



The Chartered  
Institute of Logistics  
and Transport

The Chartered Institute of Logistics and Transport in Malaysia is the professional body representing the logistics and transportation industries in the nation. Together we will be stronger.

# CILTM *PULSE*

## EDITORIAL TEAM

Professor Ts Dr Muhammad Zaly Shah FCILT  
Chairman & Advisor

Media & Promotional  
CILTM Secretariat

**FOR MEMBERS ONLY**

**AUGUST 2025**

[www.ciltm.org.my](http://www.ciltm.org.my) / [info@ciltm.org.my](mailto:info@ciltm.org.my)



# BEHIND THE PEN >>>>>>>>

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**STRONGER - TOGETHER**



# LEADERSHIP MESSAGE: CHAIRMAN OF CILTM MELAKA SECTION - SURENDRAN MUNIANDY FCILT



Dear Esteemed Members of CILTM and Friends in the Logistics and Transport Community

## ***Warm greetings from Melaka!***

It is both an honour and a privilege to address you as the Chairman of the CILTM Melaka State Section. As we navigate the dynamic landscape of logistics and transport, I take this opportunity to reflect on our journey, share our vision, and acknowledge the collective efforts that continue to shape the industry in Melaka and Negeri Sembilan.

## **Strengthening Our Roots, Expanding Our Reach**

When we first established the Melaka Section, it was founded on a clear and ambitious vision to build a strong, professional community that champions logistics and transport excellence in this historic state. What began as a small group of committed individuals has blossomed into a vibrant community driven by shared purpose and action. Today, as I reflect on how far we have come, I am filled with gratitude for all those who have shared in this journey.

## **Achievements and Progress**

Over the past year, the CILTM Melaka Section has actively engaged in impactful initiatives that reflect our commitment to professional development, industry collaboration, and community engagement. From hosting industry talks and professional visits to forging partnerships with local institutions and industry stakeholders, we remain committed to creating value for our members and preparing the next generation of logistics and transport professionals.

One of our major undertakings was the signing of a Memorandum of Understanding (MoU) between CILT Malaysia and Universiti Teknikal Malaysia Melaka (UTeM) to collaborate on a Work-Based Learning (WBL) programme, marking a significant step in strengthening our strategic partnership with academia. This initiative aims to foster collaborative research, knowledge sharing and joint project development, while also facilitating academic and professional exchanges. Through this partnership, we are bridging the gap between industry and education by equipping future logistics professionals with the practical skills and exposure needed to meet the sector's evolving demands.

Road safety remained a key priority, with several initiatives and projects carried out in collaboration with local authorities as part of our ongoing efforts to raise awareness about the importance of road safety among local communities, especially in schools and particularly during festive seasons when accident risks are heightened. These efforts reflected a successful partnership between CILT and public sector stakeholders, reinforcing our role not only as a professional body but also as a committed community partner dedicated to reducing accidents and fostering a culture of safety across the state.



**SURENDRAN MUNIANDY FCILT  
CHAIRMAN OF CILTM MELAKA SECTION**





# LEADERSHIP MESSAGE: CHAIRMAN OF CILTM MELAKA SECTION - SURENDRAN MUNIANDY FCILT



Together, we have forged meaningful bridges between academia and industry and worked diligently to build the groundwork for transformation in the logistics and transport sectors within Melaka and Negeri Sembilan.

Looking Ahead: What's Next for the Melaka Section

As we enter the final quarter of the year, we remain committed to enhancing our impact and expanding our reach. Below are the focus areas:

## •Member Engagement

Member Engagement remains a top priority as we strive to strengthen our connection with members through consistent communication, diverse networking events, and targeted professional development opportunities. By creating inclusive platforms that encourage active participation and open feedback, we aim to ensure that every member feels valued, supported, and deeply connected to the CILTM community.

## •Industry-Academia Linkages

We will strengthen partnerships with academic institutions to ensure graduates are industry-ready and the existing workforce is continuously upskilled.

## Industry Engagement

We will deepen collaboration with logistics firms, government agencies, and other stakeholders to address emerging challenges and drive innovation within the sector.

I extend my sincere appreciation to the President, National Council Members, our dedicated Section committee members, the tireless Secretariat team and all stakeholders for your continued support. Together, we have built a platform that not only advocates for excellence but also inspires positive changes. I sincerely thank each one of you for believing in our vision and contributing to our shared progress. Let us continue to work hand in hand, uphold the values of CILTM, and elevate the standards of logistics and transport in Melaka and throughout Malaysia.

With warm regards and continued commitment.

Surendran Muniandy FCILT  
Chairman of CILTM Melaka Section  
The Chartered Institute of Logistics and Transport Malaysia (CILTM)



**SURENDRAN MUNIANDY FCILT  
CHAIRMAN OF CILTM MELAKA SECTION**





# MILESTONES & ACHIEVEMENTS

## CILTM ANNUAL GENERAL MEETING 2025: STRENGTHENING THE FUTURE OF LOGISTICS AND TRANSPORT

On 16 August 2025 (Saturday), the Chartered Institute of Logistics and Transport Malaysia (CILTM) convened its Annual General Meeting (AGM) and Election at the Shah Alam Convention Centre (SACC) in Selangor. The event marked a significant moment in the institute's calendar, providing a platform for members to reflect on achievements, reaffirm strategic priorities, and collectively chart the way forward for the logistics and transport sectors in Malaysia.

All proceedings and arrangements for the AGM were conducted in full compliance with the CILTM Constitution, ensuring that the governance, transparency, and integrity of the organisation were upheld at the highest standard. The AGM also served as an important forum for the election of new leadership, in line with CILTM's commitment to institutional renewal and participatory governance.

A total of 227 members, including representatives from the NextGen CILTM team, attended the event from across Malaysia. This strong turnout underscored the growing commitment of professionals and emerging leaders alike to the mission of CILTM. The presence of a diverse membership – spanning senior practitioners, young professionals, and students – reflected the inclusive and forward-thinking spirit of the institute as it continues to nurture talent and leadership across all levels of the logistics and transport industry.





# MILESTONES & ACHIEVEMENTS

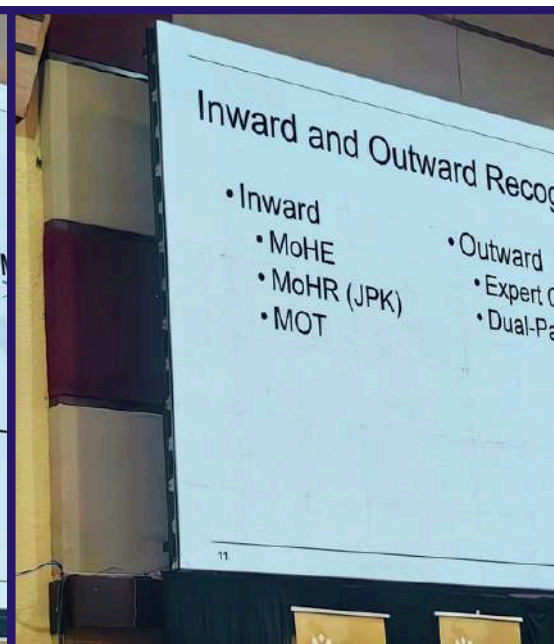
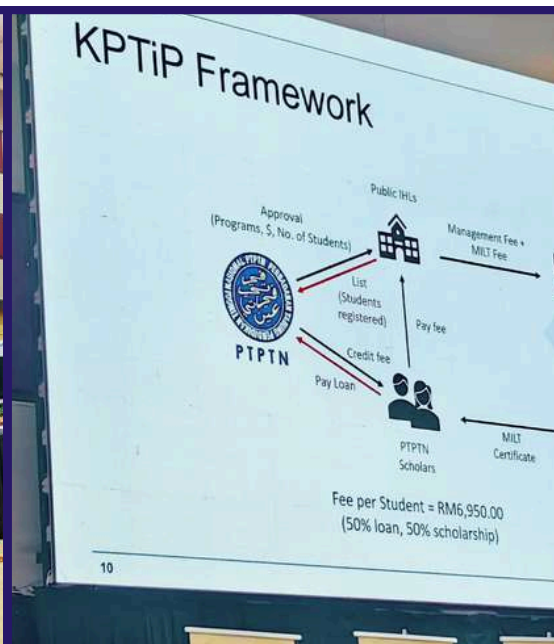
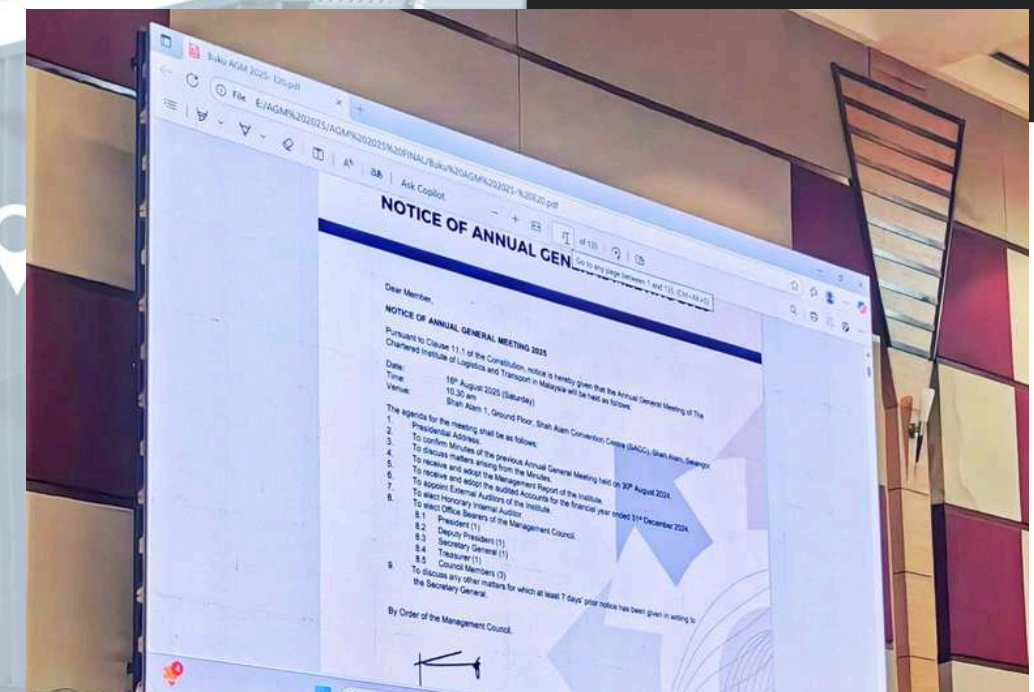
## CILTM ANNUAL GENERAL MEETING 2025: STRENGTHENING THE FUTURE OF LOGISTICS AND TRANSPORT

