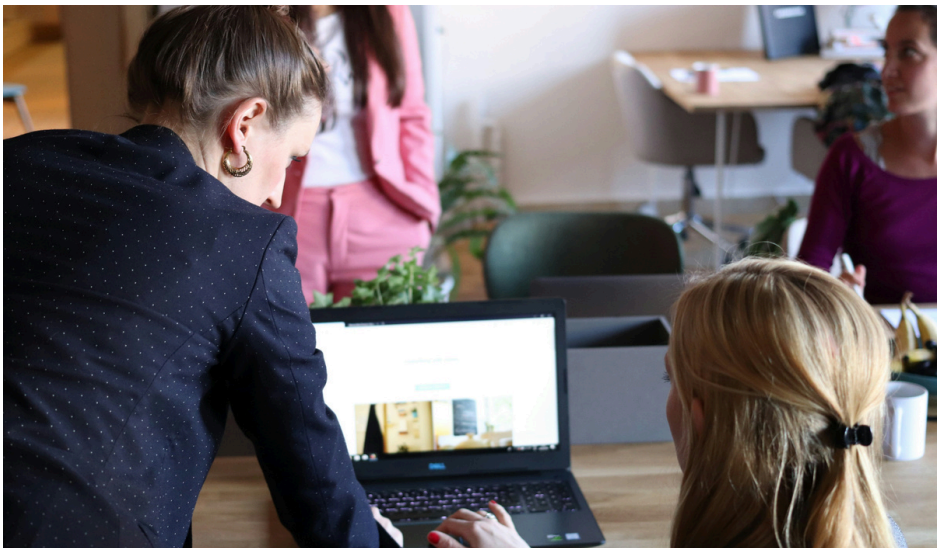
THE ARCHITECTURE OF EXCLUSION

Understanding why the gap persists requires moving past the pipeline narrative that has dominated this conversation for the better part of two decades. The pipeline is not broken. Women are entering supply chain in strong numbers across every market. The problem is structural, and it lives in the invisible architecture built around who receives sponsorship versus who receives mentorship with no pathway attached, who is assigned to high-visibility transformation programmes versus steady-state operational

roles, and who is handed profit and loss responsibility at the career stage when that responsibility becomes the primary differentiator between those who reach senior leadership and those who plateau beneath it.

The World Economic Forum's Global Gender Gap Report 2025 places full gender parity globally at 123 years away at the current rate of progress. The same report confirms that in Supply Chain and Transportation specifically, women's representation is growing faster in top management than in mid-level management, signalling a persistent structural drain in the leadership pipeline that requires deliberate intervention, not optimism.[2] Only 29% of organizations hold direct accountability for increasing women in leadership on their management scorecards, meaning the absence of structural mechanisms virtually guarantees the continuation of existing patterns.[1]

You cannot manage what you do not measure, and gender parity treated as an aspiration rather than a key performance indicator will continue to produce aspiration-level results. The solution requires three specific structural interventions. The first is converting sponsorship from an informal cultural practice into a formal leadership performance metric, one that is measured, reported, and tied to the advancement outcomes it produces rather than the intentions it expresses. The second is redesigning the pathway to senior leadership so it no longer demands the kind of availability that disproportionately penalizes those carrying caregiving responsibilities, a structural demand that operates as a hidden tax on women's advancement in every market where supply chain leadership remains measured in hours rather than outcomes. The third is requiring those who hold organizational power to actively redistribute opportunity rather than simply endorsing its theoretical availability.



THE ASIA PACIFIC OPPORTUNITY: CLOSING THE GAP BETWEEN CONTRIBUTION AND POWER

Asia Pacific is one of the most consequential regions in global supply chain, and the women within it are among its most significant and least recognized contributors. That gap between contribution and recognition is not a cultural observation. It is a structural problem with measurable economic consequences, and it belongs to every executive in this region to help close it.

Women constitute the majority of workers across garments, electronics assembly, and agricultural supply chains throughout Southeast Asia, South Asia, and parts of East Asia. At the operational level, their contribution is not marginal. It is foundational. Yet female labour force participation across the Asia Pacific region, highlighted in a UN Women Asia-Pacific study (2024), dropped to 43.6% in 2023, falling below the global average and continuing a decline that has persisted since 2005. Representation in senior leadership and strategic decision-making roles remains acutely thin relative to that operational presence, with the structural conditions enabling

women's advancement at every level of the chain remaining incomplete across most markets in the region. The WEF Global Gender Gap Report 2025 notes that in Supply Chain and Transportation, industries that have a higher share of women in top-level management roles are also the most likely to continue hiring women into those positions. The data points toward a self-reinforcing dynamic: visibility at the top creates access at every level beneath it. The inverse is equally true, and the region is currently operating in that inverse condition in most markets.

For executives across the region, the work is specific. It means building supplier development programmes that extend investment and visibility beyond Tier 1 into the networks where operational expertise is deepest and structural support has historically been thinnest. It means co-designing solutions in genuine partnership with the women already running these systems, incorporating knowledge that headquarters-led strategies consistently undervalue. It means building leadership pipelines that close the distance between where women's contributions are concentrated and where organisational power is held. The talent is not the gap. The systems built around it are.

REWRITING THE LEADERSHIP PLAYBOOK

The final argument this article makes is the one that connects gender equity to the broader question of what supply chain leadership must become to remain effective in the decade ahead. The corporate archetype that has dominated supply chain leadership was built for a world defined by relative stability, linear planning horizons, and the primacy of technical mastery and operational efficiency as the primary differentiators of leadership excellence.

That world no longer exists. Geopolitical fragmentation is redrawing trade routes in real time. Artificial intelligence is transforming every function with a speed and scope that no prior technology wave has matched. Climate events are disrupting operations with escalating frequency and a degree of unpredictability that renders legacy risk frameworks functionally obsolete.

What the next decade demands is what I call the agility quotient: the capacity to operate with grace in ambiguity, to hold systemic complexity without losing the human judgment that complexity requires, and to build trust across stakeholder networks that are more diverse, more distributed, and more demanding than any previous generation of supply chain leaders was asked to navigate. The financial case for building leadership teams with the diversity to match that complexity continues to strengthen.

McKinsey's Diversity Matters Even More report, spanning 1,265 companies across 23 countries, found that companies in the top quartile for board-gender diversity are 27% more likely to outperform financially than those in the bottom quartile. The Women on Boards and Beyond 2024 Progress Report found that globally, companies with 30% or more female directors on their boards saw nearly 19% higher cumulative returns compared to those with fewer female directors. The business case has been made, replicated, and strengthened across years of research.



What remains is the organizational will to act on it with the same rigor applied to any other strategic capability investment. The leaders who will define supply chain excellence in the decade ahead are not those with the best playbook inherited from the last era.

They are the ones capable of writing a new one in real time, in conditions that no playbook fully anticipated, for stakeholders whose expectations of corporate leadership have never been higher or more consequential. Building that leadership capacity requires deliberately and structurally expanding who gets to lead.

Not as a gesture of organizational goodwill and not as a response to external pressure, but as a disciplined investment in the breadth of intelligence that the complexity of modern supply chains actually demands. The new chain of command is more diverse, more human-centric, and more capable than the one it is replacing.

The organizations that build it intentionally will outperform those that wait for it to emerge on its own. The question is no longer whether women belong in supply chain leadership. The question is how much longer organizations can afford to operate as though they do not.



Sheri Hinish

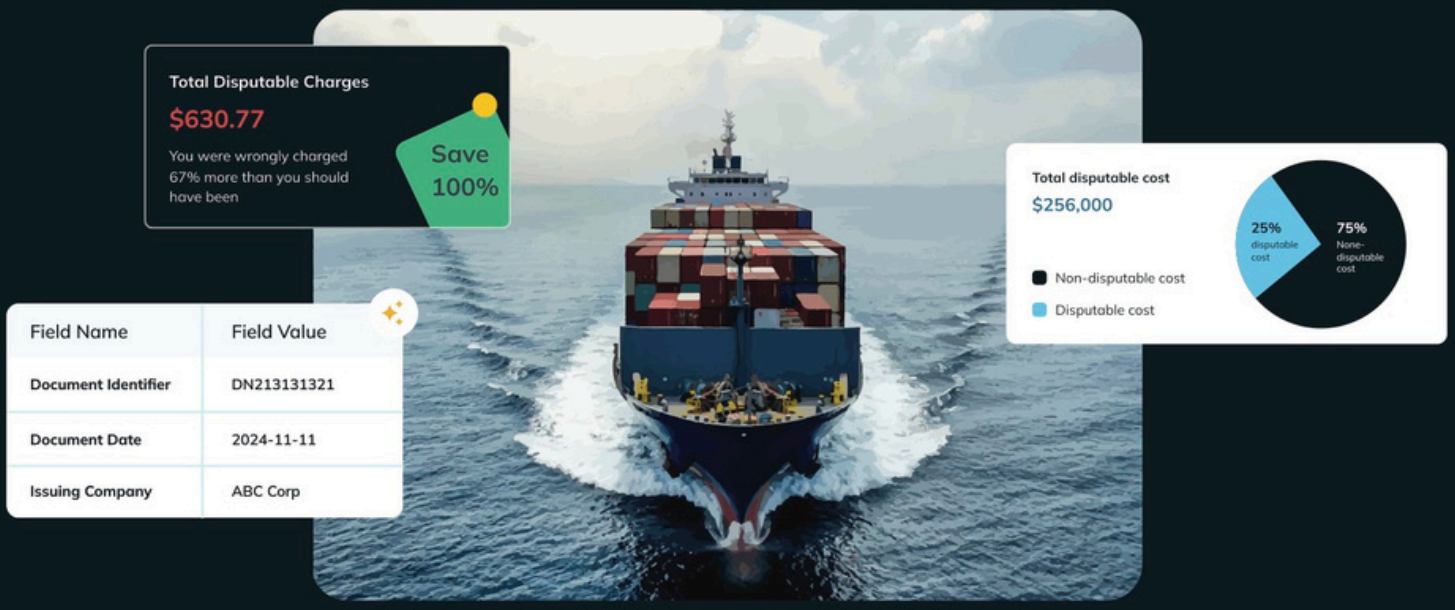
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Factory Floor or Strategic Node: What Poland's EU Path Means for Viet Nam and ASEAN

