



The Chartered
Institute of Logistics
and Transport

December 2024

CILT *Buzz*

THE CHARTERED INSTITUTE OF LOGISTICS AND TRANSPORT SINGAPORE



The Year in Review

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- Current and past issues of CILT Buzz are downloadable at: <https://www.cilt.org.sg/post/cilt-buzz-archive>

CHAIRMAN'S MESSAGE

Listen to this article 7 min

Dear Colleagues,

On behalf of the CILT Board and Exco, please accept my best wishes for a Merry Xmas and Happy New Year in advance.

Donald Trump has won. Trump 2.0 controls the Presidency, Senate and House of Representatives. New global realities include a multipolar world, with BRICS countries' economies and demographics overshadowing G7 countries and Europe. Rising protectionism and new Inflationary "tariff wars" could further erode global free trade. Global supply chains will be adversely affected, requiring continued focus on Supply Chain Resilience.



The economies of India and China will continue to grow faster than the US economy. ASEAN and Singapore's economies are likely to manage their steady GDP growth trajectories, given continued FDI inflows and inbound production/manufacturing capacity arising from the ongoing China+ supply chain restructuring regionally. As part of Singapore's GIC strategy, it will stay invested in the United States despite rising geopolitical and trade-related tensions.

The Ukraine war is further complicated by the entry of North Korea's troops alongside

Russians in the battlefield, as part of a new Russia-North Korea military collaboration. Hopefully, the new US Administration pursues fresh initiatives to bring peace and stability in both the Ukraine and Mid-East/Gaza conflicts.

Singapore's advanced manufacturing and the attendant supply chain and logistics industries will continue to benefit from the opening of the NEW \$220 million Resin Factory, as well as the NEW Astra Zeneca Pharmaceutical Plant at Tuas. Enhancing Singapore's economic competitiveness globally must be accompanied with sustained and commensurate talent management and skills upgrading, while ensuring robust supply chain resilience.



LAND — Autonomous Vehicles (AVs). LTA has approved the use of SELF-DRIVING Vehicles (i.e. Chye Thiam's electric Robo Sweepers at Airline Road and Marine Coastal Drive and FairPrice Group's electric Logistics Vehicles for cargo transportation at Benoi - Joo Koon. More self-driving minibuses and logistics vehicles are likely to be progressively deployed on fixed routes after meeting safety and technical standards and robust testing/trials. The AVs will improve productivity as well as reduce carbon footprint. Changi Airport CAG, SIAEC and SATS are, reportedly, expected to also trial a self-driving BUS at the Airport's restricted area.

EV Charging. LTA has completed installing 15,300 EV charging stations i.e. over 25% of its plan to install 60,000 EV stations island

wide. About 7,100 charging points are PUBLICLY accessible; the remainder are in PRIVATE premises such as condominiums.

ERP 2.0 (new satellite electronic road pricing) and COE. LTA has announced that it will inject up to 20,000 additional COEs in the next few years from February 2025. Between 2019-2023, as a result of changing travel patterns, the total mileage of vehicles had reduced by approximately 6%. LTA considers that the vehicle population could thus be increased by 2% and traffic congestion will be better managed by the Virtual Gantries, aided by the new satellite-based ERP 2.0. The long-term goal remains a car-lite travel experience; the MRT network has since increased by 18% from 228 km in 2019 to 270 km today.



SMRT - Rail Reliability & Safety. SMRT has since formed a working group comprising LTA subject matter experts and NTWU (National Transport Workers Union) representatives to review the safety and reliability of its rail network. The review will cover existing systems and processes, life cycle management, asset renewal and maintenance, safety, as well as benchmarking with selected overseas rapid transit corporations.

While ALL SMRT lines have consistently achieved a creditable reliability rate i.e. Mean Kilometres Between Failure (MKBF) of at least 1 million train-km since 2019, it is committed to further improving the reliability and safety of its rail network.



AVIATION / AIRPORT – Changi Airport Infrastructure Expansion. CAAS and CAG recently announced Passenger Fees and Airline Levies increases over the next 6 years to fund its ambitious expansion. Changi Airport has undertaken a massive \$3 billion airport infrastructure improvement covering all the four existing terminals, which could reach close to its maximum handling capacity of 90 million passengers by 2030.

In 2019, Changi handled 68.3 million pax. CAG is also actively pursuing the development of its new Terminal 5 with a planned capacity of 50 million pax per year by mid-2035 or so. Having chalked a throughput of 65.9 million pax as at September 2024, it may exceed its 2019 record throughput by year end or early 2025.





Singapore Airlines announced a massive \$1.1 billion investment to retrofit and upgrade its newly designed cabins for its 41 Airbus A350 fleet. SIA’s subsidiary, SIAEC, will manage the retrofit effort. The local upgrading exercise, with the first retrofitted plane in Q2 2026, is slated for completion over 6 years.



MILITARY LOGISTICS – Exercise Wallaby.

The 9-week (8 Sep to 3 Nov) exercise is the SAF’s largest unilateral, cross-service integrated, training exercise at the Shoalwater Bay Training Area in Queensland, Australia. It involved 6,200 personnel with 490 platforms from the Army, RSAF and Digital Intelligence Service (DIS) over 3 Training Frames:



Frame 1 involves the Singapore Army’s Armour, Army Intelligence, Combat Engineer, and Combat Service Support units, and the RSAF’s aircraft, Ground Based Air Defence (GBAD) assets and Air-Land Tactical Control Centre (ALTaCC).

Frame 2 involves the Singapore Army’s Guards and SAF Transport units and the RSAF’s aircraft, GBAD assets and ALTaCC.

Frame 3 involves the Singapore Army’s Infantry, Armour, Army Intelligence, Combat Engineer and Transport units, the RSAF’s aircraft, GBAD assets, ALTaCC, Agile Innovation and Digital Department (RAiD) and the DIS’ Military Intelligence Expert (MIE) intelligence analysts.

The final phase of Exercise Wallaby was **Exercise Trident**, a 10-day joint exercise by the SAF and the Australian Defence Force (ADF) on 6-15 Nov (see page 16 for article on Exercise Trident).

Exercise Trident facilitated COOPERATION & INTEROPERABILITY between SAF and ADF as part of enhancing the bilateral defence relationship and defence cooperation under the Singapore-Australia Comprehensive Strategic Partnership.

Karmjit Singh
Chairman



CILT AUSTRALIA: TRANSCENDING THE SYSTEM PARADIGM
20 FEB 2024

Join CILT Australia for the final instalment in their three-part series exploring, "The Role That Systems Thinking Can Play in Advancing the Supply Chain & Logistics Discipline".

SWINBURNE UNIVERSITY OF TECHNOLOGY 

PART 3: TRANSCENDING THE SYSTEMS PARADIGM

Join us for the final presentation in this series, where the vital need to transcend the Systems Paradigm shaping practitioners' perspectives will be explored. Drawing on insights from presentations 1 and 2, challenges of embracing change will be addressed.

Discover key findings from Semi-Structured interviews, offering insights into the necessity and difficulty of transcending paradigms.

Explore a compelling case study showcasing how Systems Thinking addresses Modern Slavery challenges in Supply Chain and Logistics. Discover the employed methodology, facilitating a shift towards a more informed paradigm.

 **17:30 – 18:30 AEST**
20 FEBRUARY 2025

 **Online (via Zoom)**

[REGISTER](#)

CILT SRI LANKA: 3RD RESEARCH SYMPOSIUM ON SUPPLY CHAIN MANAGEMENT & LOGISTICS
14 FEB 2024

 **The Chartered Institute of Logistics and Transport**

3rd Research Symposium on Supply Chain Management & Logistics
"Transformative Strategies for a Dynamic Supply Chain: Adapting to a Changing World"

 **Keynote Speaker**
Prof. Jan Godsell
Dean, Loughborough Business School
Professor of Operations and Supply Chain Strategy
Loughborough University, United Kingdom

 **14 FEB 25**  **9AM ONWARDS**  **COLOMBO**

Important dates

- Deadline for submission of Full papers/ extended abstracts - **05 October 2024**
- Notification of acceptance - **1 January 2025**
- Conference Date - **14 February 2025**

Submit Your Full Paper/ Extended Abstract to : education@ciltsl.com

For More Information:
Dinithi Tharushika (Education Coordinator)
Telephone : 0776616572
Email : education@ciltsl.com
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SEE THE BUZZ: CILTS, Members & Friends

CILTS WILAT CHRISTMAS MIXER “DIVERSITY & INCLUSION” 10 DEC 2024



We are delighted to invite you to our upcoming CILT Singapore + WiLAT SG Christmas Mixer! The event is scheduled for **10 December 2024** at the historic The Arts House, Singapore. It would be a wonderful addition to your year-end event calendar, offering a unique opportunity to network and celebrate with professionals in the logistics and transport sector in a festive and inspiring setting.