Among the highlights of the AGM were:

- Presentation of the Annual Report by the President, outlining the institute's key initiatives, financial standing, and performance over the past year.
- Strategic discussion sessions focusing on industry challenges, innovation, and the role of logistics in national development.
- Election of Council Members, providing members with the opportunity to exercise their rights in shaping the leadership and direction of CILTM.

The meeting also celebrated the efforts of various CILTM sections, including contributions from WiLAT Malaysia (Women in Logistics and Transport) and NextGen Malaysia, both of which continue to play critical roles in promoting inclusivity, leadership development, and youth engagement in the profession. As the logistics and transport landscape continues to evolve—facing digitalisation, environmental sustainability, and global trade complexities—CILTM remains committed to empowering its members with knowledge, networking, and influence. The 2025 AGM reaffirmed this commitment, positioning the institute as a catalyst for progress and professionalism within the industry.

In closing, the success of the CILTM AGM 2025 reflects not only the effective leadership of the Management Council and Secretariat but also the dedication of its members who continue to contribute meaningfully to the future of logistics and transport in Malaysia.





# MILESTONES & ACHIEVEMENTS

## KOR PERKHIDMATAN DIRAJA (KPD) PARTICIPATION IN THE CILT MALAYSIA ANNUAL GENERAL MEETING 2025

SHAH ALAM, 16 August 2025 – A total of 12 officers from the KPD (Kor Perkhidmatan Diraja) participated in the Chartered Institute of Logistics and Transport (CILT) Malaysia Annual General Meeting 2025, held at SACC, Shah Alam, Selangor.

The event was also attended by the Chairman of KPD, Major General Dato' Abdul Aziz bin Abu Hassan, signifying strong institutional support for the advancement of professionalism in the field of logistics and transport, particularly within the military and public service sectors.

The active involvement of KPD officers in this AGM reflects a continued commitment to strengthening professional networks, exploring strategic collaboration opportunities, and staying abreast of the latest developments in the logistics and transport industry at both national and global levels.





# CILTM AGM 2025

FROM MOMENTS TO LEGACY





# WELCOME ABOARD



## Presentation of Integrated Project Paper and Viva Saturday, 2<sup>nd</sup> August 2025, De Palma Hotel Shah Alam

A total of 17 senior officers from the National Logistics Centre, Ministry of Transport successfully presented their Integrated Project Papers and participated in their viva sessions. Our sincere appreciation goes to the distinguished panel of evaluators who contributed their time and expertise to assess each presentation.

Panel of Evaluators:

- Tn Haji Baharudin Bin Hj Kamarudin, FCILT
- Ts Dr Hjh Zawiah Abdul Majid, FCILT
- Prof Ts Dr Mansor Abdul Rahman, FCILT
- Pn Syakirah Mohd Ghazali, CMILT

This session marked a significant step in the participants' professional development, offering them an opportunity to showcase their applied knowledge and strategic insights in logistics and transport. We congratulate all presenters on their efforts and thank everyone involved in making this event a success.





# WELCOME ABOARD



## Presentation of Integrated Project Paper and Viva Saturday, 23<sup>rd</sup> August 2025, Main Campus UPTM

A total of 13 senior lecturers from the Universiti Poly-Tech Malaysia (UPTM) successfully presented their Integrated Project Papers and participated in their viva sessions. Our sincere appreciation goes to the distinguished panel of evaluators who contributed their time and expertise to assess each presentation.

Panel of Evaluators:

- Tn Haji Baharudin Bin Hj Kamarudin FCILT
- Prof Ts Dr Mansor Abdul Rahman FCILT
- Pn Azila Binti Ayub CMILT
- Ms Noor Fathiah Binti Othman CMILT

This session marked a significant step in the participants' professional development, offering them an opportunity to showcase their applied knowledge and strategic insights in logistics and transport. We congratulate all presenters on their efforts and thank everyone involved in making this event a success.





# FROM INTELLIGENCE TO ACTION >>>>>>>

## CILTM PROFESSIONAL TRAINING AT UNITED VISION ACADEMY (UVA)- DATE: 9 - 10 AUGUST 2025

A cohort of senior industry officers has successfully undertaken professional training under the 4+1 Programme, a key step in their progression toward achieving the Chartered Member (CMILT) designation. As part of the programme's academic and professional requirements, the officers are scheduled to present their research papers during a VIVA session on 27th September 2025. To ensure the quality and rigour of their submissions—and to support their ongoing professional development—a comprehensive support structure has been implemented. This includes a series of curated short courses, guided presentation sessions, and targeted briefings designed to strengthen their understanding of specific modules and enhance their overall readiness.

We sincerely thank the four distinguished lecturers for their invaluable contributions in delivering high-quality briefing sessions across key modules, including Logistics, Distribution Management and Procurement, Research Methodology, Movement of Goods, and Human Resources Management. Their expertise and dedication significantly enriched the learning experience.

The lecturers involved were:

- Asst. Prof. Dr. Dazmin Daud, FCILT  
Board Member, CILTM Education & Accreditation / Senior Lecturer, UCSI University, Selangor
- Mr. Mohd Faizal Sulaiman, CMILT  
Senior Lecturer, Malaysia University of Science and Technology (MUST)





# CILTM IN ACTION

**Program Pembangunan Usahawan Logistik dan Pengedaran**  
**19–21 August 2025 | Hotel Mercure Living, Putrajaya**  
**Organised by Bahagian Pembangunan Usahawan (BPU), MARA in**  
**collaboration with CILT Malaysia.**

The three-day program successfully gathered aspiring entrepreneurs nationwide to build capacity in the logistics and distribution sector. Participants gained valuable exposure through the Professional Certificate: Introduction Module of Logistics, Transport and Supply Chain Management, equipping them with essential industry knowledge and strategic insights. The program was officiated by Ms. Nor Uyon binti Syoib, Director of the Entrepreneur Development Division, MARA

Key Outcomes:

- Earned an industry-recognised professional certificate
- Learned from experienced trainers and logistics experts
- Built professional networks within the industry
- Received support to enhance SME growth in logistics and supply chain fields

The program highlighted a strong commitment to developing competitive, knowledgeable, and connected entrepreneurs in Malaysia's logistics ecosystem.

**The following individuals were among the speakers who delivered the sessions**

**Title: Introduction to Freight Forwarding**

**Ts. Dr. Mohd Azam Bin Din, FCILT, Head of Programme, Bachelor of Science (Honours) Logistics and International Shipping, Universiti Tunku Abdul Rahman (UTAR), Kampar Campus**

**Title: Introduction to AI for Logistics**

**En Mohamad Norsazlan CMILT, Technologist Logistician, Manager Marine Operations, Upstream Logistics, Petronas Carigali Sdn Bhd, W.P. Labuan**

**Title: Introduction Movement of Goods**

**Dr Nor Fyadzillah binti Mohd Taha CMILT, Senior Lecturer, Centre of Science and Maritime Technology, National Defence University of Malaysia**

**Title: Introduction to Distribution and Procurement**

**En Shaiful Azril Bin Zakaria CMILT, Manager, Materials Management Excellence & Digital Solution, PETRONAS, Group Procurement, Kuala Lumpur**





# CILTM IN ACTION

**CONSULTATION AND REVIEW SESSION FOR THE MS 2400 HALAL SUPPLY CHAIN MANAGEMENT SYSTEM, HELD ON 27–28 AUGUST 2025 AT THE PRESTIGIOUS HOTEL PALM GARDEN, PUTRAJAYA.**

Ts. Dr. HjH Zawiah Abdul Majid FCILT, Deputy President of the Chartered Institute of Logistics and Transport Malaysia (CILTM), represented the institute at the MS 2400 Halal Supply Chain Management System Consultation and Review Session held on 27–28 August 2025 in Putrajaya. Her participation underscored CILT Malaysia's commitment to national standards and best practices in the halal supply chain. The session focused on updating the MS 2400 standard to align with current regulations, industry needs, and international benchmarks. Dr. Zawiah contributed expert insights, highlighting the importance of integrating robust systems, technology, and skilled talent to enhance traceability and integrity. CILTM reaffirmed its dedication to strengthening Malaysia's halal logistics ecosystem.