Feature Article By Wolfgang Lehmacher, Global Supply Chain Advisor & Former Director, World Economic Forum

A global manufacturer planning the next decade in Asia faces a choice that now defines corporate strategy. It can treat Viet Nam as a low-cost production site, useful but interchangeable. Or it can treat Viet Nam as the anchor of a wider South-East Asian operating model that supports sourcing, assembly, logistics and market access across the region. The second view is more ambitious. It is also what separates temporary leaders from durable ones.

Europe has already run a version of this experiment. Poland was once seen as the low-cost edge of the European market. Today, it is a strategic logistics and manufacturing hub at the centre of east- west and north-south trade corridors. Vietnam stands at a similar threshold in South-East Asia. The question is whether ASEAN can create the conditions that allow Viet Nam to do for its region what Poland did for Europe: shift from factory floor to strategic node. Poland and Viet Nam are not the only candidates for this role.

In South-East Asia, Indonesia is building its own case as a regional production and market hub, while in the wider European neighbourhood Morocco and Turkey play similar connector roles between larger blocs. This is not a debate about regional institutions for their own sake. It is a question of where to allocate capacity, how to design supply chains, and which markets can support long-term capital commitments.



In an economy shaped by resilience, standards and trusted production networks, the biggest advantage is no longer low cost alone. It is belonging to a system that is large, predictable and hard to displace.

THE LESSON POLAND OFFERS

Poland's rise is often presented as a story of domestic reform. That is true, but incomplete. Reform created the base. The European Union created the multiplier. When Poland joined the EU in 2004, it did not just gain access to a larger market. It entered a developed economic framework with common standards, competition rules, state-aid disciplines, free movement of goods and capital, and a market in which companies could invest with little uncertainty.

It also gained access to extraordinary levels of regional support. Central European countries, including Poland, have received hundreds of billions of euros from EU structural and cohesion funds, with Poland the single largest net beneficiary. Those funds mattered because they changed the economics of location. Roads, railways, industrial parks and border procedures improved together.

Transport costs fell, delivery times shortened, and the ability of local administrations to handle regulation and compliance rose. It became easier and less risky to run a business from Poland than from many other low-cost locations. That distinction still matters. Cheap locations can win contracts. Locations integrated into a broader production system can win decades of investment. Poland became deeply embedded in European value chains, especially those centred on Germany, and moved from peripheral supplier to strategic manufacturing and logistics partner. Growth followed, but so did something less visible: the cost of replacing Poland in European supply chains rose sharply.

WHY VIET NAM IS ASEAN'S CLOSEST EQUIVALENT

Among ASEAN economies, Viet Nam is the clearest parallel. Like Poland, Viet Nam emerged from central planning, adopted major market-oriented reforms and positioned itself as a disciplined, export-driven manufacturing base connected to larger regional markets. The Đổi Mới reforms gradually opened the economy to foreign investment, private enterprise and global trade. Over four decades, Viet Nam has become one of Asia's most dynamic export and manufacturing platforms, with rising participation in electronics, machinery, textiles and other industrial supply chains.

Official assessments of Đổi Mới highlight strong FDI inflows, improving human development and a broad network of trade agreements that link Viet Nam to the EU and the wider Asia-Pacific. This is why Viet Nam is more than a manufacturing story. It is a systems story. A company entering Viet Nam is not only buying access to labour and industrial parks. It is also buying a position in ASEAN, in a web of Indo-Pacific trade arrangements and in a region central to supply-chain diversification. South-East Asia, including Viet Nam, is gaining prominence in higher-value exports as companies diversify production beyond China and look for reliable manufacturing platforms. Viet Nam also shows the limits of national success.

Poland rose within a regional system designed to make integration real. Viet Nam is rising within a region that only partly does so. The gap is not ambition. It is architecture. That architecture determines whether Viet Nam or Indonesia, Morocco or Turkey can function as a true regional hub rather than a standalone plant.

THE ARCHITECTURE GAP

ASEAN has long described its goal as a 'single market and production base', but the ASEAN Economic Community remains only partly integrated. Tariffs have largely come down, yet non-tariff barriers, services restrictions and uneven implementation keep costs and complexity high. A region becomes truly investable when companies can treat multiple national markets as a single business system. That requires predictable customs procedures, compatible standards, fair competition rules, adequate infrastructure and enough policy continuity to support long-lived capital spending.

ASEAN has made progress, but it has not yet reached the point where companies can consistently treat the region as one operating environment rather than ten neighbouring jurisdictions. This is the central insight from Poland's experience. Integration works best when it lowers friction

Dimension	Poland	Viet Nam
Growth trajectory	GDP almost tripled after EU accession; one of the EU's convergence success stories.	Four decades of Đổi Mới have made it one of Asia's fastest-growing export and manufacturing economies.
FDI profile	Deeply embedded in EU industrial networks, especially German-centred value chains.	Strong manufacturingfocused FDI and a rising role in diversified AsiaPacific supply chains.
Export model	Export-led integration into the EU single market, under predictable common rules.	Export-led integration through ASEAN and wider FTAs, but with less cohesive regional enforcement.
Regional architecture	Full participation in the EU single market, backed by binding rules and large cohesion funds.	Participation in ASEAN and Asia-Pacific agreements, but within a looser and less enforceable framework.
Strategic implication	Shift from peripheral economy to strategic node in Europe's production and security systems.	Potential to become ASEAN's leading production and coordination hub if regional integration deepens.

and raises confidence at the same time. The EU did that through binding market rules and large- scale investment in weaker regions. ASEAN has the ambition, but it does not yet have the architecture.

WHAT ASEAN WOULD NEED TO DO

If ASEAN wants economies to have a Polandlike effect, it needs a second-generation integration agenda focused on reducing internal friction, helping lagging regions catch up and enforcing what it has already agreed. First, remove nontariff barriers and modernise customs, expanding mutual recognition of standards and opening services and investment more deeply across borders. Second, create a regional catch-up mechanism. The EU did not merely open markets and hope poorer members would adjust.

It invested in transport, utilities, skills and local capacity so that more regions could compete within the single market. ASEAN does not need to spend at EU scale, but it does need a practical mechanism – potentially backed by institutions such as the ADB or AIIB – to upgrade infrastructure and human capital in lagging areas. Without that, the region risks widening internal gaps rather than closing them. Third, strengthen implementation capacity. ASEAN leaders have acknowledged the need to reinforce the bloc's institutions and effectiveness. The practical question is whether the Secretariat and related bodies will be given the resources, mandate and tools needed to make commitments credible in the eyes of investors.

WHY THIS MATTERS NOW

The timing matters because supply chains are being rewritten in real time. SouthEast Asia has already benefited from diversification away from China, and Viet Nam has been one of the clearest beneficiaries. But the next stage will not reward capacity alone. It will reward locations that combine manufacturing depth with logistics quality, policy stability, digital coordination and regional scale. That is why ASEAN needs more than trade policy. If integration deepens, Viet Nam could become not just a favoured factory location but a regional co-ordination platform for sourcing, assembly, logistics and market access. If integration stalls, firms will still invest, but they will do so through a more fragmented, country by country model that leaves much of ASEAN's collective value unrealised.

THE BIGGER LESSON

Viet Nam is a test of whether ASEAN can become a trusted production system, and ASEAN, in turn, is a potential multiplier of corporate performance. Poland's rise was not inevitable. It became possible because domestic reform was matched by regional market access, legal predictability and large-scale investment in connectivity and capability. Viet Nam has already delivered much of the domestic side of that equation. It remains to be seen whether ASEAN can deliver on the regional side and whether global manufacturers choose to treat Viet Nam as a factory floor or as the strategic node that finally unlocks SouthEast Asia's promise.