Event Highlights

1. **Engaging Panel Discussion:** Hear from remarkable women in the logistics industry as they discuss their career journeys, leadership, and the impact of diversity in the field.
2. **Delightful Festive Buffet:** Indulge in a gourmet spread featuring holiday classics, international favourites, and seasonal treats.
3. **Networking:** Connect with fellow CILT members, students, and industry experts as we toast to a successful year and exciting future.

Event Details:

- **Date:** Tuesday, 10 Dec 2024
- **Time:** 6:30 PM – 9:30 PM
- **Venue:** The Arts House, 1 Old Parliament Lane, Singapore
- **Dress Code:** Festive & Fabulous!

Ticket Price: (Includes Buffet Dinner)

Members/Friends of WiLAT: **\$65**
Non-Members: **\$80**
Student Affiliate: **\$55**

[REGISTER NOW](#)

LTA-UITP SINGAPORE INTERNATIONAL TRANSPORT CONGRESS & EXHIBITION



CILTS proudly supported the **LTA-UITP Singapore International Transport Congress & Exhibition (SITCE)**, a leading transport event held every two years in the Asia-Pacific region, jointly organised by UITP, Singapore's Land Transport Authority (LTA) and MSI Global Pte Ltd, held at Suntec Singapore on 6-8 Nov.

SITCE has established itself as a key platform for urban mobility stakeholders to come together to discuss and redefine the public transport landscape! The event gathers policymakers, urban planners, operators as well as solution providers across the globe to forge partnerships, network, and exchange knowledge.



The Chartered Institute of Logistics and Transport



Women in Logistics and Transport

MANAGING MARITIME ENVIRONMENT WEBINAR SERIES

brought to you by:

THE CHARTERED INSTITUTE OF LOGISTICS AND TRANSPORT SINGAPORE

Navigating Oil Spill Incidents

The Critical First 48 Hours

21 Nov (Thur), 2024
11.00 am - 12.00 pm (SGT)



We extend our heartfelt appreciation to our distinguished panel of speakers and webinar attendees from 18 countries worldwide. A BIG THANK YOU!

PANELISTS



HO YEI LING
Incident Manager
OIL SPILL RESPONSE LIMITED



PARTHI NAIDU
Former ICS Planning Section Chief
REGIONAL OIL SPILL RESPONSE
CHEVRON



ANUJ SAHAI
Managing Director
T&T SALVAGE, SINGAPORE



KARMJIT SINGH
Chairman
CILT SINGAPORE
MODERATOR

PICTORIAL HIGHLIGHTS OF [WEBINAR](#)

Steps in Spill Response



OSRL

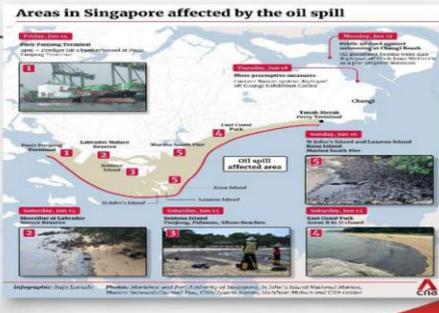
Considerations in Spill Response

First 48 hours

- Safety – Fire? Explosion risk?
- The Oil Itself
- Environment where oil has impacted – Offshore? Shoreline?
- Vessel availability
- Equipment availability
- Personnel availability – Trained?
- Access / Egress routes
- Personnel working environment
- Equipment hazards
- Wildlife

T&T Salvage Asia
 – Oil Spill and Emergency Response
 21st November 2024

Capt. Anuj Sahai
 Managing Director and Salvage Master



Areas in Singapore affected by the oil spill

1. Marina Bay Sands
 2. Sentosa Island
 3. East Coast Park
 4. Changi Airport
 5. Singapore Sports Hub
 6. Singapore Botanic Gardens



Oil Spill Response Stakeholders' expectations

- Ship Owners or terminal
- Cargo owners
- Insurance (H&M, P&I Club)
- Flag and Port State
- Class, Surveyors, Consultants, specialists, OSR Responders
- And the people who really get impacted by an oil spill.





Oil Boom & Skimmer



Oil Spill Learning

Worked Well	Needed Improvement	Our Preparedness
<ul style="list-style-type: none"> • Team spirit 	<ul style="list-style-type: none"> • Prevention measure • Spill response 	<ul style="list-style-type: none"> • Shift level quarterly oil spill scenario drills • Mutual Aid and Regional Oil Spill Response Team (ROSRT) • MPA and Oil Spill Response Limited engagement

RESOURCES:

WATCH THE WEBINAR
 (1:07 hr)

Exclusively for Members
 WEBINAR PRESENTATION SLIDES
 (requires login to CILTS Knowledge Centre)

NEXT WEBINAR!



The Chartered Institute of Logistics and Transport



Women in Logistics and Transport



MANAGING MARITIME ENVIRONMENT WEBINAR SERIES

brought to you by:

THE CHARTERED INSTITUTE OF LOGISTICS AND TRANSPORT SINGAPORE

Navigating Oil Spill Incidents
 Masterplan, Processes, Resources

5 Dec (Thur), 2024
 11.00 am - 12.00 pm (SGT)

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MY CAREER PORTAL

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to \$8,000
Monthly</p> |
|  | <p>FAR EAST HOSPITALITY MANAGEMENT (S) PTE. LTD. TYPICALLY REPLIES IN 30 DAYS</p> <p>Senior Manager, Procurement & Supply Chain</p> <p>📍 Central 🕒 Permanent 👤 Manager 🏷️ Hospitality ...</p> | <p>\$8,000
to \$12,000
Monthly</p> |
|  | <p>ERNST & YOUNG ADVISORY PTE. LTD. TYPICALLY REPLIES IN 30 DAYS</p> <p>Manager, Supply Chain & Operations - Business Consulting</p> <p>📍 Central 🕒 Full Time 👤 Manager 🏷️ Consulting ...</p> | <p>\$8,000
to \$13,050
Monthly</p> |
|  | <p>GOOGLE ASIA PACIFIC PTE. LTD. TYPICALLY REPLIES IN 30 DAYS</p> <p>Program Manager, Reverse Supply Chain Operations - Singapore</p> <p>📍 South 🕒 Full Time 👤 Professional 🏷️ Information Technology</p> | <p>\$7,500
to \$15,000
Monthly</p> |
|  | <p>SANOFI-AVENTIS SINGAPORE PTE. LTD.</p> <p>REGIONAL SUPPLY CHAIN DIRECTOR</p> <p>📍 East 🕒 Permanent ... 👤 Senior Management
🏷️ Healthcare / Pharmaceutical ...</p> | <p>\$15,000
to \$25,000
Monthly</p> |

For more career search:

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Listen to this article 7 min

M&A Happened... What's Next?

CILTS Board Director for Corporate Membership, Mr Eddie Sng, Supply Chain Consultant and former Managing Director of Agility International Logistics, shares his thoughts and perspectives on M&As.

Mergers and Acquisitions (M&A) are very painful exercises. While the top brass in the company might think it is a necessary exercise to grow through M&As, the turmoil that might come out of it may render invalid the reasons for the exercise in the first place.

In many M&A exercises I have come across and having experienced one myself, there are many potholes that are visible but these are not acknowledged or simply dismissed. Beyond the obvious factors of People, Process and Technology that need to be assessed and integrated into the new combined company, leadership and organisational culture need to be considered too.

Benefits

As they say in any M&A - one plus one does not equal to two. In fact, the sum of the total is often (much) less than what has been sold by the management. But the fast way to growth through acquisition is preferred by many over organic growth. When two organisations merge, there are several factors to consider when planning and executing the integration efforts.

Business Complementarity

On paper, one party's lack of presence or strength in a particular market may seem a good reason for M&A. However, as we know, one plus one is definitely not equal to two in any M&A. Especially

so in the world of MNC customers and suppliers (airlines and ocean liners). Most customers and suppliers alike will look to mitigate the share of the business with the merged entity. When the merged entity has too large a proportion of business with the customer or supplier, they tend to lose out after the integration.