## INDUSTRIAL VISIT TO NORTHPORT BY UNITAR INTERNATIONAL UNIVERSITY IN COLLABORATION WITH CILTM

On 26 August 2024, UNITAR International University, in collaboration with the Chartered Institute of Logistics and Transport Malaysia (CILTM), organized an industrial visit to Northport at Klang Port, Klang. The visit was attended by 28 Diploma and Undergraduate students from the Faculty of Business, accompanied by two faculty advisors, Mr. Santhana Raj and Dr. Kashveenjit Kaur, along with one representative from CILTM. The visit provided students with valuable exposure to real-world operations within the logistics and port management industry. It served as a platform to enhance their practical understanding, offering insights into the equipment and processes used at Northport. This experience not only broadened their industry knowledge but also contributed positively to their professional mindset and readiness for future careers.





# CILTM IN ACTION



## CILTM PARTICIPATION IN THE MS 2808 DRAFT WORKSHOP: ADVANCING NATIONAL LOGISTICS STANDARDS

Ts. Dr. Hj. Mohd Nasir Hj. Alias, FCILT, attended the MS 2808 Draft Workshop on 18–19 August 2025 at Millennium 3, Level 1, Hotel Le Meridien IOI Putrajaya, representing The Chartered Institute of Logistics and Transport Malaysia (CILTM) on behalf of the President. Organised by the Department of Standards Malaysia, the workshop focused on the development of MS 2808: Logistics Management System – General Requirements. It brought together representatives from various sectors to contribute to a robust and practical logistics standard that reflects industry needs and national aspirations.

CILTM was pleased to contribute constructive insights toward shaping the general requirements for logistics management, ensuring that key elements across the logistics value chain—including operations, warehousing, transport, and compliance—were thoroughly addressed.

The workshop forms part of a broader initiative to support Malaysia's strategic objectives through standardisation—enhancing industrial efficiency, safeguarding public health and consumer interests, and promoting both domestic and international trade. These efforts also contribute to Malaysia's leadership in advancing globally aligned, industry-relevant logistics standards.

CILTM is proud to support this initiative and encourages its members to participate actively in upcoming engagements. Continued input from logistics professionals is vital, particularly as future discussions are expected to explore key areas such as halal logistics, cold-chain logistics, and warehousing.





# CILTM IN ACTION >>>>>>>>>>

**LogiSYM Platinum Malaysia 2025 – CEO Panel 1: Supply Chain MegaTrends, Malaysia International Trade and Exhibition Centre (MITEC), Kuala Lumpur – 27 August 2025**

Tn Haji Baharudin Kamarudin, FCILT, Chairman, The Chartered Institute of Logistics and Transport Malaysia (CILTM), Kuala Lumpur Section and Chief Executive Officer, SAF Logistics Sdn. Bhd. Tn Haji Baharudin Kamarudin was invited as a panelist for the prestigious CEO Panel 1: Supply Chain MegaTrends at LogiSYM Platinum Malaysia 2025. Held at MITEC, Kuala Lumpur, this high-level forum brought together leading voices in the logistics and supply chain industry to discuss the evolving landscape, emerging global trends, and the future of the sector. In his presentation, Tn Haji Baharudin emphasised the importance of developing a “Logistics Intelligent Ecosystem”—an integrated, tech-enabled, and human-centric approach to strengthening national supply chain resilience. He also highlighted the critical role of Malaysia’s human capital, from operational-level professionals such as drivers and warehouse staff to senior-level coordinators and strategists.

His key message reinforced the need to continuously upskill and empower logistics professionals across all tiers, as their expertise and dedication are the true foundation of a robust logistics and transport ecosystem.

The session, moderated by Brett Marshall (LogiSYM), also featured fellow panelists:

- Henk Jan Jonge Poerink, BESI APAC
- Jamil Sidek, Doha-TALKE Logistics

Their collective insights made the session highly impactful, offering a forward-looking view on how organisations and nations must adapt to global megatrends shaping the future of supply chains.



**LogiSYM**  
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The Countdown Has Begun!   
 CEO Panel Feature: Supply Chain Megatrends... more

**27 AUGUST**  
 MITEC Kuala Lumpur

**HENK JAN JONGE POERINK**  
 Senior VP Global Operations & Managing Director BESI APAC

**JAMIL SIDDIQUE**  
 Regional Director, Middle East & APAC, TALKE

**TUAN HJ BAHARUDIN BIN HJ KAMARUDIN FCILT**  
 Chairman, The Chartered Institute of Logistics & Transport MALAYSIA (CILTM)

**BRETT MARSHALL**  
 Moderator  
 IAG Panel Malaysia

**CEO PANEL: SUPPLY CHAIN MEGATRENDS**

[www.LogiSYM.org/PlatinumMalaysia2025](http://www.LogiSYM.org/PlatinumMalaysia2025)

**KL SECTION**



# CILTM IN ACTION



The Chartered Institute of Logistics and Transport (CILT) Malaysia held its Annual General Meeting (AGM) and Election on 16 August 2025 in Shah Alam, Selangor, following its Constitution guidelines. Founded in the UK in 1919 and granted Royal Charter status in 1926, CILT is a globally respected professional body for logisticians and transport planners. Membership requires passing professional qualifying examinations or holding equivalent academic credentials, alongside relevant experience for Chartered Membership (CMILT/FCILT).

Representing CILT Penang Section, Chairman Dato' Log. Ts. Dr. Chang Kah Loon, Vice Chairman Log. KW Leong, Treasurer Log. Ts. Amy Ooi, and General Manager Log. Ashly Ong attended the AGM. The Chairman congratulated the newly elected Management Council, including President Prof. Log. Ts. Dr. Muhammad Zaly Shah, Deputy President Ts. Dr. Hajjah Zawiah Abdul Majid, Secretary General Log. Ts. Dr. Hj. Mohd Nasir Alias, Treasurer Ts. Mansor Abdul Rahman, and council members.

The AGM also served as a valuable networking platform for chartered logisticians across Malaysia.



## PENANG SECTION



# CILTM IN ACTION >>>>>>>>

UTAR Study Visit to CILT Penang Section – Bridging Education and Industry  
14 August 2025 | Thursday – EW Freight Forwarding Sdn Bhd, BKH ICD, Special Border Economic Zone (SBEZ), Kedah

On 14 August 2025, a delegation of logistics lecturers and students from the Faculty of Science, Universiti Tunku Abdul Rahman (UTAR), led by Assoc. Prof. Dr. Lim Tuck Meng, visited the facilities of Log. KW Leong, FLogM, CMILT, Vice Chairman of CILT Penang Section, at EW Freight Forwarding Sdn Bhd. The visit offered students valuable real-world exposure to logistics operations and the role of professional bodies like CILT in shaping industry standards. The experience reinforced the importance of structured education and professional qualifications in logistics, transport, and supply chain management—highlighting that there are no shortcuts to becoming a recognised professional in this field. Kudos to Log. KW Leong for his leadership and commitment to nurturing the next generation of logisticians.



**CILT Penang Chairman Attends MCCC Penang Installation Ceremony**  
8 August 2025 | Wednesday, Penang

Dato' Log. Ts. Dr. Chang Kah Loon, PhD (USM), FCILT, FLogM, Chairman of CILT (Penang Section), was invited to attend the Installation Ceremony and Dinner of the Malaysia-China Chamber of Commerce (MCCC), Penang Branch. The event was warmly hosted and well-attended by dignitaries including the Penang State EXCO, Consul General of China, and leaders from various industries—ranging from logistics and trade to banking, law, and manufacturing. During the networking session, Dato' Dr. Chang was invited to share insights on current logistics challenges and solutions, touching on areas such as customs clearance, distribution by sea, air, and land, vessel stowage planning, and warehouse management—especially in relation to automotive manufacturers and hypermarket operators. The evening provided a valuable platform to promote the role and professionalism of logisticians within the broader business and industry ecosystem.



The Importance of Professional Logisticians

Logistics plays a critical role in both military and business sectors, requiring trained and qualified professional or chartered logisticians. This profession, which has existed for centuries, demands formal education in logistics, transport, and supply chain, along with the successful completion of professional qualifying examinations—there are no shortcuts to admission into a recognised professional body. The status and training of professional or chartered logisticians must be respected on par with other professions. To be truly recognised as a “professional” or “industry leader,” it is essential to clearly understand the differences between accreditation, recognition, and certification.