Wolfgang Lehmacher

Global Supply Chain Advisor & Former Director, World Economic Forum

Wolfgang Lehmacher is a renowned expert in global supply chain and logistics.

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Regionalisation: The Global Shift Beyond Single Market Dependence

Feature Article By Dr Shereen Nassar, Global Director of Logistics Studies, Heriot-Watt University Dubai

In an era marked by unprecedented geopolitical tensions, supply chain disruptions, and an urgent demand for resilience, regionalisation has emerged as a pivotal strategy for businesses worldwide. This shift is not merely a response to immediate challenges; it represents a fundamental transformation in how companies approach their manufacturing and supply networks.

As businesses move closer to key consumer markets, they are reshaping trade lanes, redefining supplier relationships, and recalibrating their overall business strategies. This article delves into the implications of regionalisation, particularly in light of the ongoing geopolitical tension in the Middle East and the closure of the Strait of Hormuz.

THE GEOPOLITICAL LANDSCAPE

The geopolitical landscape has become increasingly complex, with conflicts in the Middle East serving as a stark reminder of the vulnerabilities inherent in global supply chains. The Strait of Hormuz, a critical chokepoint for global oil shipments, has been at the centre of Middle East regional tensions. Approximately 25% of the world's oil global seaborne oil trade and significant volumes of liquefied natural gas and fertilizers pass through this narrow waterway, making it a vital artery for energy supplies.

Any disruption in this region can have far-reaching consequences, not only for oil prices but also for the broader global economy. The recent escalation of the geopolitical conflict in the Middle East resulted in a massive knock-on effect on the global trade with the dramatic impact on fuel supply. The Asia Global Institute (March 2026) highlighted roughly 11 per cent of global freight passes through the Persian Gulf, in addition to a third of all seaborne oil and fertilizer supply, 44 per cent of sulphur exports, and 18 per cent of ammonia, of which the last two are key components for semiconductor production.

The ongoing conflict has prompted businesses to reconsider their reliance on single markets and distant suppliers. The potential for conflict in the Gulf region, coupled with the threat of sanctions and trade restrictions, has led many companies to seek alternative sourcing strategies. This shift towards regionalisation is not just about mitigating risks;



it is also about enhancing operational efficiency and responsiveness to market demands.

REDEFINING TRADE ROUTES

As companies move towards regionalisation, traditional trade routes are being redefined. The reliance on long-distance shipping routes is giving way to shorter, more localised supply chains. For instance, businesses in Europe and Asia are increasingly looking to the Gulf Cooperation Council (GCC) countries for sourcing materials and components, rather than relying solely on suppliers from distant markets.

The GCC region, comprising Saudi Arabia, the United Arab Emirates, Qatar, Kuwait, Oman, and Bahrain, has emerged as a strategic hub for manufacturing and logistics. The region's proximity to key markets in Europe, Asia, and Africa makes it an attractive option for companies seeking to establish regional supply chains. For example, the UAE has invested heavily in developing its logistics infrastructure, including ports and free trade zones, to facilitate trade and attract foreign investment.

STRENGTHENING SUPPLIER RELATIONSHIPS

Regionalisation fosters stronger relationships between businesses and their suppliers. By sourcing closer to home, companies can engage more directly with their suppliers, fostering collaboration and innovation. This proximity allows for better communication, quicker problem- solving, and a deeper understanding of local market dynamics. In the context of the Middle East, companies are increasingly forming strategic partnerships with local suppliers to navigate the complexities of the regional market.

For example, multinational corporations operating in the GCC are collaborating with local firms to develop tailored solutions that meet the unique needs of the region. This collaboration not only strengthens supplier relationships but also enhances the overall competitiveness of businesses operating in the area. Additionally, regional supply chains can enhance sustainability efforts. Companies can work with local suppliers to implement environmentally friendly practices, reducing their carbon footprint and contributing to the circular economy. This alignment of values resonates with consumers who are increasingly prioritising sustainability in their purchasing decisions.



ONSHORING - LOCAL MANUFACTURING AND FOOD SECURITY

Global supply chains are facing significant challenges due to geopolitical disruptions, adverse climate events, stricter trade regulations, and increasing logistics complexities. For GCC economies, ongoing geopolitical disruptions have highlighted the vulnerabilities associated with reliance on imports in essential industries. The majority of consumer goods, including electronics, clothing, and pharmaceuticals, are still sourced from international markets. This reliance is especially pronounced in the food sector, where GCC countries import approximately 85% of their food supply. To mitigate this reliance, national initiatives like the UAE's "We the UAE 203" and Saudi Arabia's Vision 2030 are driving efforts toward achieving industrial self-sufficiency and diversifying their economies.

Building supply chain resilience in the Gulf region requires identifying whether increasing or expanding domestic capacity might be helpful in reducing risks during disruptions. Encouraging local populations to practice agriculture and manufacture medicines, food, beverages, and other essential goods is critical for achieving national stability. While the Middle East

is historically known for its production of oil and gas, it has increased its economic diversification and domestic capabilities significantly. Saudi Arabia's National Development and Logistics Program, part of the larger Vision 2030 and the UAE's AgriTech Loans Program are both geared towards localizing promising industries for a secure future. This ensures that the nation's essential goods and supply chains are not easily impacted by geopolitical tensions.

BUSINESS STRATEGIES IN A REGIONALISED WORLD

The shift towards regionalisation necessitates a re-evaluation of business strategies. Companies must adapt to new market realities, which may involve investing in local production facilities, establishing partnerships with regional suppliers, and rethinking their logistics networks. This transition requires a commitment to understanding local regulations, cultural nuances, and market trends. One of the key strategies for businesses navigating this new landscape is the adoption of a multi-sourcing approach. By diversifying their supplier base across multiple regions, companies can reduce their reliance on any single market and enhance their resilience to disruptions. This strategy not only mitigates risk but also allows businesses to tap into the unique strengths of different regions, whether it be cost advantages, specialized skills, or access to innovative technologies.

For instance, in response to the closure of the Strait of Hormuz and the associated risks, the Khorfakkan Container Terminal by DP World on the Indian Ocean coast provides container handling capacity outside the Strait of Hormuz corridor, providing more options for East-West connectivity. Such assets ensure that disruption at one maritime chokepoint does not eliminate all logistics options. Furthermore, expanding pipeline capacity and strengthening routes that bypass Hormuz would reduce vulnerability over time, even if such measures cannot remove it entirely.





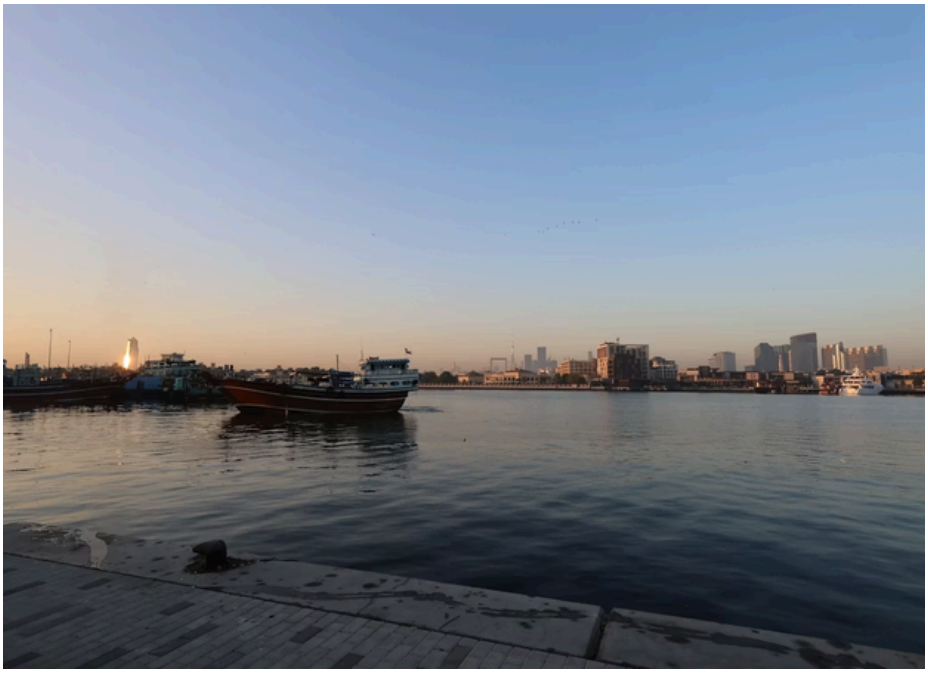
CHALLENGES AND CONSIDERATIONS

While regionalisation offers numerous benefits, it is not without its challenges. Companies must navigate a complex landscape of regulations, tariffs, and trade agreements that vary from region to region. Additionally, the transition to regional supply chains may require significant upfront investments in infrastructure, technology, and workforce training. Furthermore, businesses must be mindful of the potential for regional disparities in skills and capabilities. While some regions may offer a wealth of talent and resources, others may struggle to meet the demands of modern manufacturing. Companies must carefully assess the strengths and weaknesses of potential sourcing locations to ensure they can build effective and sustainable supply chains.