Culture & Organisation Structure

In an environment of chaos and uncertainty, there are way too many variables for one to tag down and say "I am safe". Integrating 2 organisations with seemingly similar corporate culture may look simple – indeed, it is anything but simple. There is corporate culture and then there are individuals, the largest variable.

But let's touch on corporate culture and organisation structure first. In the world of 3rd Party Logistics, you may classify the business into two broad categories - Transportation and Contract Logistics. Transportation in this case refers to Air, Ocean and Road Freight while Contract Logistics refers to warehousing logistics and any value-added activities associated with the warehouse. The business split between the two merging organisations will be tricky and who comes out on top will not necessarily be the best performer in the past. Secondly, if the new company decides to split the freight forwarding activities from the contract logistics and warehousing preferring two separate entities, then the battle between these two entities will be detrimental to the new organisation.

Leadership Style

In this instance, we not only focus on the leader but the approach that he/she takes in the integration efforts. Respect and humility are almost always lost in any integration effort when the "victor" emerges. He/She who is selected to lead the new organisation may not always be the one with the best credentials.

What I will say is this - treat everyone with respect and practice some humility. The industry is small and at the top, even smaller. Staff morale is critical in such times and maintaining some form of downline transparency is important. If you don't know, you don't know - don't speculate. It is fine not to know everything but hiding the truth will always breed challenges later on when the dust settles.

Sometimes, many promises are made that do not materialise. So much about selecting the "best performer", finding the "best fit". "We've done this before and we know what we are doing"...

Of course they will assure you as they do not want you to leave before the acquisition is completed. At other times, they may even be happier if you leave before the acquisition is finalised.

Personal Planning

Do what you might but consulting the lawyers and executive search companies is advisable. At this stage, you are open to any advice you can get - any that gives you a semblance of certainty. You might have your views and sources but at the end, you don't know what you don't know. Everyone has their own perspective and thoughts about what might come next but we never really know.

What is important is that you prepare yourself for the eventuality. Prepare? Yes, get your P&L and achievements in order (Excel or Powerpoint) and be ready for any discussion with the other party. Additionally, the organisation chart must clearly state the roles and responsibilities of key personnel, not their designation. A VP in one organisation may only be doing what a Senior Manager is doing in another organisation. Titles and designation mean nothing – it is the job scope that is critical.

At the end of the day, whether it is you or the other party, be professional during the takeover/handover. If the other party is anything less, it's on them. Do the right things and be the bigger person. Be prepared for the worst outcome, whatever that may be. Don't assume that being offered to stay is the better outcome. In

hindsight, based on my own experience, it was a blessing in disguise - I probably would not have survived in the new environment due to cultural differences. As country head, you will likely be the first to be let go - there's no surprise there. But they want you out fast. What about the handover? Well, they will decide the timetable and how long they might need you around. No matter how good your intentions are about wanting to hand over properly, remember that they want you out as soon as possible.

As an illustration, my colleagues wanted to know what was going on and how the impending acquisition will impact them. Many had financial commitments and their rice bowl was being threatened. Unfortunately, I had no answers whatsoever. When your fate is in someone else's hands and you have no control, it's a sad and uncomfortable feeling.

As you go through the various phases of the M&A journey from the announcement phase right to the finalisation, you will experience different emotions. Whatever the case may be, be professional about how you handle the situation at hand. If the other party is unprofessional and treats you with disrespect, it reflects on them. I know it is easier said than done but going in with no expectations is probably the best approach. But know what you want.

Any M&A is just another business transaction - it's all about business and the owners buying or selling with little or no interest in the individuals. To the owners, it's another transaction. When the dust settles, employees may quickly realise that they were all just digits in any company - therein lies the reality. Companies will go on with or without you and if you think otherwise, you may experience disappointment. The earlier you realise that, the more prepared you will be for any eventuality.

Good luck on your M&A journey!

Read article "DSV buys Schenker, becomes world's largest logistics company" on page 37.

2024 ROUND-UP



JAN 2024

RECORD SHIP ARRIVALS AT S'PORE PORT

The Port of Singapore crossed the 3 billion gross tonnage mark in ship arrivals in 2023, up from 2.83 billion GT in 2022.

JAN 2024

HYUNDAI commenced operations on Singapore's first advanced & highly automated \$400 million Car Assembly Plant, with annual capacity of 30,000 cars, at Jurong Innovation District. About 200 robot "dogs" are used in the production plant, which also includes driverless technology to be used as "Robo-Taxis".



JAN 2024

LNG VESSEL MARKS MILESTONE FOR SINGAPORE VESSEL

— Amid the move to reduce carbon emissions, a VLCC partially powered by LNG was launched. It marks the 100 million gross tonnage milestone for the Singapore Registry of Ships (SRS).

FEB 2024

Passenger traffic at Changi Airport soared above pre-pandemic levels for the first time, hitting 104.3% of the numbers recorded in February 2019.



FEB 2024

GREEN SAF FUEL — the Government announced the pioneering Singapore Sustainable Air Hub Blueprint, with action plans for decarbonising the Aviation & Airports Sector. The blueprint outlines 12 Initiatives to reduce aviation emissions.



MAR 2024

Baltimore's Francis Scott Key Bridge collapsed on March 26 after Singapore-flagged container ship **Dali** smashed into a pylon.

MAR 2024

Houthi attacks since Oct 2023 continued to escalate, severely disrupting global supply chains. Volume through the Suez Canal reached record lows. These incidents resulted in thousands of vessels being rerouted around the Cape of Good Hope to avoid the Red Sea.



MAR 2024

LTA is developing a new, Multi-storey Bus Depot, with a capacity to accommodate 500 Buses, at Yishun. This is part of LTA's ongoing efforts to replace, renew and upgrade Bus Infrastructure, and sustain the resiliency of Singapore's Public Transport Network.

JUN 2024

The Thomson-East Coast Line Stage 4 (TEL4) opened for passenger service with 7 new stations. The TEL is more than 90 percent complete, pending its fifth and final stage.



JUN 2024

Singapore and Johor recently celebrated the 100th anniversary of the Johor-Singapore Causeway. With cross-border crossings of over 300,000 people daily, the Causeway is one of the world’s busiest borders for tourism, trade, work and truck-freight.



JUN 2024

OIL SPILLS – A collision between a dredging boat and bunker vessel triggered an oil spill that spread to Labrador, Sentosa and East Coast Park. PSA led the multi-agency crisis response to contain the spread, disperse the spill and clean up the coasts and beaches, as well as minimise the environmental impact.

AUG 2024

CAAS pioneered a “User-Preferred Routing” Air Traffic Management Concept involving trials on 38 flight routes operated by airlines of 4 countries, namely, Singapore, Indonesia, Australia and New Zealand i.e. Singapore Airlines, Garuda, Qantas and Air New Zealand.



AUG 2024

The Rapid Transit System (RTS) linking Johor Baru and Singapore has reached 83% completion. Once the current rail infrastructure work is completed, the system installation works - tracks, rolling stock, signalling systems and power supply – will commence.

OCT 2024

US PORT STRIKE — A massive port strike along the East and Gulf Coasts, with the potential to become one of America’s most disruptive work stoppages in recent times.



MILITARY LOGISTICS

Singapore, Australia ramp up bilateral military exercise with missions involving both jungle and urban terrains



Troops from Singapore Armed Forces (SAF) and Australian Defence Force (ADF) disembark from a Republic of Singapore Navy (RSN) fast craft utility as part of ship-to-shore operations for Exercise Trident 2024.

This year's edition of Singapore and Australia's flagship joint military exercise saw troops from both countries participating in two missions involving both **jungle and urban environments** for the first time.

Known as **Exercise Trident**, the bilateral exercise involving the Singapore Armed Forces (SAF) and the Australian Defence Force (ADF) usually features one mission in either of the terrains. For example, the previous exercise in 2022 involved the jungle terrain.

This year's edition, the 10th for the exercise, was conducted on Nov 6-15 at the Shoalwater Bay Training Area in Queensland.

More than 1,900 personnel from the Singapore Army, the Republic of Singapore Navy (RSN), the Republic of Singapore Air Force (RSAF) and the ADF took part in the exercise. Of this, about 200 were from the Australian military.

This was the final phase of the annual **Exercise Wallaby** – SAF's largest overseas exercise.

HOW THE "BATTALION-LEVEL" OPERATION WORKS

During the exercise, the SAF and ADF conducted a "battalion-level" amphibious operation where troops and vehicles were brought to land from the sea.