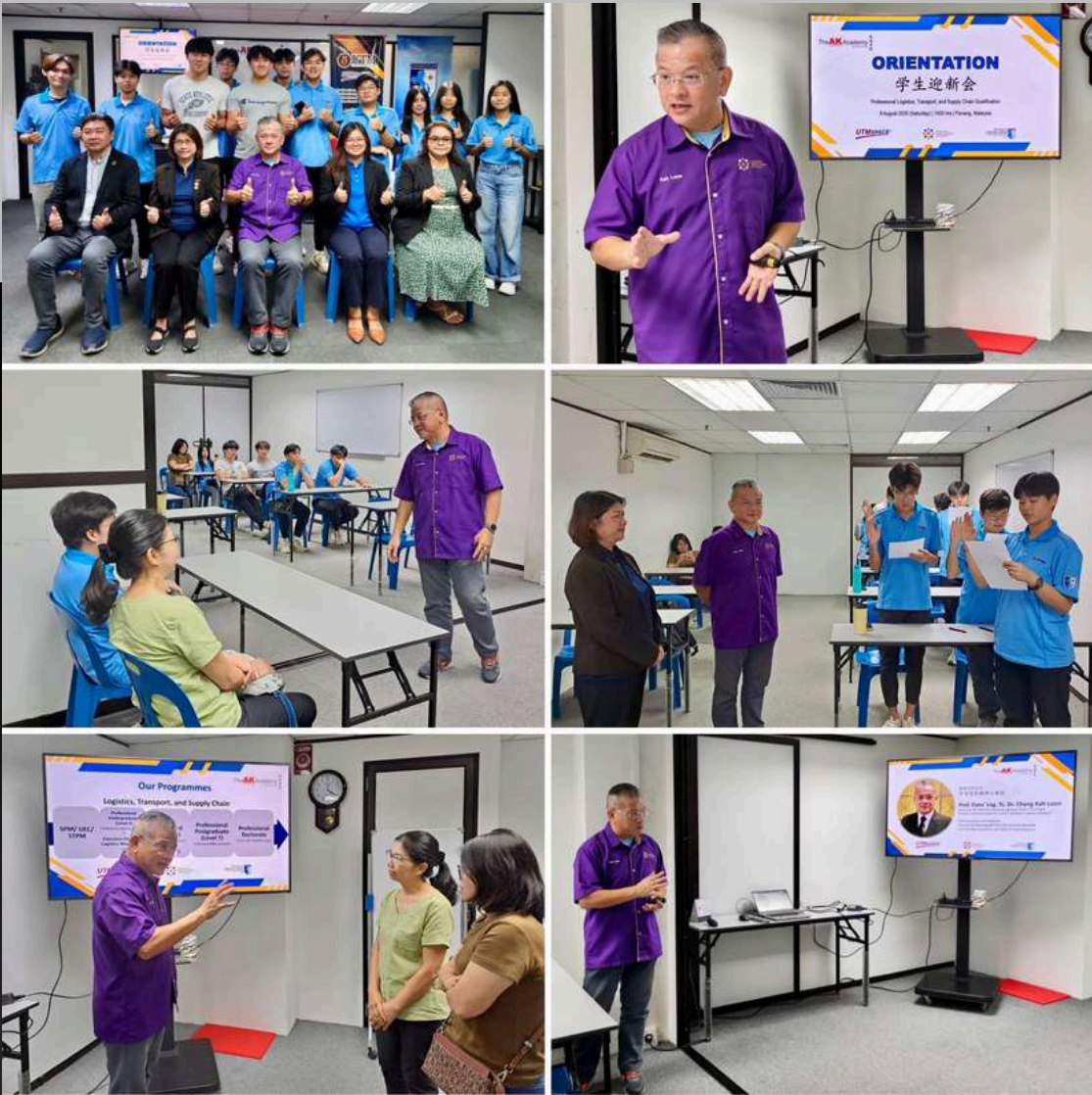
## PENANG SECTION



# CILTM IN ACTION

## Congratulations to AK Academy on Class of 2025 Orientation

Congratulations to AK Academy for successfully conducting the orientation for the Class of 2025 in logistics, transport, and supply chain tertiary education. Despite its modest size, AK Academy is part of an international maritime logistics group serving global trade through containerised shipping across various regions. Since being appointed a CILT-accredited training provider in 2011, the academy has consistently achieved high graduate employment rates through its strong industry network. Special recognition goes to Dato' Log. Ts. Dr. Chang Kah Loon, Log. Ts. Amy Ooi, Log. Eunice Chang Qi Ying, Log. Ranni Selvaraju, and the entire team for their continued dedication to developing future professional logisticians in Malaysia. AK Academy is also commended for its AK Scholarships, which provide free logistics education to students from underprivileged families. For more information or enrolment, contact AK Academy at 04-251 5111 / 251 5222.



## CILT Malaysia Participates in MOHE Certification Programme Closing Ceremony

On 6 August 2025, Dato' Log. Ts. Dr. Chang Kah Loon, PhD (USM), FCILT, FLogM, Chairman of CILT Penang Section, represented CILT Malaysia at the Closing Ceremony of the Industry and Professional Certification Programme (Logistics Industry Competency Certificate Course) by the Ministry of Higher Education (MOHE/KPTIP) in Penang. The programme was a collaboration between MOHE (KPT), UMKCEE (UMK), PTPTN, and CILT, aimed at developing certified professionals in the logistics sector. Notable VIPs included: Tuan Raymond Teoh Joo Han, Senior Principal Assistant Director, MOHE; Prof. Ir. Ts. Dr. Arham Bin Abdullah, Vice Chancellor, UMK; Tuan Ahmad Dasuki Abdul Majid, CEO, PTPTN; Dato' Seri (Dr) Michael Tio, Group CEO, PKT; Br. Jamil Bakri, CEO, Government-Industry TVET Coordination Body; Two Deputy Vice Chancellors of UMK.

CILT was further represented by Dr. Razman Hafifi Redzuan, PhD (UTM), CMILT, and Log. Eunice Chang Qi Ying, CMILT, MLogM. Over 200 graduates received their professional logistics certificates during the event, reinforcing the message that logistics is a promising and strategic career path for the next generation.



## AK Academy: Advancing Logistics Education in Malaysia

Congratulations to Dato' Log. Ts. Dr. Chang Kah Loon, PhD (USM), FCILT, FLogM, and the dedicated team at AK Academy for their impactful contributions in making logistics education and training accessible, effective, and widely recognised in Malaysia. As a CILT-accredited training provider since 2011, AK Academy has successfully produced over 600 chartered logisticians, reinforcing its role as a leading industry-driven institution in the fields of logistics, transport, and supply chain.



# PENANG SECTION



# CILTM IN ACTION >>>>>>>>

Congratulations to the New Committee of UTAR's Logistics and International Shipping Society Session 2025/2026

Heartiest congratulations to the newly elected committee of UTAR's Logistics and International Shipping Society for the 2025/2026 term! We look forward to the society's upcoming initiatives that will continue to benefit logistics and international shipping students. A sincere thank you to the outgoing 2024/2025 committee for their dedicated service and commendable achievements throughout the year. The Annual General Meeting (AGM) was successfully held on 25 July 2025 at UTAR Kampar Campus. The society is proudly affiliated with CILTM NextGen and the LogM Junior Logisticians Club, strengthening its commitment to developing future logisticians.



## UTAR-PSU ACADEMIC VISIT & CROSS-BORDER ENGAGEMENT – 13 AUGUST 2025 | HAT YAI & BUKIT KAYU HITAM

A delegation from the Faculty of Science, Universiti Tunku Abdul Rahman (UTAR) made a courtesy visit to the Vice President of Academic and International Affairs and representatives from the Faculty of Management Sciences (FMS) at Prince of Songkla University (PSU), Hat Yai Campus. The visit aimed to strengthen academic collaboration in research and human capital development between both institutions. As part of the programme, UTAR's Logistics and International Shipping students and academic staff visited the Bukit Kayu Hitam Inland Clearance Depot, gaining firsthand insight into cross-border logistics operations. UTAR students also participated in the Sustainovation Challenges alongside peers from UMT Maritime and PSU Business, and took part in a meaningful community engagement session at Node La Nay, experiencing traditional Thai village culture and lifestyle. This outbound engagement reflects UTAR's ongoing efforts to broaden students' global exposure and strengthen regional academic-industry-community ties.



## PERAK SECTION



# SPOTLIGHT: WILAT & NEXTGEN

“

To provide a forum where students and next generation professionals can expand their sector knowledge, start building their professional networks, learn and practise presentational, collaborative, strategic and leadership skills, and move on to become successful professionals and highly effective participants in CILT branches, territories and international leadership.

**NEXTGEN**

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We promote the status of women in logistics and transport, to bring together those who support talent and career development of women and to provide a support network and mentoring opportunities for women in the sector.