THE FUTURE OF REGIONALISATION

As we look to the future, it is clear that regionalisation will continue to shape the global business landscape. The lessons learned from recent disruptions, including the COVID-19 pandemic and geopolitical tensions in the Middle East, will drive companies to prioritise resilience, flexibility, and sustainability in their supply chain strategies. While the shift away from single market dependence may present challenges, it also opens up new opportunities for innovation and collaboration.

In this evolving environment, businesses that embrace regionalisation will be better positioned to navigate uncertainty and thrive in a rapidly changing world. By fostering strong supplier relationships, leveraging technology, and adopting agile strategies, companies can create resilient supply chains that not only withstand disruptions but also drive growth and success in the long term.





Dr. Shereen Nassar

Global Director Logistics Studies and the Director of the MSc Logistics and Supply Chain Management, HeriotWatt 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.



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Decision Intelligence: The Missing Link Between Sustainability Goals and Real-World Impact

Feature Article by Chris Cunnane, Supply Chain Product Marketing Manager, Intersystems

Sustainability has become a boardroom priority. Net-zero commitments, ESG reporting, and regulatory pressure are now standard across industries. Yet for many organizations, sustainability remains more aspiration than execution. The gap isn't intent; it's decision-making. That's where decision intelligence comes in. Decision intelligence combines data science, artificial intelligence (AI), behavioral science, and decision theory to improve how organizations make decisions.

At its core, decision intelligence bridges the gap between data insights and real-world actions, turning analytics into better choices and measurable outcomes. Decision Intelligence represents the next evolution of data-driven management, integrating data science, artificial intelligence, and human expertise to optimize decision-making at scale.

By embedding intelligence into every operational layer, fragmented data is transformed into strategic foresight and resilient execution. Rather than replacing human decision-makers, decision intelligence augments them. This provides contextual recommendations, risk evaluations, and scenario analyses that lead to better, faster, and more consistent outcomes.

DECISION INTELLIGENCE AND SUSTAINABILITY

InterSystems surveyed 450 senior supply chain practitioners and stakeholders to examine key supply chain technology challenges, trends, and decision-making strategies across five common use cases: fulfillment optimization; demand sensing and forecasting; supply chain orchestration; production planning optimization; and environmental, social, and governance (ESG). These specific use cases illustrate how orchestration addresses unique supply chain scenarios





and requirements. This article ocuses on environmental, social, and governance (ESG) reporting and compliance. Survey respondents were asked to identify their chief challenges in monitoring ESG in their supply chain. The top challenge is a lack of real-time visibility of data along the supply chain. This lack of visibility doesn't just create inefficiency; it directly undermines sustainability outcomes.

Sustainability is driven by thousands of operational decisions, and without timely data, those decisions are made blindly. A second challenge is weak reporting mechanisms among supply chain partners and suppliers. ESG data is difficult to harmonize, normalize, and make available in real time. As a result, organizations rely on historical data instead of what is actually happening. This leads to sustainability initiatives being reactive rather than proactive. Survey respondents were also asked to rate their confidence in achieving ESG monitoring of their supply chain to be compliant with requirements within the next 12 months. Many of the top issues respondents face with ESG monitoring concern the lack of access to, or visibility of, necessary data.

These data issues are impeding their ability to meet vital ESG monitoring requirements as just 12% of respondents are already compliant with requirements and only 26% of respondents are very confident, they will be compliant in the next 12 months. With financial penalties, as well as potential issues like reputational damage and operational impacts stemming from non-compliance, improving ESG reporting should be a priority for the supply chain. Lack of unified data in analytics contributes to even more challenges concerning ESG, most notably the carbon /greenhouse gas emissions in respondents' own production processes, their suppliers' operations, and their own logistics. In fact, when analyzed by size of organization, 75% of Fortune 500 companies report that carbon/greenhouse gas emissions in their own production processes is a top problem area for obtaining and analyzing data.

THE SUSTAINABILITY PROBLEM ISN'T STRATEGY – IT'S DECISIONS

Most organizations already know what they need to do around sustainability. This includes reducing emissions, minimizing waste, optimizing resource usage, and building resilient, ethical supply chains, among others. The challenge is how to execute these goals across thousands of daily operational decisions. Consider the following example:

Should a hospital substitute for a lower-cost but higher-emission supplier?

This is not an example of a high-level strategy question. It is the type of daily micro-decision that organizations have to make, often without visibility into sustainability trade- offs. Without a system to guide them, sustainability becomes inconsistent, reactive, and difficult to scale. Decision intelligence operationalizes sustainability by embedding it directly into decision workflows. At its core, a decision intelligence platform

does three things:
1. Unifies data across the enterprise, creating a single, trusted foundation for decision-making. Sustainability data is notoriously fragmented, spread across supply chain systems, finance platforms, energy meters, and external partners. Decision intelligence integrates operational data (inventory, logistics, production), environmental data (emissions, energy use, waste), and external signals (supplier risk, regulatory changes, climate data).

2. Models trade-offs in real time, shifting sustainability from a reporting exercise to a decision-making capability. Sustainability decisions are rarely binary. They involve trade-offs between cost, service levels, risk, and environmental

impact. Decision intelligence uses machine learning to predict outcomes, optimization models to balance competing objectives, and simulation to test "what-if" scenarios. This enables a supply chain team to simulate lower- emission transportation routes versus delivery delays, supplier changes versus cost and risk impacts, or inventory strategies versus waste reduction.

3. Drives action through recommendations for consistent, scalable decision-making aligned with sustainability goals. Insights alone don't change outcomes; decisions do. Decision intelligence platforms generate predictions and optimization (e.g., lowest-emission sourcing plan), simulation and scenarios (e.g., impact of switching suppliers), and strategic recommendations (e.g., reallocate inventory to reduce spoilage).

FROM ESG REPORTING TO ESG EXECUTION

Many organizations are still stuck in measurement mode: racking emissions, publishing reports, and setting targets. Decision intelligence enables the shift to execution mode. This mode includes embedding sustainability into daily operations, scaling decisions across the enterprise, and continuously improving outcomes. Essentially, it bridges the gap between knowing and doing. Sustainability is ultimately the result of thousands of interconnected decisions. Without a system to guide those decisions, even the best strategies fall short.

Decision intelligence provides that system. It connects data, models trade-offs, drives action, and learns over time, turning sustainability from a reporting requirement into a competitive advantage.

"Lack of unified data in analytics contributes to even more challenges concerning ESG"



Chris Cunnane

Supply Chain Product Marketing Manager,

Intersystems

Chris Cunnane is responsible for developing and executing marketing strategy and content for the InterSystems supply chain technology suite. Chris has 20+ years of supply chain expertise, leading the supply chain practice at ARC Advisory Group, as well as holding various sales, marketing, and operations roles in the wholesale, retail, and automotive parts markets.

He holds a BA in Communications from Stonehill College and an MA in Global Marketing Communications from Emerson College.

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The Logistics & Supply Chain Management Society Appoints Arnaud Rastoul to its Executive Committee

Singapore, 29th MAY 2026

Singapore, 29 May 2026 —

The Logistics & Supply Chain Management Society (LSCMS) is pleased to announce the appointment of Mr. Arnaud Rastoul to its Executive Committee (ExCo), effective immediately. Mr. Rastoul brings with him extensive international leadership experience across logistics, supply chain transformation, technology integration and strategic business development. His appointment reflects LSCMS' continued commitment to strengthening industry leadership and advancing professional excellence across the logistics and supply chain ecosystem in Asia and beyond.

In his role as an Executive Committee Member, Mr.Rastoul will contribute towards the Society's strategic initiatives, industry engagement programmes, thought leadership activities and professional development efforts. He will also support LSCMS' ongoing work in fostering stronger collaboration between industry stakeholders, technology providers, academia and policymakers. Commenting on the appointment, Dr. Raymon Krishnan, President of The Logistics & Supply Chain Management Society, said: "Arnaud brings valuable international perspectives, deep industry expertise and a strong understanding of the evolving logistics and supply chain landscape. As supply chains continue to undergo significant transformation driven by geopolitical shifts, digitalisation and sustainability imperatives, leaders such as Arnaud will play an important role in helping shape meaningful industry dialogue and collaboration."

Mr. Rastoul's appointment comes at a time when the logistics and supply chain sector is facing unprecedented disruption and opportunity, including increasing demand for resilience, visibility, automation and cross-border integration. Speaking on his appointment, Mr. Rastoul said: "It is an honour to join the Executive Committee of LSCMS and contribute to a norganisation that has played an important role in advancing supply chain professionalism and industry collaboration across the region.