This was done in two ways, via air and sea, from the navy's two landing ship tank vessels – its largest – called RSS Endurance and RSS Persistence.

For the first ship-to-shore mission, the Singapore air force's CH-47F Chinook and H225M helicopters transported the troops from the ships to a landing site in the Shoalwater Bay Training Area.

Once they have reached their destination, the forces disembarked and proceeded on foot to the jungle terrain.



An RSN fast craft utility makes its way to the shore for ship-to-shore operations after disembarking from a landing ship tank

In the second ship-to-shore mission, vessels such as the navy's fast craft utility and fast craft equipment and personnel were deployed to sail SAF and ADF troops as well as assets from the landing ships to the beach.

After disembarking from the craft, the troops linked up with those from the first mission and conducted a battle in the urban environment.

Both missions were supported by the RSAF's AH-64D Apache helicopters, which provided close air support to the troops, as well as unmanned aerial vehicles known as Heron-1s. The unmanned aerial vehicles provided real-time updates on information from the shore and any external threats there.

SOURCE

[Channel News Asia](#)

HUMANITARIAN LOGISTICS

Listen to this article 5 min

Humanitarian Aid Efforts by Singapore's Military Forces in 2024

In 2024, Singapore's military forces have been actively involved in various humanitarian aid and disaster relief (HADR) efforts across the region. These efforts have showcased Singapore's commitment to providing timely and effective assistance to those in need. Here are some examples of the humanitarian exercises carried out by the military forces in Singapore:

1. Humanitarian Aid to Gaza: Singapore has been actively involved in providing humanitarian aid to Gaza amidst the ongoing conflict. The Rahmatan Lil Alamin Foundation (RLAF) has been working closely with the Ministry of Foreign Affairs (MFA) and other international partners to deliver aid. In November 2024, Singapore delivered its fifth tranche of aid, bringing the total donations to about S\$18 million. This aid included medical supplies, pharmaceuticals, blankets, sanitation items, water filters, and food.

2. Aid to the Philippines after Tropical Storm Trami: Following Tropical Storm Trami, which caused severe flooding and landslides in the Philippines, Singapore deployed a Republic of Singapore Air Force (RSAF) C-130 transport aircraft to deliver humanitarian aid supplies. The aircraft provided airlift support to affected communities, delivering essential supplies such as blankets, hygiene kits, water filters, collapsible water containers, and meal packs.

3. Relief Aid to Laos, Myanmar, and Vietnam after Typhoon Yagi: The Singapore Armed Forces (SAF) deployed an A330 Multi-Role Tanker Transport and two C-130 transport aircraft to deliver humanitarian aid supplies to communities affected by Typhoon Yagi. The aid supplies included blankets, hygiene kits, water filters, collapsible water containers, and meal packs. The Changi Regional Humanitarian Assistance and Disaster Relief Coordination Centre (Changi RHCC) played a crucial role in coordinating and consolidating aid from various non-governmental organizations (NGOs) and regional partners.

Organisation of Humanitarian Aid and Disaster Relief

The organisation of humanitarian aid and disaster relief efforts by Singapore's military agencies involves several key components:

1. Coordination and Collaboration: The Changi RHCC serves as the central hub for coordinating HADR efforts. It works closely with local and regional NGOs, such as the Singapore Red Cross, Mercy Relief, Relief Singapore, and the ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management (AHA Centre). This collaboration ensures that aid is delivered efficiently and effectively to those in need.

2. Logistics and Deployment: The SAF utilises its transport aircraft, such as the RSAF C-130 and A330 Multi-Role Tanker Transport, to deliver humanitarian aid supplies to affected areas. These aircraft are deployed at the request of the affected countries' governments, ensuring that aid reaches the communities in a timely manner.

3. Resource Mobilisation: Singapore's government and local NGOs play a vital role in mobilising resources for HADR efforts. Fundraising campaigns, such as those conducted by the RLAFF and the Singapore Red Cross, help gather the necessary funds and supplies to support relief operations.

4. International Cooperation: Singapore works closely with international partners, including UN agencies like UNICEF and UNRWA, to ensure that humanitarian aid is delivered in a coordinated and effective manner. This cooperation helps to address the immediate needs of affected populations and provides long-term support for recovery and rebuilding efforts.

5. Training and Preparedness: The SAF conducts regular training exercises to ensure that its personnel are well-prepared for HADR missions. These exercises help to enhance the readiness and effectiveness of the military forces in responding to natural disasters and humanitarian crises.

Singapore's military forces have demonstrated a strong commitment to providing humanitarian aid and disaster relief in 2024. Through effective coordination, collaboration, and resource mobilization, they have made a significant impact in alleviating the suffering of those affected by natural disasters and conflicts.



Global Supply Chain in 2024

Listen to this article 5 min

The global supply chain industry in 2024 faced a multitude of disruptions, challenges, and threats that significantly impacted its operations. These issues stemmed from geopolitical tensions, environmental factors, labour shortages, and technological challenges. This report provides a detailed analysis of the major crises and their implications for the global supply chain.

1. GEOPOLITICAL TENSIONS AND ACCIDENTS

Red Sea Shipping Crisis:

One of the most significant disruptions in 2024 was the Red Sea shipping crisis. The conflict in Gaza between Israel and Hamas escalated, leading to attacks on cargo ships by Houthi rebels. These attacks, involving drones, airstrikes, and speedboats, targeted vessels passing through the Red Sea and the Suez Canal. The Red Sea is a crucial maritime route, with around a quarter of global container ships passing through the Suez Canal. The attacks caused significant delays and increased shipping costs, as companies had to reroute their vessels around the Cape of Good Hope, adding weeks to their journeys.

Baltimore Bridge Collapse:



The collapse of a major bridge in Baltimore had a profound impact on maritime and trucking logistics. The congestion following the collapse doubled or tripled route times for truckers, as there were few alternatives to the Baltimore route. This incident highlighted the need for flexibility in transportation logistics.

2. ENVIRONMENTAL AND NATURAL DISASTERS

Climate Change and Extreme Weather Events:

Climate change continued to pose a significant threat to global supply chains in 2024. Extreme weather events, such as hurricanes, floods, and wildfires, disrupted transportation networks and production facilities. For instance, severe flooding in Southeast Asia affected the production and transportation of electronic components, leading to delays and increased costs for manufacturers worldwide.

Pandemic Resurgence:

The resurgence of COVID-19 in certain regions led to renewed lockdowns and restrictions, disrupting manufacturing and logistics operations. This resurgence

highlighted the ongoing vulnerability of global supply chains to pandemics and the need for robust contingency planning.

3. LABOUR SHORTAGES AND WORKFORCE CHALLENGES

Ongoing Skills Shortages:

The distribution industry continued to experience significant talent shortages, affecting production and service delivery. The lack of skilled labour in critical areas such as logistics, warehousing, and transportation led to delays and inefficiencies.

Strikes and Labour Unrest:



Labour strikes and unrest in key manufacturing hubs, such as China and India, further exacerbated supply chain disruptions. Workers demanded better wages and working conditions, leading to temporary shutdowns of factories and delays in production.

In October, a massive port strike along the East and Gulf Coasts of the United States erupted, with the potential to become one of America's most disruptive work stoppages in recent times.

4. TECHNOLOGICAL AND CYBERSECURITY THREATS

Cyberattacks on Supply Chain Networks:

Cybersecurity threats remained a major concern for supply chains in 2024. High-profile cyberattacks targeted critical infrastructure, including ports, shipping companies, and logistics providers. These attacks disrupted operations, leading to delays and increased costs for businesses.

Technological Integration Challenges:

The integration of new technologies, such as artificial intelligence and blockchain, into supply chain operations faced significant challenges. Companies struggled with the implementation and interoperability of these technologies, leading to inefficiencies and increased costs.

5. ECONOMIC AND REGULATORY PRESSURES

Rising Inflation and Economic Instability:

Inflationary pressures and economic instability in various regions affected supply chain operations. Rising costs for raw materials, transportation, and labour led to increased prices for goods and services. Central banks, including the Federal Reserve and the European Central Bank, closely monitored supply chain operations as potential sources of inflation.

Regulatory Changes:

New regulations aimed at improving sustainability and reducing carbon emissions added complexity to supply chain operations. Companies had to invest in greener technologies and processes, which increased operational costs.