**WILAT**

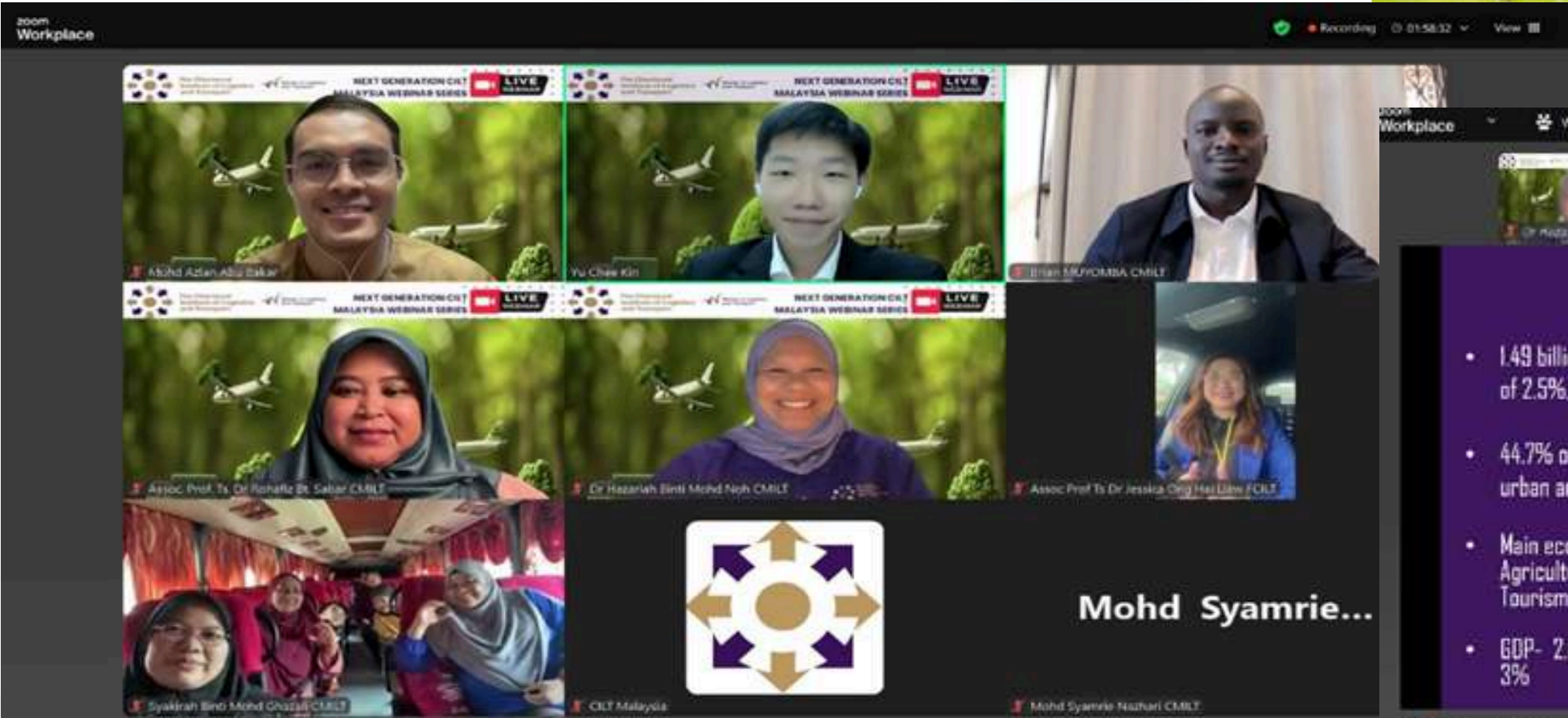


# GLOBAL NEXTGEN WEBINAR: DRIVING THE FUTURE OF LOGISTICS THROUGH SUSTAINABLE TRANSPORT SOLUTIONS

The NextGen Webinar on Sustainable Transport Solutions, held on 8 August 2025, brought more than 100 participants from NextGen Global that coming from the academia, industry experts, and students for an engaging online session via Zoom. The event explored how the logistics and transport sector is adapting to today's urgent environmental challenges, emphasizing the importance of building a greener and smarter future.

Discussions centered on green logistics, highlighting strategies to minimize waste and improve energy efficiency, as well as the rising adoption of electric vehicles (EVs) and the infrastructure needed to support them. The session also examined the role of multimodal transport in improving efficiency and sustainability, and the use of carbon tracking to measure and reduce emissions across global supply chains. Speakers underscored that sustainability is no longer optional but a vital component of competitiveness and long-term growth.

The webinar generated meaningful conversations on balancing cost efficiency with environmental responsibility. Students actively engaged with questions about how Malaysia and the wider region can accelerate the adoption of sustainable practices in logistics and transport. The event successfully reinforced the Global NextGen platform as a hub for knowledge-sharing, collaboration, and preparing future leaders to drive sustainable change in the industry.





# GLOBAL NEXTGEN WEBINAR: DRIVING THE FUTURE OF LOGISTICS THROUGH SUSTAINABLE TRANSPORT SOLUTIONS



THE CHARTERED INSTITUTE OF LOGISTICS AND TRANSPORT

**SUSTAINABLE TRANSPORT SOLUTIONS**  
Green logistics, EVs, multimodal transport, carbon tracking



Scan me!

**Opening remarks**

**Keynote Speaker**

**Chairperson, Next Generation CILT Malaysia Senior Lecturer-UM KL MIAT**

**Chairperson, WILAT CILT Malaysia Senior Lecturer-UPNM**

**Panelists**

**BRIAN MUYOMBA CMILT**

**ASSOC. PROF. TS. DR ROHAFAZ SABAR CMILT**

**Moderator**

**TS. MOHD AZLAN ABU BAKAR, CMILT**

**Vice Chairperson, Next Generation CILTM Senior Lecturer, University College of MAIWP International**

**Next Generation Lead, CILT Uganda Chapter Lecturer, Makerere University**

**Chairperson, Kedah & Perlis, CILT Malaysia Senior Lecturer, UUM**

**8TH AUGUST, 2025**  
FRIDAY  
1500HRS MYT

**zoom Workplace**

**Next Generation CILT MALAYSIA WEBINAR SERIES**

**Women in Logistics and Transport**



**Sustainable Transport Solutions**

**Brian Muyomba CMILT**

**Participants (73)**

Search

- Kalule Solomon
- Kobusinge Ruth
- Linos Mahanga
- Mondo James Aaron
- Mugabo alie
- Muganya Dickson
- Muhammad Najmuddin
- Muhammad Syarif
- Muhumuna Conrad
- Nabumba Esther
- Nicholas KATTERD
- Nkwirere Patricia Guma

**zoom Workplace**

**Participants (51)**

Search

- Aga Martin
- Amur ddy
- Annie Harlan
- Anthony mawonge
- ASWIA DAVIS WASSWA
- Amina Zakaria
- Buwani Balakrishnan
- Bright COLLINS
- Bukanya Stuart
- Catherine Nyenga
- CMILT Ayela Fred
- Daniella Ndabire

**STRATEGIC COMMUNICATION CONNECTIVITY: THE FUTURE OF SUSTAINABLE TRANSPORT IN A**

**SUSTAINABLE TRANSPORT SOLUTIONS**

**ECO-FRIENDLY FLEET**

**zoom Workplace**

**Participants (51)**

Search

- Aga Martin
- Amur ddy
- Annie Harlan
- Anthony mawonge
- ASWIA DAVIS WASSWA
- Amina Zakaria
- Buwani Balakrishnan
- Bright COLLINS
- Bukanya Stuart
- Catherine Nyenga
- CMILT Ayela Fred
- Daniella Ndabire

**SUSTAINABLE TRANSPORT SOLUTIONS**

**8TH AUGUST, 2025**  
FRIDAY  
1500HRS MYT

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# NEXTGEN THE MERDEKA TRAIL 2025: CELEBRATING PATRIOTISM LEADERSHIP & HERITAGE

NextGen Malaysia proudly presented NextGen The Merdeka Trail 2025 : Celebrating Patriotism, Leadership & Heritage, co-organised with CILT Malaysia – KL Section. The event brought together youth, culture, and community spirit in an unforgettable Merdeka Month celebration at the historic Memorial Tun Abdul Razak, a landmark that carries the legacy of Malaysia's second Prime Minister and continues to inspire new generations with values of leadership, unity, and national pride. Nearly 150 participants joined the day's activities, including representatives from CILT partner universities such as UniKL MIMET, Saito UC, UPM, KPM Bandar Penawar, UCMI, as well as industry partners and the wider CILTM community. Seventeen spirited teams from IPTA, IPTS, industry, and community groups competed in the Merdeka Trail Treasure Hunt, combining teamwork, strategy, and patriotism in a thrilling challenge. Fifteen students from the Faculty of Law Enforcement's Briged Bomba squad captivated the audience with a powerful War Dance Performance, symbolizing discipline, strength, and unity. Nine talented students and three dedicated lecturers from Le Master showcased their creativity by crafting an impressive 1,300 Jalur Gemilang cupcakes, adding colour, flavour, and patriotic pride to the day. From teamwork to talent, culture to community, NextGen once again proved to be more than just a movement it is a community of leaders, achievers, and patriots, proudly carrying the spirit of Merdeka forward.