I look forward to working with fellow ExCo members and industry stakeholders to support innovation, capability development and stronger supply chain ecosystems." All Executive Committee members of LSCMS serve renewable terms and contribute voluntarily towards the Society's mission of developing supply chain excellence, promoting industry best practices and supporting the growth of the logistics profession. Over the years, LSCMS has established itself as one of the region's leading professional bodies and platforms for industry dialogue through initiatives including the LogiSYM series of symposiums, executive roundtables, thought leadership forums and professional certification programmes.

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

About LSCMS

The Logistics & Supply Chain Management Society is the apex professional body in the Global South dedicated to advancing excellence in logistics, supply chain management and related industries through education, thought leadership, networking and industry collaboration.

Through its conferences, symposiums, training programmes and strategic partnerships, LSCMS connects industry leaders, practitioners and innovators across Asia and the global supply chain ecosystem.



Last Mile Leaders

I have lived through enough "TMS revolutions" since 1996 to be wary of big claims.
From greenscreen schedulers to web portals and cloud dashboards, every generation promised end-to-end control. Most ended the same way: half implemented rollouts, spreadsheets creeping back in, dispatch teams performing heroics around systems that looked great on paper but buckled under real world operational complexity.

That is why Bangkok felt different. The tone was set early. The Eye on the Last Mile APAC research launch presented some hard numbers: last mile consuming up to 53% of shipping costs, AI route optimisation cutting fuel by 15–20%, ETA accuracy improving by 30% or more in live deployments.

The "Cost to Serve, COD & Revenue Leakage" session forced the room to confront where margin is actually disappearing, line by line, instead of hiding behind averages. "The Broken Legacy TMS" panel did not theorise; it catalogued what breaks when static, single market systems are stretched across multi country APAC networks.
FarEye's answer, as it emerged across these sessions, was not another all singing, all dancing platform. It was a lean execution and orchestration layer - Ship, Track, Route, Execute, Experience - sitting between ageing ERP/WMS/TMS stacks and the messy reality of B2B, B2C, e-Commerce, hybrid fleets, postal partners, COD, and crossborder carriers. Under the hood, that stack is already using AI to tighten routing, improve carrier allocation, sharpen ETAs, and deflect WISMO noise in production environments.
PILOT, introduced in April 2026 and shown in the "AI Product Drop" and "Pilot In Action" sessions, is the next step: an agentic AI dispatcher built to turn repeatable dispatch decisions into system behaviour, so planners can focus on the small percentage of exceptions that truly need human judgment.

The JB HiFi case study made this concrete: embedding AI enabled Smart Service Time into operations and then walking through the before and after numbers on delivery accuracy and cost.
The EDGE Awards, recognising Pos Malaysia, FAST Logistics, AC Logistics, Universal Robina, GoGo Xpress, Abenson.com, Hawk Logistics and JB HiFi, underlined that these are not ambitions in slide decks - they are operating realities.
Having watched TMS promises rise and fall for more than three decades, the combination of quantified AI enhanced results and a room willing to talk candidly about what works and what still hurts felt less like hype - and more like a growing community and the beginning of a genuinely different conversation.



impact. Others, such as Laem Chabang, tend to reflect network changes more directly. Singapore often shows disruption first through transit time variability rather than volume shifts. This creates a fragmented signal environment. A trade lane may show stable pricing while reliability deteriorates. A port may maintain throughput while schedules become less predictable. No single metric provides a complete view. In this context, the advantage lies in connecting signals across rates, performance, fuel, and network behaviour to build a forward-looking view of the market.

FROM SIGNAL TO ADVANTAGE

Early signals only create value when they are acted upon. What we consistently see is that organizations that monitor and interpret these indicators systematically are able to move earlier – securing capacity, adjusting sourcing strategies, and engaging carriers before pricing fully adjusts. The impact is measurable. The Implementation Gap Access to market data is no longer the limiting factor. The gap we observe is in how that data is implemented.
Effective early-warning capability depends on specific decisions:

- Which trade lanes are prioritized
- Which signals are monitored consistently
- How frequently they are reviewed
- And how insights are translated into predefined actions

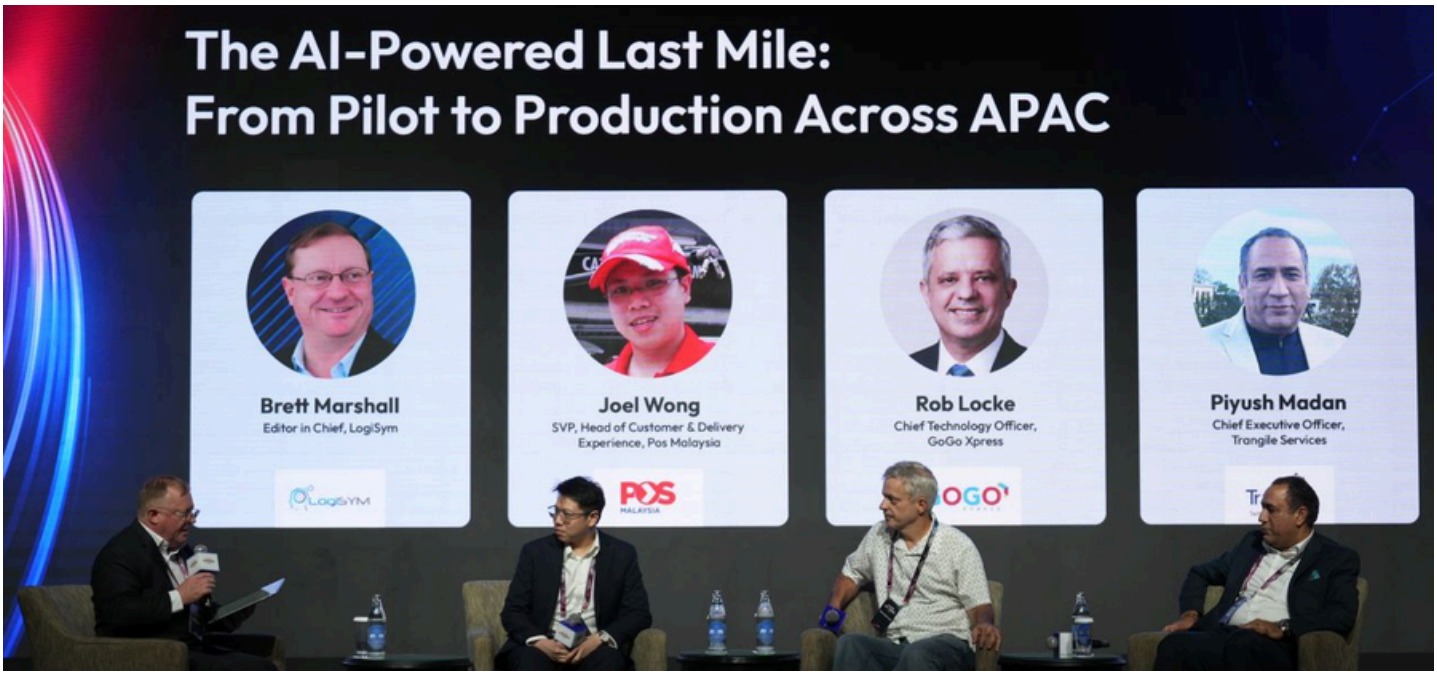
Just as important is organizational readiness. A signal identified weeks before a rate increase only creates value if procurement teams have the mandate, processes, and carrier relationships to act within that window. Monitoring capability and decision capability are inseparable.

TURNING SIGNALS INTO STRATEGY

Freight markets move through identifiable patterns. The signals that indicate change are already visible in real time. The advantage lies in recognizing those signals early enough to act – using market intelligence not only to understand what is happening, but to anticipate what comes next. As volatility becomes more frequent and interconnected, this is no longer an advanced capability.

It is becoming a baseline requirement for procurement teams operating in global and APAC trade environments. Organizations that make this shift gain more than cost control. They gain timing advantage – and with it, the ability to act before disruption becomes embedded.

For those looking to operationalize this in practice, Xeneta will be hosting a roundtable at LogiSYM Singapore, 13–15 May 2026 – Market Intelligence Deep Dive: From Data to Boardroom Leverage. The session will explore how to build early - warning monitoring into day-to-day decision-making. Seats are limited.





Ocean Freight Benchmarking - From Insight to Strategic Leverage

OP-ED By Sai Krishna SBS, Logistics Manager, Keurig Dr Pepper

The LSCMS Shippers' Council we unite BCOs, Logistics leaders, and industry experts to turn insight into action and stay ahead in a volatile market. Through collaboration, benchmarking best practices, and focused discussions, we drive smarter, more resilient supply chains. At LogiSYM Asia Pacific, in May, the Council had the opportunity to participate in a closed dorr roundtable with Xeneta to discuss and explore how strategic insights and tools provide a strategic leverage for shippers to leverage Ocean freight procurement has fundamentally changed.