The global supply chain industry in 2024 faced a complex array of challenges and crises. Geopolitical tensions, environmental disasters, labour shortages, technological threats and economic pressures all contributed to a tumultuous year for supply chains. These issues underscore the need for greater resilience, flexibility and innovation in supply chain management to navigate an increasingly uncertain and volatile global landscape.



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The transport industry in 2024 faces a multitude of challenges that span economic, environmental, technological, and social dimensions. These issues are interconnected and have significant implications for the global movement of people and goods.

This article delves into the major crises and threats impacting the transport industry, providing detailed explanations and citing specific cases to illustrate these points.

1. CLIMATE CHANGE AND ENVIRONMENTAL IMPACT

Climate change remains a critical issue for the transport industry. The sector is a significant contributor to greenhouse gas emissions, and there is increasing pressure to transition to more sustainable practices. Extreme weather events, such as hurricanes, floods, and wildfires, disrupt transportation networks, causing delays and increasing costs.

Case Study: European Heatwaves

In the summer of 2024, Europe experienced unprecedented heatwaves that led to the buckling of railway tracks and the melting of asphalt on roads. This not only caused significant disruptions in travel but also highlighted the need for infrastructure that can withstand extreme temperatures.



2. GEOPOLITICAL CONFLICTS

Geopolitical tensions and conflicts can severely impact global supply chains and transport routes. The Russia-Ukraine conflict, for instance, has had far-reaching effects on the transport industry, particularly in Europe and Asia.

Case Study: Black Sea Shipping Routes

The ongoing conflict in Ukraine has disrupted shipping routes in the Black Sea, leading to increased shipping times and costs. Many shipping companies have had to reroute their vessels, causing congestion in alternative ports and straining global supply chains.

3. ECONOMIC UNCERTAINTIES

Economic instability, including inflation and fluctuating fuel prices, poses significant challenges for the transport industry. Rising costs of operation, coupled with uncertain demand, make it difficult for companies to plan and invest in future growth.

Case Study: Trucking Industry in the United States

The U.S. trucking industry has been grappling with rising fuel prices and insurance premiums. Additionally, a potential driver shortage exacerbates the problem, making it difficult for companies to maintain their fleets and meet delivery schedules.

4. TECHNOLOGICAL DISRUPTIONS

In October, a global IT outage affected millions of Microsoft Windows devices, which led to widespread and massive disruptions of airlines, banks, broadcasters, healthcare providers, retail payment terminals and cash machines globally.

While technology offers numerous benefits, it also brings challenges. The rapid pace of technological advancement requires continuous adaptation and investment. Cybersecurity threats are a growing concern, with transport systems increasingly targeted by cyberattacks.

Case Study: Cyberattack on a Major Airline

In early 2024, a major airline experienced a cyberattack that led to the grounding of its entire fleet for several days. The attack disrupted thousands of flights, causing significant financial losses and highlighting the vulnerability of transport systems to cyber threats.

5. REGULATORY CHANGES

Heightened regulatory requirements, particularly around emissions and safety standards, are putting additional pressure on the transport industry. Compliance with these regulations often requires substantial investment in new technologies and processes.

Case Study: European Union Emission Standards

The European Union's stringent emission standards for 2024 have forced many transport companies to upgrade their fleets to more environmentally friendly vehicles. While this is a positive step towards sustainability, it has also led to increased operational costs and logistical challenges.

6. INFRASTRUCTURE CHALLENGES

Ageing infrastructure and inadequate investment in maintenance and upgrades pose significant threats to the transport industry. Many transport networks are operating beyond their intended capacity, leading to frequent breakdowns and inefficiencies.

Case Study: U.S. Interstate Highway System

The U.S. Interstate Highway System, much of which was built in the mid-20th century, is in dire need of repair and modernization. Frequent traffic jams and deteriorating road conditions are common, impacting the efficiency of freight and passenger transport.

7. EQUITY AND INCLUSION

Ensuring equitable access to transportation services is a growing concern. Disparities in transport infrastructure and services can exacerbate social inequalities, particularly in underserved and rural areas.

Case Study: Rural Transport in India

In rural India, inadequate transport infrastructure limits access to essential services such as healthcare and education. Efforts to improve rural transport are ongoing, but significant challenges remain in ensuring equitable access for all.

The transport industry in 2024 is navigating a complex landscape of challenges and threats. Addressing these issues requires coordinated efforts from governments, industry stakeholders, and communities.

By investing in sustainable practices, embracing technological advancements, and prioritizing equity and inclusion, the transport industry can overcome these challenges and continue to play a vital role in global development.

Google

TEMASEK

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e-Conomy SEA 2024

Profits on the rise, harnessing SEA's advantage



Amid inflationary pressures and an uncertain global economic outlook, Southeast Asia's (SEA) Digital Economy has continued to remain resilient, achieving double-digit growth across gross merchandise value, revenue, and profit.

Companies surveyed by researchers – within six SEA markets of Singapore, Vietnam, the Philippines, Indonesia, Malaysia, and Thailand – observe enhanced profitability in core market sectors like e-commerce, travel, transport and food, and online media.

Google, Temasek, and Bain's e-Conomy SEA Report 2024 offers a comprehensive dive into the trends, challenges, and suggests actionable insights for businesses to capitalise on the immense potential of SEA's digital economy and achieve growth. Get insights like:

- **The state of the funding landscape in Southeast Asia:** Investors are looking for novel ideas to spur the next wave of deal activities in Southeast Asia both within tech and adjacent sectors. Uncover where their attention is focused on.
- **How SEA is rising to meet demand for AI infrastructure:** The region is attracting significant AI investment, with over US\$30B committed to AI infrastructure in the first half of 2024 alone. How can your company get in on this shift?
- **Where the growth sectors in SEA's digital economy reside:** SEA developers are capturing a growing share of the global mobile gaming market. But that's not the only sector — find out which other sectors are showing promising signs of growth.

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[Economic Development Board](#)



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Rapid inflation, geopolitical unrest, severe weather, and COVID-19 have presented some unique supply chain challenges to ecommerce retailers in recent years.

While there's no denying that supply chain logistics are constantly evolving, it's safe to say the global lockdown, pandemic, and its many domino effects have caused disruptions that most consumer goods brands weren't accustomed to seeing.

Yet even with COVID (mostly) in the rearview mirror now, new supply chain and [warehouse management challenges](#) continue to arise in 2024 that companies must tackle to remain successful within the competitive world of ecommerce.

With that said, shifts between physical and online retail, a highly connected consumer looking for excellent customer experience, unique products, and good value add to a tremendous opportunity for digitally native brands and [omnichannel retailers](#). Find out some strategies to not only mitigate risk for your business but excel amid new supply chain issues.

Supply Chain Challenges in 2024

While the COVID-19 pandemic rarely continues to disrupt the supply chain ecosystem in 2024, new and unforeseen barriers to predictable transit times, productivity, and profitability continue to develop daily. The following are 2024's biggest supply chain challenges faced by product-based businesses from all over the globe.

INFLATION

While much has been said about inflation in the United States, the reality is, quite a few countries around the world are now dealing with the highest inflation in decades. With everything from labour to raw materials costing more and high interest rates reducing the amount businesses can borrow, suppliers, businesses, and consumers are feeling the pinch. This may mean paying for goods ahead of time, extending lines of credit, working with suppliers to extend delivery windows, or downsizing product lines to keep costs low.

Fuel surcharges and base freight costs are also likely to increase in the months ahead to ensure the carriers' profitability while they cope with a slowdown in shipping volume. Working with freight consolidators or considering slower shipment options are just two options that might help reduce the impact on your shipping costs. A brand's ability to sustain its growth depends on working capital to weather this downtime and ramp up for peak seasons.

As this period of inflation stretches on, businesses must be prepared for cost increases related to the procurement of raw materials, finished products, and more. The consequences of these climbing costs often translate to excess or surplus inventory, mounting storage fees, smaller margins, and lower revenue for your product-based brand.

Fortunately, your company can fix inefficiencies with its inventory management and reassess its variable costs (payroll, advertising, etc.) to reduce operational overhead when/where possible. This way, you'll save some money to hopefully balance out the rising costs of inflation.

UNPREDICTABLE CONSUMER DEMAND

Insufficient historical data to understand future demand continues to challenge retailers' ability to forecast demand with accuracy. With consumers reprioritizing their spending due to an overall economic slowdown post-pandemic combined with shortened and accelerated trend cycles fuelled by social media apps like TikTok and

Instagram, winning in an ecommerce business takes research, data analysis, and a deep understanding of your customer base.