NEXTGEN MALAYSIA THE MERDEKA TRAIL 2025	
FROM LEGACY TO LEADERSHIP: UNCOVER THE PAST, EMPOWER THE FUTURE	
DATE: 16 AUGUST 2025 (SATURDAY)	
VENUE: MEMORIAL TUN ABDUL RAZAK PERDANA BOTANICAL GARDEN, JALAN CHENDERAMAN	
TIME	DETAILS
8.00 AM	Registration & Breakfast
09.00 AM	<ul style="list-style-type: none"> <li>Opening Ceremony</li> <li>Remarks by NextGen Chairperson, Malaysia</li> <li>Remarks by the President of CILT Malaysia</li> <li>Remarks by NextGen Lajpuh Chairperson, Says Anak Malaysia</li> </ul>
09.30 AM	<ul style="list-style-type: none"> <li>Warming Up Session - Zumba</li> <li>Flag Off: The Merdeka Trail Begins!</li> <li>Ongoing Free-Flow Activities (09.00 AM - 1.00 PM): <ul style="list-style-type: none"> <li>Batik Painting</li> <li>Indoor Traditional Games (Congkak, Chen Hui, Batu Seremban, etc.)</li> <li>Cupcake Decoration Booth (Build the Giant Jalur Gemilang)</li> </ul> </li> </ul>
01.00 PM	<ul style="list-style-type: none"> <li>Closing Ceremony</li> <li>Closing Speech: Chairman KL Section</li> <li>Disperse Community</li> </ul>
02.00 PM	Lunch & End of Program



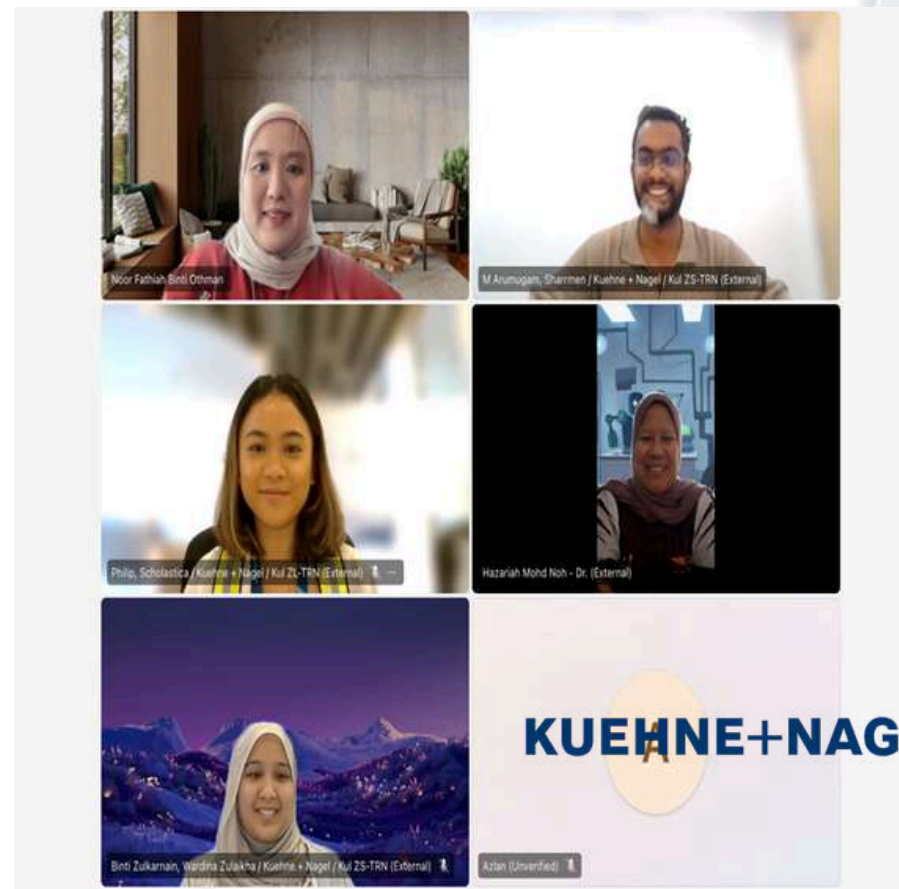


## NEXTGEN CILT MALAYSIA EXPLORES FUTURE COLLABORATION WITH KUEHNE + NAGEL

NextGen CILT Malaysia recently engaged in a fruitful discussion with Kuehne Nagel, one of the world's leading logistics companies, to explore potential collaboration opportunities. The meeting focused on fostering industry-academia partnerships that would benefit young professionals and students in the field of logistics, supply chain, and transport.

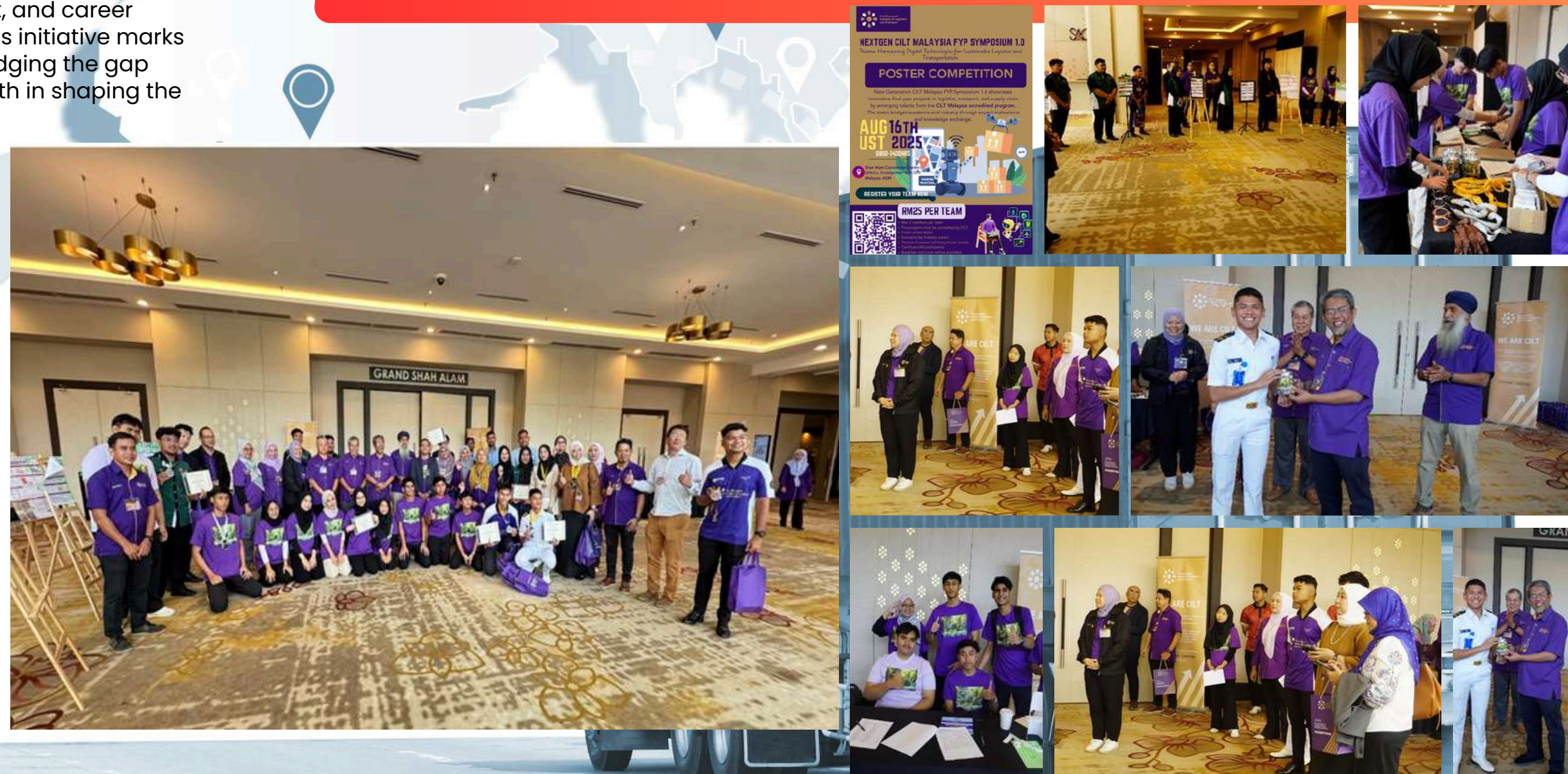
Through this collaboration, both parties aim to create impactful activities such as knowledge-sharing sessions, industry visits, mentorship programs, and talent development initiatives.

By leveraging Kuehne Nagel's global expertise and NextGen's youth-driven network, the partnership aspires to provide greater exposure, skills enhancement, and career pathways for the next generation of logistics leaders in Malaysia. This initiative marks another step forward in NextGen CILT Malaysia's commitment to bridging the gap between education and industry while strengthening the role of youth in shaping the future of the transport and logistics sector.



## NEXTGEN CILT MALAYSIA FYP SYMPOSIUM 1.0 - POSTER COMPETITION

The inaugural NextGen CILT Malaysia FYP Symposium 1.0 made a remarkable debut on 16th August 2025 at the Shah Alam Convention Centre, held in conjunction with the CILT Malaysia AGM. Designed as an FYP Poster Competition, the symposium offered final-year students a dynamic platform to present their cutting-edge research under the theme "Harnessing Digital Technologies for Sustainable Logistics and Transportation." The event showcased the creativity, innovation, and determination of students who rose to the challenge, supported by their dedicated supervisors whose guidance was instrumental in their success. A special note of appreciation goes to CILT Malaysia – The Chartered Institute of Logistics and Transport in Malaysia for empowering young talents with this opportunity to engage with industry leaders, bridging the gap between academic knowledge and real-world application. With initiatives like this, NextGen is shaping the future of logistics, nurturing the next generation of professionals ready to drive sustainability, innovation, and transformative change in the industry.





# NEXTGEN INSIGHT



Leadership today is no longer confined to titles or positions it is about the ability to inspire, collaborate, and create impact across different boundaries. For us in NextGen CILT Malaysia, this leadership journey is unique because we come from diverse institutions, disciplines, and personal backgrounds. Our strength lies not in uniformity, but in the richness of perspectives we bring together.