What was once a relatively stable function driven by annual tenders and carrier relationships has evolved into a highly volatile, data-intensive strategic discipline. Over the past few years, supply chains have been tested by an almost continuous sequence of disruptions: COVID-19, the Ever-Given blockage of the Suez canal, the Ukraine-Russia war, Panama Canal drought, Red Sea crisis, labour strikes, tariffs, and now Middle East instability. As highlighted during the recent "Market Intelligence Deep Dive: From Data to Boardroom Leverage" session conducted with Xeneta at LogiSYM Asia Pacific 2026 in partnership with the LSCMS Shippers Council, disruption is no longer an exception, - it is the operating environment. In fact, schedule reliability remains structurally weak, hovering around ~30–36% in early 2026, with persistent delays of 3–5 days across key trade lanes. In this environment, the biggest risk for shippers is not simply high freight rates. It is the lack of visibility - and the inability to convert market intelligence into strategic action. One of the strongest messages from the session was that benchmarking must evolve beyond a procurement reporting tool.

Historically, benchmarking was often used retrospectively: to validate whether rates were "good" or "bad" versus the market. Today, leading organiszations are using benchmarking proactively to answer boardroom-level questions:

- What should we budget for next year?
- Are we paying above market?
- How exposed are we to volatility?
- Are we balancing cost and reliability correctly?

This shift is important because executive leadership teams do not think of freight percentiles or rates in isolation. They think in terms of business impact: margin protection, risk exposure, inventory continuity, and cash



flow predictability. Another important discussion centered around early-warning indicators. Freight markets rarely move without signals. Rising blank sailings, widening spot-contract divergence, port congestion, and fuel surcharge escalation often precede major market shifts. The session demonstrated how market intelligence can help shippers react earlier rather than simply respond after costs escalate.

For example, rising blank sailings and congestion levels, —reaching as high as 80–100% vessel waiting ratios at some Middle East ports —have acted as leading indicators of supply chain stress in 2026.
The session also emphasised that rate benchmarking alone is no longer sufficient.
Carrier scorecards are becoming increasingly critical. In volatile markets, the cheapest carrier may not be the most cost-effective option when schedule reliability deteriorates.

Xeneta demonstrated how organisations are increasingly combining freight rates with operational metrics such as transit time, blank sailings, congestion trends, and on-time performance to make more balanced sourcing decisions and business review discussions more effective. This is particularly relevant as reliability remains fragile across many trade lanes despite temporary improvements. The traditional procurement focus on minimising freight rates is gradually shifting toward optimising total supply chain cost and resilience. One of the more forward-looking topics discussed during the session's panel discussion centered around index-linked contracts and freight futures. In volatile markets, fixed annual contracts can quickly disconnect from market realities, creating pressure for both shippers and carriers. Index-linked models offer a more transparent and dynamic approach by aligning rates to market benchmarks, improving predictability and reducing extreme contract dislocations. However, they do not eliminate exposure to market swings. This is where freight futures and derivatives could play an important complementary role.

Like fuel hedging, freight futures may provide shippers with an additional financial risk management layer to protect against sharp volatility while maintaining operational flexibility through index-linked procurement strategies. Though in its early stages, the evolution is already taking shape with regulated container freight futures now available across key trade lanes, enabling shippers to hedge exposure in a more structured and transparent way.

This represents a significant evolution in freight procurement thinking: moving from purely operational sourcing toward portfolio-based risk management. Perhaps the most important takeaway from the session was this: Data alone does not create leverage. Decision quality does. Organisations that systematically combine benchmarking, carrier performance intelligence, early-warning indicators, and structured risk management strategies will be better positioned to navigate future disruptions.



Sai Krishna SBS

Logistics Manager, Keurig Dr Pepper

Sai is a seasoned supply chain and logistics professional with over a decade of experience in global logistics sourcing, procurement strategy, and operational excellence. As Logistics Manager – Sourcing & Operations at Keurig Singapore, he leads regional and global initiatives in freight procurement, supplier performance, and end-to-end logistics optimization.

He has executed complex tenders and strategic sourcing programs, driving significant cost savings, efficiency gains, and stronger supply chain resilience across global trade lanes. Sai holds a Global MBA in Logistics & Supply Chain Management and is an APICS-certified CSCP, known for analytical strength and collaborative, sustainability-focused leadership.

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Exion Asia releases $6.7 million in inventory and raises its service level to 66% with Slimstock

By Joost Rompen, Country Director, Singapore, Slimstock

Exion Asia, a leading distributor of flow control solutions in Singapore, freed up more than $6 million in inventory just two years after implementing the Slimstock solution. Since 2018, accumulated savings have reached $9.7 million, strengthening the company's liquidity and raising its service level to 96%. Exion Asia Pte Ltd is a Singapore based company with regional market presence offers flow control solutions, across the categories of , valves, pumps, compressors, and instrumentation.

Exion Asia is part of the SWTS Asia Group, a provider of comprehensive solutions in distribution, service and engineering from design to lifecycle management, our services cover installation, maintenance, repairs, spare parts, upgrades and modernization.

Serving a wide range of industries, including oil and gas, chemicals, palm oil refining, petrochemicals, pharmaceuticals, marine and offshore, power plants and semiconductors, Exion Asia has been a leader in the industry for more than two decades.
As Exion Asia grew through mergers and expanded its product assortment, inventory management became increasingly complex. What was once a manageable operation gradually became a significant operational and financial risk. Inventory planning relied heavily on spreadsheets, which limited visibility, forecast accuracy and decision-making.

Despite large stock volumes, urgent shortages frequently occurred, especially during critical maintenance periods, leading to backorders and increasing pressure on both sales teams and customers. “By 2018, inventory value had reached $16 million, driven by the accumulation of legacy stock, business expansion, and a growing product portfolio.
At the same time, achieving a high level of service was becoming increasingly challenging, while excess and obsolete inventory continued to tie up capital and storage space,” explains Rowena Trapal, Group Supply Chain Manager.

To compensate, Exion Asia increasingly relied on last-minute shipments from original equipment manufacturers across multiple time zones. This approach inflated logistics costs, created operational stress and exposed the business to ongoing supply chain risk.



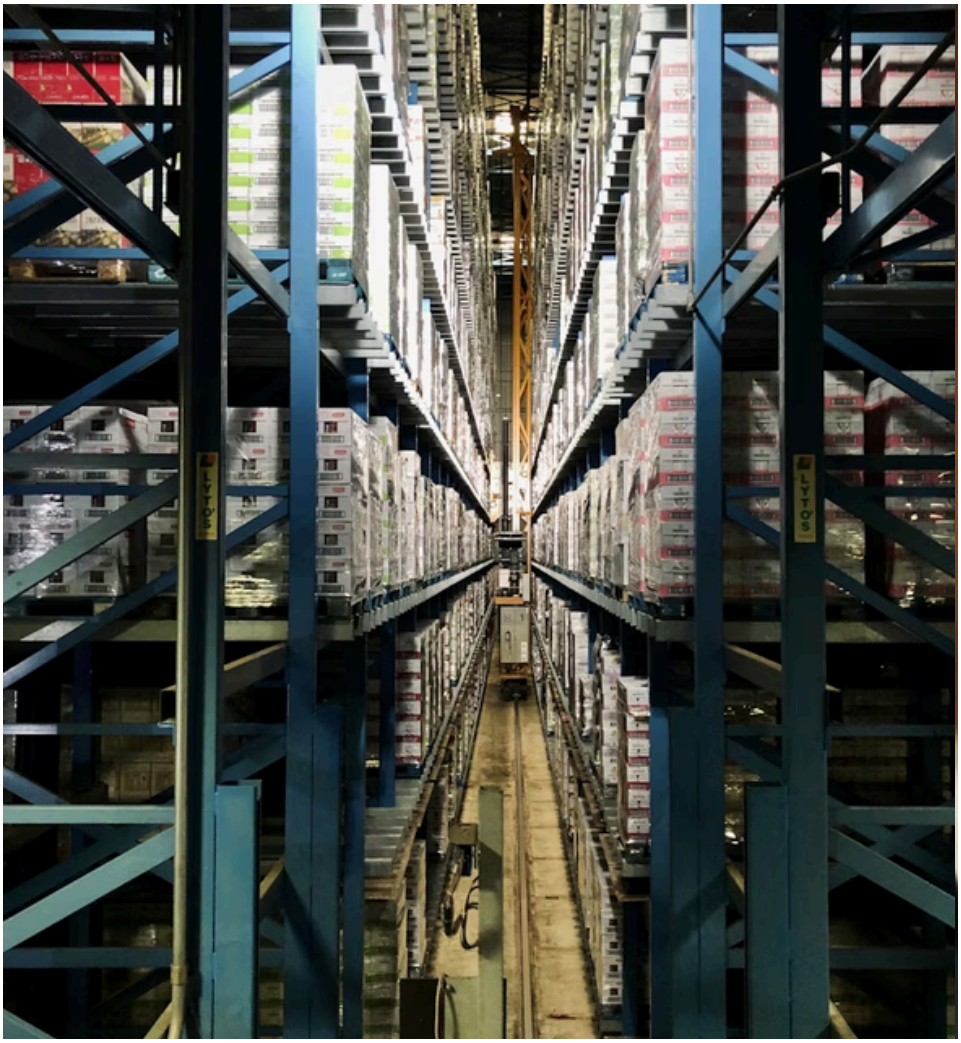
STRATEGIC INITIATIVES

Beyond implementing the system, Exion Asia complemented Slim4 with specific operational initiatives:

- Reallocation of stock between group companies to optimise demand coverage.
- Market diversification, liquidating legacy niche items through external distributors.
- Sales incentives that encourage reducing slow-moving stock.