Additionally, surplus inventory buildup from delivery delays during the recovery from the pandemic has put downward pressure on some retail selling prices both from wholesale and consumer retail businesses.

The challenge, then, has come from trying to improve predictions for customer demand while, in many ways, having to rely on gut instinct rather than data-driven research. In this situation, supply chain managers are encouraged to abandon their bias, pursue new data sets for forecast models, and continually refine their results for the greatest level of accuracy.

It's important to understand the full story of your business as you do this, connecting sales across all sales channels and maintaining constant communication with your suppliers. This covers two critical aspects of [demand forecasting](#): sales velocity and lead time. While calculating this is hard enough, find the best way to track this information so you can focus on the work that matters.

INCREASING FREIGHT PRICES

Contrary to initial expectations, the need for container shipping increased considerably throughout the pandemic. Now that the peak has passed and volumes have fallen, shipping rates have only, in rare circumstances, started to abate.

With higher fuel and labour costs, severe weather, and conflict preventing normal shipping volumes at the Panama and Suez Canals, freight transit distances are growing, and, as a result, costs are rising.

PORT CONGESTION

Port congestion caused by the pandemic has largely abated but continues to threaten predictable transit times. As workforces around the world look for protections from automation as well as higher wages, there is a greater chance that work disruption during key moments could jeopardize key shipments at the most inopportune moment. Congestion occurs whenever a ship arrives at a port but cannot load (or unload) its freight because that station is already at capacity.

Although the loading/unloading process typically goes according to plan, labour shortages and job action have notably steered things off course, creating major bottlenecks at a number of busy global docks. While no significant events are predicted in the upcoming months, it is good to prepare for this possibility.

Due to this congestion and the backlog it's created, a myriad of companies are unable to get their goods out the door on time—which means carriers are also unable to adhere to their specified delivery commitments.



CHANGING CONSUMER EXPECTATIONS

Consumer attitudes and behaviours changed dramatically during the pandemic, like lowering the threshold for delivery times and raising the requirements for a positive customer experience with real-time status updates, which continue today.

The challenge comes in having an agile supply chain that can harness the power of automation to optimize fulfilment and handle accelerated demand with ease. An excellent example of this supply chain flexibility comes from omnichannel order fulfilment services and [inventory management software \(IMS\)](#).

When consumers place an order online, they expect real-time integration of shipping status into apps, messaging, and email systems. Modern order management software is essential to providing this type of real-time visibility.

The integration of shopping into social channels like TikTok and Pinterest and the proliferation of marketplaces like Amazon, Walmart, and others put greater pressure on brands and retailers to syndicate their inventory to multiple websites and orchestrate inventory and orders across multiple channels in real time or near-real time.

DIGITAL TRANSFORMATION

Digital transformation and the [internet of things \(IoT\)](#) can be a mixed blessing regarding supply chain operations. That said, several technologies have the potential to enhance the way we approach the traditional supply chain, including artificial intelligence (AI), interactive online catalogs, drones and robots, electric vehicles, and on-demand delivery.

However, even though these systems and services are intended to make ecommerce processes more efficient and cost-effective in the long run, the challenge lies in implementing them across a company's existing supply chain operations.

It takes time and organizational realignment to implement these technologies, particularly when [using multiple warehouses](#) or engaging in omnichannel selling. And yet, supply chains must continuously evolve if they wish to stay ahead of the competition.

RESTRUCTURING

Undoubtedly, restructuring is making major waves among modern retail brands. This process can take many different forms, from reshoring to changing suppliers to signing contracts with all new carriers. The challenge of restructuring is deciding when it's the right time for a change and how to do so as seamlessly as possible.

With changes in consumer demands, companies are making difficult decisions to reduce their workforces and close facilities when required. This puts additional pressure on the remaining workforce to do more with less, take on new roles and responsibilities, and work toward the organization's greater profitability.

During this period, having a healthy safety stock on hand can prevent a stockout (and lost sales) should demand surge while your business is in transition.

Changes may also require changes in suppliers. If your company is changing suppliers or reshoring, you must have enough safety stock available if the transfer takes longer than expected.

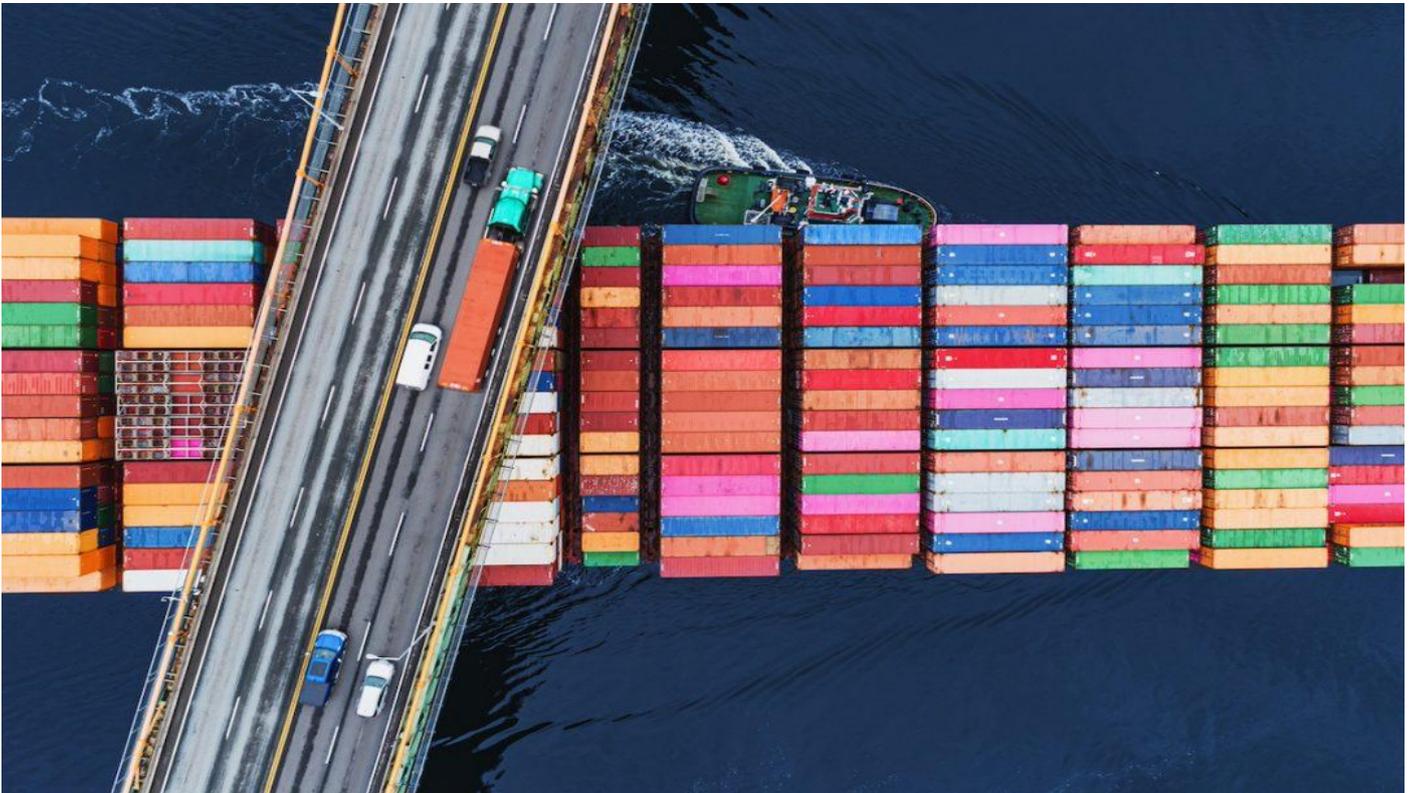
GLOBAL POLITICAL FRICTION & PROTECTIONISM

With changing political opinions about global trade, instability in Eastern Europe and the Middle East, and tensions escalating between China and Taiwan, worldwide commerce is experiencing uneasy and unpredictable tension that could impact future free and predictable movement of goods.

SOURCE	Extensiv
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from **DISRUPTION** to **OPPORTUNITY**



There's little disagreement among leading manufacturers about what they must do to cope with ongoing supply chain disruptions. But there appears to be a significant gap between intention and action.

COVID-19 may have subsided, but its effects on global commerce are still very much with us. To learn how manufacturers are redesigning their supply chains in the face of those challenges, the [Kearney](#) consultancy teamed up with the [World Economic Fund](#) to survey 300 operations executives.