Teamwork in this context is more than just working side by side. It is about learning to trust peers from different universities, respecting different ways of thinking, and leveraging one another's strengths to achieve something greater than what any of us could accomplish alone. This diversity is not a challenge to overcome, but a leadership skill to cultivate, the ability to listen, adapt, and unify people towards a common goal.

Being part of NextGen means practicing leadership in real time, stepping up when needed, supporting others when they lead, and finding balance between individual ambition and collective success. The friendships and networks we build here are not just social connections, they are the foundation of a professional community that will continue to grow and influence the logistics and transport sector in Malaysia and beyond.

As we move forward, the real test of our leadership will not be in the events we organize, but in how we sustain collaboration across institutions, how we turn teamwork into long-term partnerships, and how we prepare ourselves to be leaders who serve with vision, integrity, and impact.



**TS. MOHD AZLAN ABU BAKAR CMILT**  
**VICE CHAIRMAN (EDUCATION), NEXTGEN**  
**CILT MALAYSIA**



## Meet the Team

### SHORT BIO



**MOHD AZLAN ABU BAKAR I CMILT**

Vice Chairman  
(Education)

Mohd Azlan Abu Bakar, a lecturer at University College of MAIWP International (UCMI), holds a Professional Degree from the Chartered Institute of Logistics and Transport (UK) and an MSc in Transport and Logistics. With a strong research background and industry expertise from roles at Expeditors International, he has also held key leadership positions at UCMI, including Dean and Director of Academic Affairs.

Passionate about advancing logistics and transport, he mentors students, fosters industry collaborations, and drives academic excellence while ensuring quality and governance standards.

## NEXTGEN UPDATES - FOLLOW US



Exciting Announcement from Next Generation CILT Malaysia.

🎉 We are pleased to announce the launch of our two official Next Generation CILT Malaysia social media platforms! 🎉 Stay connected and never miss any updates, activities, or opportunities by following us here:

Instagram: [https://www.instagram.com/nextgen\\_cilt?igsh=MXU0eWFobGE5aGxvaA==](https://www.instagram.com/nextgen_cilt?igsh=MXU0eWFobGE5aGxvaA==)

LinkedIn Group: <https://www.linkedin.com/groups/14777596/>

Your support matters! 🙌 Please follow, like, and share with your network so we can grow together as the Next Generation of logistics and transport leaders.

#CILTNextGen #CILTMalaysia #LogisticsLeadership #TransportInnovation



# MARK YOUR CALENDAR

## CILT INTERNATIONAL CONVENTION 2025

### Date & Time

14 – 17 September 2025 Colombo, Sri Lanka  
0:00 (Asia/Colombo)

Cinnamon Life Colombo. WPL site office.,  
Justice Akbar Mawatha,  
Colombo,  
Sri Lanka

### THEME

**FUTURE READY LOGISTICS: EMBRACING  
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For enquiries or further details, please **visit website** or contact CILT Sri Lanka on the details below:

- T: +94 77 758 7747
- internationalconvention2025@ciltsl.com

## CILT INTERNATIONAL CONVENTION 2025

**FUTURE READY LOGISTICS:**  
EMBRACING CHANGE  
AND DRIVING  
SUSTAINABILITY

14 - 17 SEPTEMBER 2025  
COLOMBO, SRI LANKA



# MARK YOUR CALENDAR



INTERNATIONAL CONFERENCE ON MARITIME LOGISTICS & PORTS MALAYSIA (ICMLP 2025) 9 – 11 September 2025, PERSADA Johor Bahru, Johor, Malaysia. Join industry leaders, innovators, and maritime professionals at ICMLP 2025 – a premier platform to explore the future of maritime logistics and port operations in the region. Earn up to 8 CPD Points (1 point per track) – exclusively for CILTM active members. Special 10% Discount for CILTM members (excluding 6% SST). Day Pass Option Available for 10 or 11 September – RM1,050/day (excl. SST). Seats are limited – secure your spot today! Register now: <https://icmlp.nmuc.edu.my>. For exhibition packages, speaking opportunities, or more details, please contact the CILTM Secretariat via email at [ciltm.admin@ciltm.org.my](mailto:ciltm.admin@ciltm.org.my)

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# Salam Takziah



The Chartered  
Institute of Logistics  
and Transport



**Al-Fatihah**  
20 Ogos 2025/ 26 Safar 1447H

SALAM TAKZIAH DIUCAPKAN KEPADA SELURUH AHLI  
KELUARGA ALLAHYARHAM EN. AZLAN ABDUL JALIL  
COUNCIL MEMBER: JULY 2007 – JANUARY 2008  
ACTING SECRETARY GENERAL: JANUARY 2008 TO JUNE 2010  
SECRETARY GENERAL: JUNE 2010 TO OCTOBER 2015

اللَّهُمَّ اغْفِرْ لَهُ وَارْحَمْهُ وَعَافِهِ وَاعْفُ عَنْهُ

*Salam Takziah Daripada*  
PROFESSOR TS DR MUHAMMAD ZALY SHAH FCILT  
CILTM PRESIDENT  
MANAGEMENT COUNCIL, SECRETARIAT, MEMBERS

M 0953 CMILT  
Joined date: 17 January 1992

Al-Fatihah  
20 Ogos 2025/ 26 Safar 1447H

Salam takziah diucapkan kepada seluruh ahli  
keluarga Allahyarham En. Azlan Abdul Jalil

Council Member: July 2007 – January 2008  
Acting Secretary General: January 2008 to  
June 2010  
Secretary General: June 2010 to October  
2015

Salam Takziah Daripada:  
Professor Ts Dr Muhammad Zaly Shah FCILT  
CILTM President, Management Council,  
Secretariat, Members



# Member's Voice

Malaysian Bus Operators Association (PMBOA) President, Datuk Mohamad Ashfar Ali. He highlighted three issues that have been on the Association's agenda for a long time

ASSOCIATE IT ASIAN BUSES | 34

## What Needs to be Fixed: PMBOA Highlights Issues

Recently, buses have been back in the limelight. Buses came to the rescue when the Aerotrain at KLIA failed and a recent tender by PRASARANA calls for a large number of buses to be entered into service shortly. However, following the pandemic, there are still a number of issues that need to be addressed to enhance services provided. Asian Buses spoke to Malaysian Bus Operators Association (PMBOA) President, Datuk Mohamad Ashfar Ali. He highlighted three issues that have been on the Association's agenda for a long time.

### The Driver's Card

"We recommend that each express bus driver be given a bus Driver Card by APAD / JPJ. If a driver wants to become a bus driver in an express bus company, they must make an application to APAD / JPJ together with a letter of support from the company that will employ the driver and obtain a Driver's Card from APAD / JPJ."

This suggestion dates back to the year 2009 when following the various problems encountered between operators and bus drivers, PMBOA have proposed to the Vehicle Licensing Board (LPKP) that an identification card system be created by LPKP for express bus drivers such as which has been created by LPKP for taxi drivers.

When the Land Public Transport Commission (SPAD) was established, PMBOA raised the issue of Driver's Cards for express bus drivers to the Chairman of SPAD. "SPAD accepted the idea and after a week of meeting with PMBOA's President, even a press release was issued."

In 2017, Datuk Nancy Shukri stated in Parliament that Driver Cards for express bus drivers will be introduced. This was supported by a pilot project named "Pilot Bus Driver Card Project" with 11 express bus operators, which was initiated in December 2017. However, in June 2018, SPAD was dissolved and replaced by the Public Land Transport Agency (APAD). Since then to PMBOA's knowledge, nothing has been done by any party to issue an express bus Driver Card.

"Once APAD was established, APAD continued to issue taxi driver cards. However, for reasons unknown to us, APAD does not issue express bus driver cards," Ashfar said. The recommendation by PMBOA to introduce such card is based on the needs of the industry. This driver's card will be issued by APAD / JPJ after the driver is confirmed to have no Police summons, JPJ or court action before the driver can be employed by the express bus company. This ensures the integrity of the driver and operators will have more confidence in hiring.

The bus driver also needs to get a letter of support from the company he wants to leave and also from the company where he wants to work and approval from APAD / JPJ before the driver can change jobs to another express bus company. Should summons have been issued against the driver all summons must be settled before the driver will be given permission by APAD / JPJ to transfer to another express bus company. APAD / JPJ will then cancel the old driver's card and issue a new driver's card. With this the problem of arrears of summons will be solved and the driver will be more responsible when driving the bus in the future.

In practice, the driver's card must be displayed in the express bus where all passengers can see it so that they can know the driver's name if they want to make any complaint against the driver. "With the Driver Card displayed on the bus, passengers are assured that the driver is a genuine driver who has been screened and certified by APAD/JPJ as a competent driver. This will give confidence to passengers," Ashfar explained. One of the issues commonly reported is that passengers feel uncomfortable not knowing about the status of a driver.

This goes both ways: with the driver's card displayed on the bus, the driver will be alert and careful while driving the bus because passengers can easily identify the driver and report to the authorities if the driver drives carelessly or commits any other offence. PMBOA is confident that this System will end the practice of rogue bus operators who use uncertified drivers and/or temporary drivers who rarely drive buses to operate express buses. This endangers not only the lives of passengers but also endangers other road users.

Ashfar stated that "APAD / JPJ have the experience and knows the process of issuing driver's cards because APAD now issues them for taxi and JPJ issues them for e-hailing drivers.