These initiatives reinforced behavioural change and ensured that inventory optimisation became a shared responsibility across the organisation. Embedding excellence into the culture What began as a vision to regain control over inventory has become a quantifiable goal for the entire organisation. Inventory excellence is now embedded in Exion Asia's culture and strategic decision-making. With continuous improvements towards a multi-level approach, Exion Asia continues to reinforce efficiency across the group, ensuring shared benefits, long-term resilience and scalable growth.

"Inventory excellence becomes a corporate mindset that ensures every decision, investment and operation generates efficiency, resilience and sustained growth across the organisation," concludes Rowena Trapal.





Joost Rompen

Country Director, Singapore Slimstock

Joost Rompen is the Country Director of Slimstock Singapore, a knowledge company that provides global enterprises with its award-winning inventory optimisation solutions. He is a seasoned supply chain specialist with nearly 20 years of experience in senior roles across planning, analysis, and management.

His experience underpins his deep understanding of how the supply chain forms a vital backbone of any stock-holding company and how leveraging the right IT tools can enhance supply chain efficiency, which in turn benefits the entire organisation.

A DELIBERATE SEARCH FOR A BETTER SOLUTION

Realising that incremental improvements would not solve the structural problems, Exion Asia embarked on a search for a robust inventory optimisation solution. In this process, the company found a true partner in Slimstock.

The solution demonstrated a fundamentally different approach: inventory decisions were based on data, service-level targets and business priorities, rather than on intuition or spreadsheet-based assumptions. In April 2018, Exion Asia became the first company in Asia to implement Slimstock's solution, marking an important milestone for both the organisation and the adoption of inventory optimisation in the region. “Being a pioneer not only demonstrates leadership, but also paves the way for new opportunities, showing that innovation and efficiency go hand in hand,” adds Rowena Trapal.

THE SOLUTION

Slimstock enabled Exion Asia to move from reactive stock management to a structured, goal-oriented inventory strategy. Instead of maintaining high safety stock levels, inventory was aligned with clearly defined business priorities. The Slimstock solution automated purchasing decisions, synchronising order quantities with supplier constraints and identifying the most economical purchasing opportunities, including intelligent bulk-buying recommendations.

Real-time visibility replaced fragmented spreadsheet reports. Teams gained complete transparency into inventory levels, stock status and future requirements, enabling them to make faster, more confident decisions without the need for micromanagement. To support long-term success, the Slimstock solution was integrated into company-wide ordering policies.

A standardised “on-demand” process ensured consistency between sales, operations and management, significantly reducing subjective decision-making.

THE RESULTS

Lower inventory, higher service levels and increased cash flow
Since implementing Slim4, Slimstock's robust inventory management and optimisation solution, Exion Asia has reduced inventory value by nearly 60%, from $16.8 million to $7.08 million, while improving service levels to 96%. Importantly, this transformation did not come at the expense of customer satisfaction. On the contrary, improved availability of the right products at the right time reduced stockouts, minimised complaints and strengthened customer confidence. “Reducing excess and obsolete stock freed up cash flow, allowing us to reinvest in growth initiatives and expand into foreign markets,” adds Rowena Trapal.



Neolix and QuikBot Sign Strategic Partnership to Advance End-to-End Autonomous Delivery in Singapore and Beyond

Partnership combines Neolix's autonomous mobility capabilities and fleet operating experience with QuikBot's Ambient Permission Plane to power end-to-end autonomous delivery from road to doorstep

SINGAPORE, June 3, 2026 —

Neolix, a leading L4 autonomous logistics company, today announced a strategic partnership with QuikBot Technologies, a Singapore-based deep-tech startup behind the Ambient Permission Plane, the trust infrastructure governing how autonomous systems operate in the real world, to build an end-to-end autonomous delivery solution spanning public roads, building interiors and individual doorsteps.

The collaboration will support Neolix's Singapore pilot deployment and compliance preparation, while advancing both companies' autonomous delivery offerings across Asia-Pacific, the Middle East and other global markets.

In this collaboration, the two companies will co-develop and integrate Neolix's autonomous mobility capabilities and fleet operations with QuikBot's Autonomous Final-Mile Delivery Platform-as-a-Service (AFMD PaaS) to create a continuous delivery chain from public roads into buildings and to individual doors. Commercially, both companies will function as co-deployers and go-to-market partners, jointly bringing their combined autonomous delivery solution to enterprise and smart city clients through joint pilots, technical standards alignment, co-marketing, and strategic tenders. For complex urban spaces, autonomous delivery vehicles can use autonomous driving and flexible dispatch to support high-frequency delivery needs such as peak-hour, nighttime and building-to-building movements, while last-metre delivery solutions execute the "building-to-doorstep" segment, improving the resilience and efficiency of urban logistics. Neolix has deployed autonomous delivery services across scheduled logistics, instant delivery and nighttime delivery in multiple cities. Its applications span express logistics, supermarket delivery, fresh retail, pharmaceutical delivery, industrial logistics and supply-chain operations. To date, its autonomous delivery services have reached more than 300 cities in nearly 20 countries and regions, with over 150 million autonomous kilometers logged.

Neolix is advancing localized deployment and operations in markets including the UAE, Saudi Arabia, China, Japan, South Korea, Singapore, Malaysia, Thailand, Germany, Portugal and Australia. QuikBot has expertise in last-mile delivery. Its Autonomous Final-Mile Delivery Platform-as-a-



Service (AFMD PaaS) and Ambient Permission Plane, a permission and trust infrastructure for real-world physical environments, are designed to help autonomous driving systems coordinate with access controls, lifts, smart facilities and building operations. QuikBot has worked with international logistics companies including FedEx in commercial buildings in Singapore, giving both companies direct operational experience in the indoor delivery environments central to this partnership.

Looking ahead, the partners will collaborate to build an end-to-end autonomous delivery model for Asia-Pacific, the Middle East and broader global markets. A successful Singapore deployment would help standardize the interface between public roads and building interiors, enabling rapid replication in markets where both companies already have a presence, including the UAE, Japan and South Korea, while providing direct experience for deployment in North America, Europe and other new markets, collectively shortening time-to-market.

"Singapore is an important market in Neolix's global deployment footprint. We are bringing proven operating experience from large-scale autonomous delivery services to a market with clear regulatory expectations and concentrated commercial demand. QuikBot has deep knowledge of Singapore's building and final-mile delivery environment. This partnership will support our local pilot deployment and compliance preparation, connect road-based autonomous driving more effectively with building scenarios, and strengthen our end-to-end autonomous delivery offering for more global cities," said Will Zhao, Executive President, Neolix.

“This ecosystem momentum is anchored by a live Physical AI testbed at the Punggol Digital District by end of 2026. This district, supported by a precinct-level regulatory exemption from the Land Transport Authority (LTA), provides a real-world blueprint for commercial logistics, enabling multi-operator autonomous fleets to share public paths seamlessly. Crucially, operation on these routes demands clearing stringent, multi-stage deployment readiness assessments to ensure prolonged, intervention-free mileage within geofenced zones," said Alan Ng, Founder & CEO, QuikBot Technologies.

“Autonomous delivery has been a promise for years; the missing piece is the infrastructure layer that ties everything together. Neolix brings proven on-road AV capability, while QuikBot provides the Ambient Permission Plane, enabling vehicles to move through buildings, communicate with smart infrastructure, and complete the last metre of delivery. For the first time, a delivery vehicle can pick up a parcel on a public road, navigate into a building, and complete a handoff to the right door, all without a human in the chain. This partnership makes that possible.”

QUIKBOT®

About QuikBot Technologies

QuikBot Technologies is a Singapore-based deep-tech company building the Ambient Permission Plane, the trust infrastructure for Physical AI that governs how autonomous systems operate in the real world.

Its Autonomous Final-Mile Delivery Platform-as-a-Service (AFMD PaaS) is designed to help autonomous systems interoperate with smart buildings, urban infrastructure, and final-metre delivery workflows.