The resulting report, [“From Disruption to Opportunity: Strategies for Rewiring Global Value Chains,”](#) identifies a **strategic shift in five key areas, including from:**

- **Global to “globally connected, multi-local value chains”**
- **“Doing” digital to “being” digital across end-to-end operations**
- **Economies of scale to “economies of skill”**
- **Regulatory compliance to “innovative sustainability”**
- **Being cost-driven to being “customer value-driven.”**

Do those conclusions signify a constructive rethinking of global supply chains, or are they just a bunch of buzzwordy business speak? The survey finds that manufacturers have indeed made “significant progress” toward acquiring the strength and flexibility needed to cope with future market turbulence. At the same time, it identifies “a gap between strategic intent and operational delivery, largely due to the scale and complexity of the necessary changes, along with opportunity costs, in the form of time, energy and resources.”

To varying degrees, reality undercuts rhetoric in every one of the five trends set out in the survey:

- **In the move to regionalize production, just 28% of respondents expect to have nearly all “in-region, for-region” operations in place by 2030.**
- **In the push for “being” digital across end-to-end operations, just 1% have eliminated manual spreadsheets to date.**
- **In the effort to upskill the workforce to meet new supply chain requirements, only 23% think they’ll have the requisite skills in place by 2030.**
- **In the desire to achieve “innovative sustainability,” only 14% are redesigning their manufacturing networks to reduce Scope 3 emissions — those generated by their supply chain partners.**
- **In the shift from cost to customer value as the chief driver of operations, just 15% cite “tangible actions” taken to strengthen performance, resilience and sustainability.**

Kearney partner and report co-author Per Hong says researchers went into the project assuming that gaps existed between aspiration and tangible results. Because of the complexity of global supply chains, he says, “the strategic ambition that we aspire to achieve is different from the pace at which we can drive the change.”

On the positive side, Hong sees “a lot of excellence” among supply chain leaders as they struggle to weigh the trade-offs among cost, performance, resilience and sustainability.

Still, cost can’t be dismissed as a key consideration in deciding where to site plants and distribution centres. The report quotes Konrad Bauer, senior vice president of global business services with [Thermo Fisher Scientific](#), as saying that cost “continues to play a pivotal role in shaping supply chain strategies, with the impact of localization costs frequently overlooked. While there has been an increase in localized manufacturing in Europe and the U.S., a considerable portion of it is reverting to previous practices.”

As for the desire to become truly digital in operations, Hong says that sentiment was widespread among the executives surveyed, with a particular emphasis on the need for end-to-end supply chain visibility aided by artificial intelligence. Still, managers continue to employ “Excel workarounds” as they struggle to jettison manual processes that generate inefficiencies and frustrate efforts to build resilience at scale.

Along with the desire for automation and new technology comes a need for human workers with a whole new set of skills. The Kearney survey cites WEF’s 2023 [“Future of Jobs”](#) report in identifying the top five skills coveted by organizations today: analytical thinking; creative thinking; resilience, flexibility and agility; motivation and self-awareness, and curiosity and lifelong learning. Not too much to ask for, at a time when just finding the people to staff a wide range of supply chain jobs is hard enough. Hong recalls the words of one senior supply chain executive: “We’re not in a war for talent; we’re in a war for bodies.”

Why aren’t more leaders following through on aspirations to transform their manufacturing supply chains? Hong says many face the reality of limited working capital, even as an uncertain environment makes it tough to understand which initiatives should be made a priority. It’s more a question of “prevalent limiting factors than a lack of willingness or desire,” he says. “Universally, nearly everyone understands what the potential could be. The reality on the ground is that I still need to make trade-offs and choices.”

The study’s authors urge patience as the progress of supply chain transformation inches forward. “The implementation curve on value chain optimization is steep,” they write, “and the journey towards matching ambition with the robust and prosperous outcomes outlined in this paper does not happen overnight.”



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[Supply Chain Brain](#)

DSV BUYS SCHENKER

Becomes World's Largest Logistics Company



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On September 13, 2024, Deutsche Bahn AG signed an agreement to sell its logistics subsidiary, DB Schenker, to the Danish transport and logistics group DSV for an enterprise value of EUR 14.3 billion. Including expected interest income until completion, the total sales value amounts to EUR 14.8 billion.

DSV will become the world's largest logistics company thanks to the acquisition.

Strategic Implications

The acquisition is a significant milestone for both companies. For Deutsche Bahn, the sale aligns with its "Strong Rail" strategy, focusing on rail infrastructure and climate-friendly transport. The proceeds from the sale will be used to significantly reduce Deutsche Bahn's debt.

For DSV, acquiring DB Schenker strengthens its global network, expertise, and competitiveness. The combined entity is expected to have a pro forma revenue of

approximately EUR 39.3 billion and a workforce of around **147,000 employees across more than 90 countries**.

Investment and Job Security

DSV plans to invest around EUR 1 billion in Germany over the next three to five years. This investment aims to promote growth, job creation, and modern, attractive workplaces. Central functions, including those at Schenker's location in Essen, Germany, will be retained.

Synergies Created by the Acquisition

1. Expanded Global Network: The merger will create a truly global logistics company with a strong European base. DSV's existing network will be complemented by DB Schenker's extensive operations, providing customers with seamless and innovative solutions across all three divisions: Air & Sea, Road, and Solutions.

2. Enhanced Service Offerings: By combining DSV's competencies with DB Schenker's expertise, the new entity will offer higher service levels and flexibility to customers. This will enable the company to better meet the evolving needs of the market and provide innovative and seamless solutions).

3. Increased Market Reach: The acquisition will give DSV access to new markets and strengthen its position in existing ones. Germany will become a key market for the combined company, with significant investments planned in the country over the next three to five years).

4. Job Creation and Modern Workplaces: DSV plans to invest around EUR 1 billion in Germany over the next three to five years, promoting growth, job creation, and modern, attractive workplaces. This investment will contribute to long-term growth and ensure job security for employees during the transition.

5. Sustainability and Digital Transformation: The acquisition will support DSV's efforts to develop a more sustainable and digital transport and logistics industry. The combined entity will leverage its resources to drive innovation and improve efficiency, benefiting both the company and its customers.

Regulatory Approval and Timeline

The transaction is subject to final approval by the Supervisory Board of Deutsche Bahn AG and the German Federal Government. It is expected to be completed in the course of 2025, following receipt of all regulatory approvals.

Social Commitments

DSV has committed to protecting jobs and honouring existing collective and company agreements for a period of two years after the completion of the transaction. This ensures job security for Schenker employees during the transition.

The merger between DB Schenker and DSV represents one of the largest transactions in the logistics industry. It is set to create a global market leader with a strong European base, benefiting employees, customers and shareholders.

*ADDITIONAL READING: “**Insights**” on page 11.*

Seven Key Trends Shaping U.S. Holiday Online Shopping in 2024

DHL eCommerce, part of DHL Group, has released a new U.S. holiday season [report](#) detailing key trends and factors for online merchants looking to attract American shoppers. The latest DHL Online Shopper Trends Report takes a deep dive into American consumers' buying habits, delivery preferences, and growing demands, aiming to help [retailers](#) adapt and succeed during the peak holiday season.

The Seven Factors

Frequent Online Shoppers: An active online community, with 61% of Americans shopping weekly, primarily for clothing, [electronics](#), and health supplements, presents retailers with opportunities to capture frequent purchases, especially in apparel.

Delivery Options Matter: Almost all shoppers (94%) prioritize delivery choices, with many willing to abandon their cart if their preferred delivery isn't available. Providing a variety of delivery methods is essential to avoid losing sales.

Subscription Services: About 43% of U.S. shoppers subscribe to online services, with pet food subscriptions leading the way. This indicates that retailers could benefit from offering or expanding subscription models.

Social Media Influence: With 61% using [social media](#) for shopping ideas and 26% buying directly through platforms, social media engagement has become vital for retailers looking to increase visibility and reach.

Marketplace Dominance: Nearly all online shoppers (99%) use marketplaces, primarily Amazon, eBay, and Walmart. A presence on these platforms can significantly impact a brand's visibility and sales.

Cross-Border Shopping: About 37% of U.S. shoppers buy internationally, often from China, the U.K., and France. Simple, free returns can encourage more cross-border purchases.

Sustainability Preferences: Although 58% of consumers value [sustainability](#), many won't pay more for it. Retailers should consider sustainable practices without added costs.

SOURCE

[Supply Chain 247](#)



Top 10 Environmental Concerns for European Ports in 2024

The European Sea Ports Organisation (ESPO) released its [ESPO Environmental Report 2024](#) at the GreenPort Congress in Le Havre, France. Based on data from 83 European [ports](#) across 21 countries, the report focuses on the Top 10 Environmental Priorities shaping [sustainability](#) efforts in the sector.

The Top 10 Environmental Priorities for European Ports in 2024 are:

- 1. Climate change**
- 2. Energy efficiency**
- 3. Air quality**
- 4. Noise**
- 5. Port development**
- 6. Ship waste**
- 7. Garbage/port waste**

8. **Water quality**
9. **Relationship with local community**
10. **Port development (water-related)**

For the third consecutive year, climate change remains the top concern for European ports. The report notes that 64% of ports are grappling with climate-related operational challenges, up from 47% last year. Additionally, 73% of ports are working to enhance the resilience of existing infrastructure, while 86% are factoring climate change into new projects.

“The Top 10 is a good barometer of what is at stake,” said Isabelle Ryckbost, ESPO Secretary General. “Climate remains the most important priority, but ports do not seem to lose sight of other environmental concerns. Together with the ESPO good green practices on our website, this report is also a useful tool for all incoming EU decision makers.”

[Energy](#) efficiency ranked second, reflects the ports’ commitment to reducing energy consumption and adopting sustainable practices. Air quality follows in third, with many ports focusing on reducing emissions to improve conditions for surrounding communities.

Water-related port development rounds out the list at number ten, emphasizing the need for sustainable planning for expansions near water bodies. Ship waste management and garbage/port waste management are also prominent, highlighting ongoing efforts to manage waste generated within port facilities.

[SOURCE](#)[Supply Chain 247](#)

EDUCATION

EVENTS ON CILTS WEBSITE

To keep up with the latest developments and sharing in the Supply Chain, Logistics and Transport industry, check out the [EVENTS](#) section of our website, which includes the following insightful webinars:

- [**BUILD AN ELASTIC SUPPLY CHAIN FOR BUSINESS GROWTH AMID INSTABILITY**](#)

5 DEC 2024

An elastic supply chain is the strategic practice of building a change-ready supply chain network that can stretch or contract supply in response to geopolitical risks as needed.

You will walk away from this session with answers to your vital questions, a copy of the research slides and recommended actions to help you achieve your goals.

- Gain a unique strategic approach to navigating geopolitical tensions and driving growth
- Build an elastic supply chain by defining limits, evaluating benefits, and analysing scenarios
- Discover common responses to geopolitical tensions and how leading organizations differ

- [**LEVERAGING LIDAR, WI-FI, CAMERAS, AND SENSORS TO CREATE EFFICIENT AND RELIABLE PASSENGER FLOW MONITORING**](#)

12 DEC 2024

This virtual panel will explore the transformative role of smart technologies—including Lidar, Wi-Fi, cameras, and sensors—in revolutionising how airports monitor and manage passenger movement.

Airports are continuously seeking innovative ways to improve passenger flow, reduce bottlenecks, enhance overall operational efficiency and increase commercial revenues. This virtual panel will explore the transformative role of smart technologies – including Lidar, Wi-Fi, cameras, and sensors – in revolutionising how airports monitor and manage passenger movement.

Attendees will gain insights into the future of airport management, understanding how smart technology not only improves passenger flow but also enhances safety, reduces operational costs, aligns with sustainability goals and increases commercial revenues.

- [**ASK THE AUTHOR - GHG EMISSIONS ACCOUNTING AND REPORTING FOR TRANSPORT**](#)

17 DEC 2024

In this 30-minute online presentation and question and answer session, author Parnika Ray presents the findings of the latest ITF report, "GHG Emissions Accounting and Reporting for Transport". The transport sector is a significant contributor to global greenhouse gas (GHG) emissions, posing substantial risks to both the environment and the economy.

This report aims to demystify the complex landscape of emissions calculation and reporting for transport, often characterised by a plethora of methodologies, standards, and regulations. It evaluates the current state of GHG accounting and reporting practices in the transport sector, identifies key challenges, and how to overcome those.

Download the report: <https://www.itf-oecd.org/ghg-emissions-accounting-reporting>

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PUBLICATIONS

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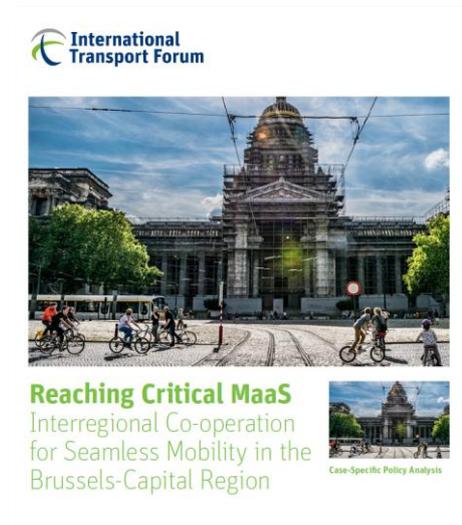
The Global Energy Perspective 2024 offers a detailed demand outlook for 68 sectors and 78 fuels across a 1.5° pathway, as set out in the Paris Agreement, as well as three bottom-up energy transition scenarios.

The scenarios have been redesigned this year to better reflect changing global conditions, including geopolitical challenges, increasingly complex supply chains, and higher inflation.



Green procurement is the purchase of environmentally preferable products and services. These products are preferred because they conserve resources, create less pollution and waste, or eliminate health and safety risks.

Buying green also includes the policy and practice of purchasing products made with recycled materials instead of virgin materials.



Back to basics. Developing the right foundation is key to a sound interregional collaboration

Stakeholders consulted as part of this study tend to focus on what MaaS should *do*, but many find it hard to define what MaaS *actually is*. This study recommends establishing foundational questions, the answers of which should provide stakeholders with actionable guidance.

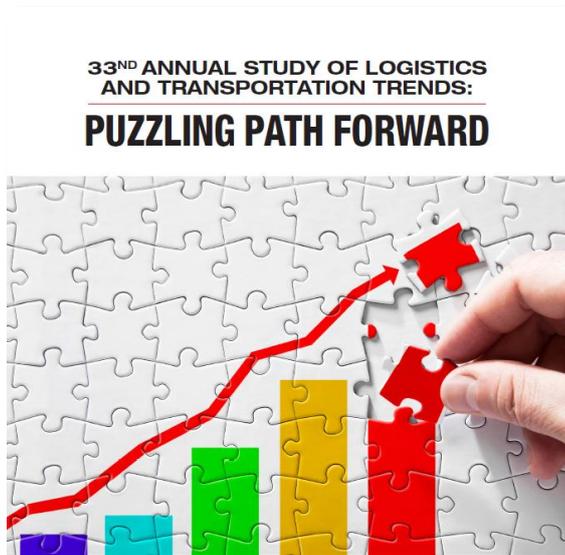


Combating climate change is a matter of great urgency and priority. Recognising this, the International Civil Aviation Organization (ICAO) and its Member States have adopted a long-term global aspirational goal (LTAG) of net zero carbon emissions for international aviation by 2050.



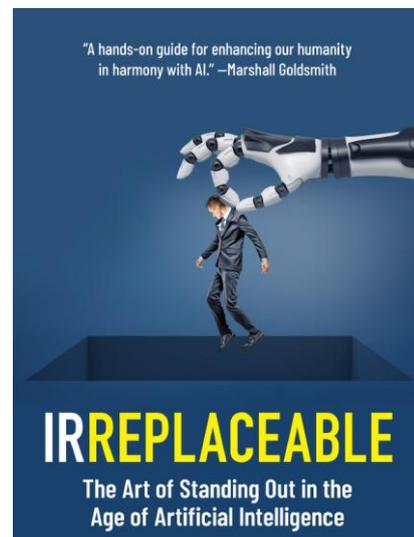
5 proven best practices that are key to impactful strategic planning:

1. Verify the business context.
2. Assess your function’s ability to deliver on your goals.
3. Strategically manage functional budgets.
4. Decide how to measure your progress.
5. Document your strategy.



Logistics professionals navigating their path forward face challenging market conditions, an evolving regulatory environment, a rapidly changing technology landscape, and an increasingly competitive labour market.

Our research team puts context around this year’s findings and offers insight to help shippers fit the pieces together.



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