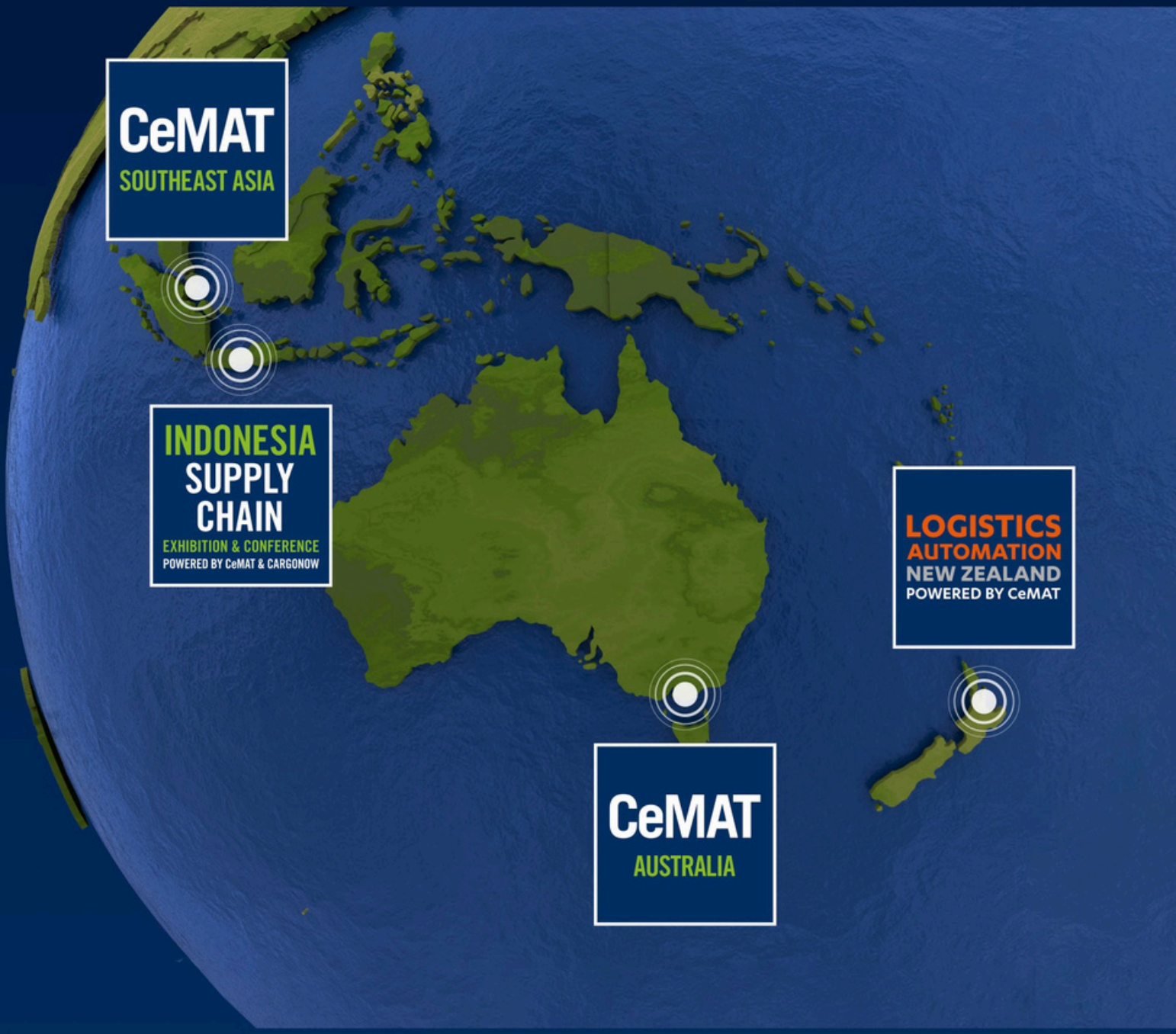
NEOLIX

About Neolix

Neolix is a global leader in L4 autonomous logistics.

Operating one of the world's largest commercial autonomous delivery fleets, with proprietary RoboVans deployed across 300+ cities in nearly 20 countries and regions and over 150 million autonomous kilometers logged, Neolix is bringing Physical AI to the infrastructure of global logistics.

The Trade Shows for Intralogistics, Robotics and Automation, and Supply Chain Management.



CeMAT Southeast Asia	12–14 May 2026	Singapore Expo, Singapore	cematseasia.com
CeMAT Australia	23–25 June 2026	MCEC, Melbourne , Australia	cemat.com.au
Logistics Automation NZ	10–11 Nov 2026	Auckland Showgrounds, New Zealand	logisticsautomation.co.nz
Indonesia Supply Chain	25–27 Nov 2026	NICE, Jakarta, Indonesia	indosupplychain.com

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Namsung Shipping and Nexxiot Transform Intra-Asia Trade Marking First Adoption of Smart Dry Containers by a Korean Carrier.

Seoul, South Korea / Zurich, Switzerland – April 20, 2026.

Seoul, South Korea / Zurich, Switzerland – April 20, 2026.

Namsung Shipping, a leading intra-Asia carrier specializing in multimodal logistics, and Nexxiot, a global logistics digital enabler providing asset intelligence, today announced the successful completion of a large-scale smart container pilot—marking a key step toward the scaled deployment of digital logistics services across Asia. As part of this initiative, Namsung becomes the first Korean carrier to adopt Dry IoT solutions for multimodal container logistics. The collaboration supports Namsung's strategic shift beyond traditional port-to-port shipping toward integrated, data-driven logistics services spanning complex inland and regional supply chains to boost visibility for their clients.

VALIDATED PERFORMANCE ACROSS ASIA

The proof of concept (PoC) was conducted across more than 40 inland regions in China and key Southeast Asian markets, including Cambodia, Laos, Vietnam, and Myanmar. Core capabilities — including real-time location monitoring, impact detection, and detailed movement history — were validated across various multimodal routes, confirming performance in complex inland environments.

ENABLING NEW VALUE FOR SHIPPERS

Participating customers reported clear benefits for high-value and sensitive cargo, including improved risk management, enhanced planning, and greater control across inland and transshipment operations. By extending visibility beyond the maritime leg, Namsung together with Nexxiot is enabling differentiated, higher-value service offerings in intra-Asia trade. and essential trade partners.

STRATEGIC POSITIONING IN INTRA-ASIA LOGISTICS

Namsung's approach reflects a broader ambition to lead the digital transformation of intra-Asian logistics, where inland transport increasingly defines service quality and customer experience. As an early adopter of Dry IoT in the Korean market, Namsung is setting a new benchmark for digital service enablement in regional trade.

Smart container integration unlocks new service models, including premium visibility services, enhanced cargo integrity, and data-driven collaboration with customers



EXECUTIVE PERSPECTIVES

— Su Kyeong An, PIC of IOT, Growth Strategy Team, Namsung Shipping “This initiative represents a meaningful step in strengthening our digital logistics capabilities.

By extending visibility across inland and multimodal transport, we are enhancing service reliability and creating additional value for our customers. As we continue to pioneer the adoption of digital solutions in intra-Asia trade, we will expand these capabilities across our network in a structured and sustainable manner.” — Erik Christian Lund, EVP Maritime & Logistics, Nexxiot “Namsung is demonstrating strong leadership in redefining intra-Asia logistics. Together, we are enabling new service models and delivering measurable value for shippers.”

NEXT PHASE: SCALING ACROSS THE NETWORK

Following the successful pilot, Namsung Shipping and Nexxiot are progressing toward broader deployment of smart container capabilities across Namsung’s network, focusing

on key inland corridors in China, India, and Southeast Asia. Building on validated performance and strong customer feedback, the next phase will expand operational use and integrate digital visibility services into Namsung’s core offering—signaling a clear direction toward scaled deployment across the fleet.

NAMSUNG

About Namsung Shipping

Namsung Shipping, established as the first Korean private ocean-going shipping company, specializes in intra-Asia trade with a strong focus on multimodal logistics services and integrated inland transport solutions.

As the first Korean carrier to adopt smart dry container (Dry IoT) solutions, Namsung is at the forefront of digital innovation in regional logistics, enhancing visibility, reliability, and service quality across complex supply chains.

nexxiot

About Nexxiot

Nexxiot is a pioneer in the digital logistics of tomorrow. Based in Zurich, the company provides integrated solutions for monitoring connected logistics assets worldwide.

With a focus on asset intelligence, Nexxiot helps transportation companies eliminate uncertainty and increase efficiency, safety, and sustainability in global trade.



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LOGISYM 2026 EVENTS ACROSS ASIA PACIFIC REGION

LogiSYM COLD CHAIN 2026
12 May
Singapore

LogiSYM PLANNING & PROCUREMENT 2026
12 May
Singapore

LogiSYM ASIA PACIFIC 2026
13 - 14 May
Singapore

LogiSYM AWARDS 2026
13 May
Singapore

INDUSTRY GALA NIGHT
FEATURING LogiSYM AWARDS 2026
13 May
Singapore

LogiSYM MALAYSIA 2026
19 - 20 August
Malaysia

LogiSYM PHILIPPINES 2026
16- 17 September
Manila, Philippines

LogiSYM PLATINUM THAILAND 2026
15 October
Bangkok, Thailand

LogiSYM PLATINUM VIETNAM 2026
12 November
Vietnam

LogiSYM INDONESIA 2026
25 - 27 November
Indonesia

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