APAD/JPJ also have a database from the "Pilot Bus Driver Card Project" operated by SPAD. Finally, since both APAD and JPJ are under the Ministry of Transport, APAD/JPJ will have no problem accessing the driver database to verify driver's details and check if there are any summonses issued to bus drivers.

### Why Two Drivers?

The Road Traffic (Amendment) Regulations 2004 now require any public service vehicle traveling over four hours or over 300km must have a second driver. The idea is that the second driver should replace the first driver after four hours or 300km.

Document 2007 (MCP 1/2007) by the Malaysian Road Safety Research Institute (MIROS) titled "Code of Health Practice and Safety Environment for the Transport Sector" among others states on page 35 para 3.2.5 and page 36 para 3.2.6 that it is found that the existing system (i.e. the first driver and the second both being in the same bus throughout the journey) is not bringing about the desired result because there is a "high probability" that both drivers will be awake and chatting throughout the journey. As a result, there is no rest time for both drivers. Consequently, the second driver will not have enough rest in the bus during the journey, compared to resting at home or in the hostel provided.

"As a result, the driver is "likely" to work more than 16 hours a day. Through our several meetings with the Ministry of Transport, MIROS, SPAD and APAD, we have proposed that this "Second Driver" requirement is cancelled," Ashfar reported.

Alternatively, PMBOA has also proposed that the second driver does not need to board the vehicle at the start of the journey as currently required by JPJ according to their interpretation of the Regulations. Instead, the change of driver takes place at an agreed point along the journey at 300km or four hours whichever comes first as preferred by SPAD according to their interpretation of the regulations.

"We understand that MIROS has supported our request and the Ministry of Transport has agreed in principle with our recommendation more than two years ago. Nevertheless, until today we have nothing feedback or requests for discussion with the Ministry of Transport or APAD/JPJ."

### Bus Driver Shortage

During the pandemic, many bus drivers have taken up alternative jobs and are now no longer available to the transport industry. This has made the situation of bus driver shortages worse. The transport industry has been facing the problem of driver shortage for more than 20 years. The situation is getting more critical every year. There is currently an annual shortage of approximately 5 000 bus and lorry drivers in the country. This deficiency is due to the following reasons:

- Drivers retiring,
- Drivers migrate to work in Singapore,
- Drivers leave the transportation industry to work in other industries and
- Many potential employees who are interested in becoming bus or truck drivers cannot afford the entry fee which is considered high (approximately RM5 000.00) to obtain an E License and a GDL Truck License or a PSV or Bus License.

The lack of drivers has made it difficult for bus and truck operators and created discipline problems among existing drivers. "The drivers, knowing that they are difficult to replace, mostly ignore the instructions of their employers and refuse to pay the fines for the various offenses committed by the drivers such as speeding, wrong parking, ignoring red traffic lights and others issued by the relevant authorities to the operators."

However, despite repeated pleas for help from the Government over the past few years to help solve the driver shortage, no substantive action has been taken by the Government to help alleviate the problem. Therefore, PMBOA has requested the Ministry of Transport to help to overcome this dilemma. PMBOA hopes that funds can be obtained from the Government for the Ministry of Transport and/or the Ministry of Human Resources to establish a permanent scheme to provide free training through Driving Schools (selected by the Ministry of Transport and/or the Ministry of Human Resources) to those interested in becoming bus or lorry drivers.

"It would be highly appreciated if these ministries could look into the above problem by asking the Government to allocate funds for the permanent scheme to provide free training every year to generate a sufficient number of bus and lorry drivers to overcome the perpetual problem of driver shortage."

This will result in the following stated benefits:

- It will reduce the current shortage to meet the needs of the entire transport industry in line with the Government's policy to make Malaysia a logistics hub for E-commerce,
- With more drivers, the transport industry has the option to select better quality drivers and weed out bad drivers to reduce road accidents in the long run,
- School leavers/unemployed will gain skills (i.e. professional driving) to enable them earn a living,
- With more drivers, Malaysia can happily send them to Singapore or other countries. Sending their money back to Malaysia will help Malaysia earn foreign exchange,
- More drivers will allow the tourism industry to grow and generate more income for Malaysia,
- More drivers will reduce the driver shortage issue in the transport/logistics industry especially in the port and road transport sector which is the backbone of Malaysia's economy.

To resolve the shortage issues, the Operators had adopted several approaches:

One approach was to ask transport operators to advance money for prospective "drivers" to obtain their bus/lorry driving licence. However, once the license was obtained, the majority of these drivers "disappear" without working for the transport operator who financed them or returning the money extended to them by the transport operator.

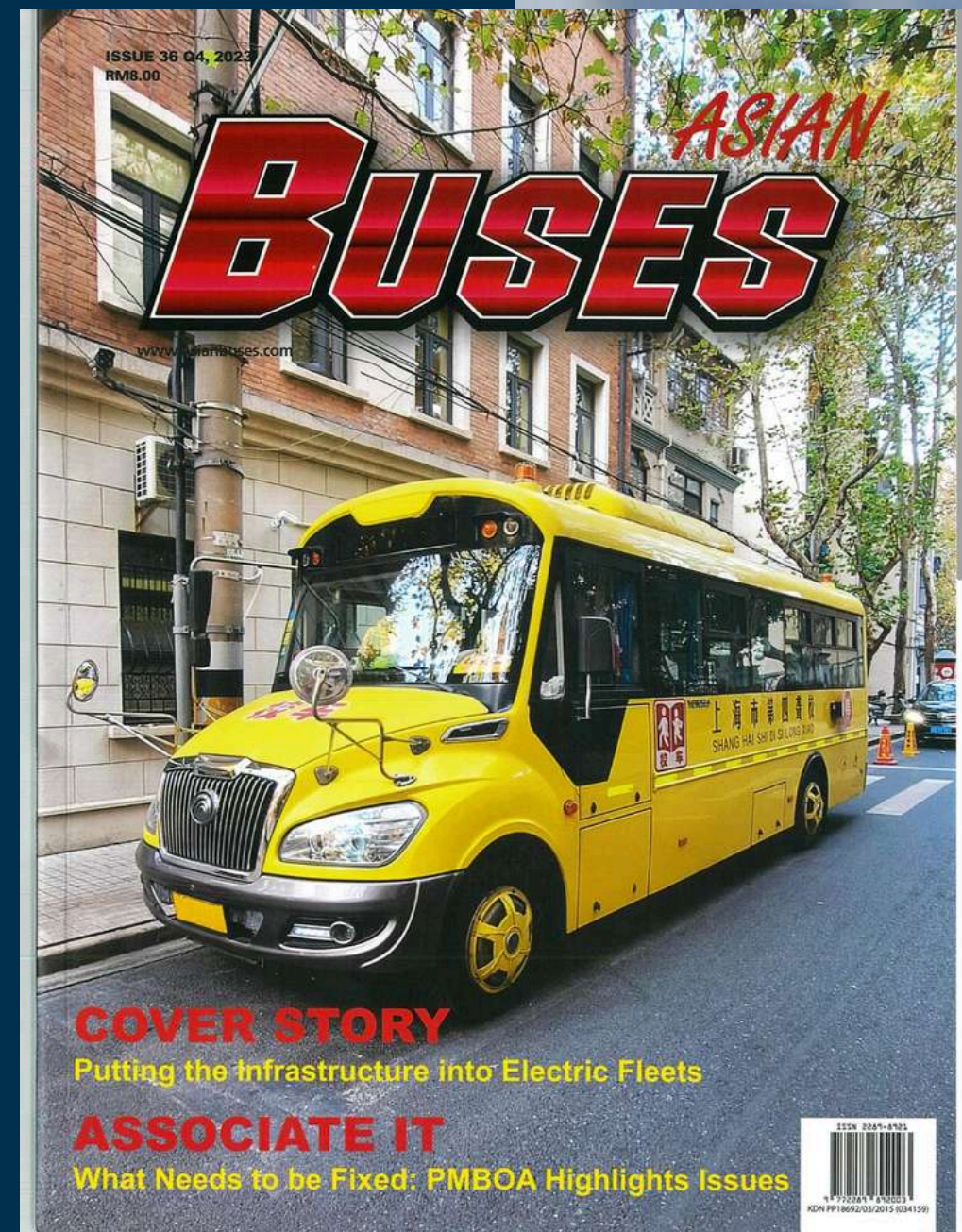
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Secondly, to create awareness of the problem and the fact that being a bus driver is a lucrative profession, roadshows conducted by transport operators together with the Ministry of Transport was carried out. The main purpose of the "roadshows" was to inform potential drivers about the vacancies that exist in the bus/lorry industry. Unfortunately, almost all inquiries were from drivers who already work in the transport industry and plan to change jobs or from those who do not have a driver's license. This did not serve the purpose of getting new drivers into the transport industry to overcome the shortage.

Thirdly we approached the HRD Corp. The HRD Corp has a scheme in place where transport operators can use their HRD Corp Contribution Fund to train drivers. We had written to the HRD Corp regarding this. But HRD Corp's requirement is that these "drivers" must first be employed by transport operators. Salaries must be paid for these "drivers" before they are eligible to apply for use of the HRD Corp Fund. This scheme did not go well with transport operators because after paying salaries, EPF etc. for these "drivers" there was no guarantee that when these "drivers" after obtaining their driving licences will continue to work for the transport operators who sponsored them. As a result, this scheme was not taken up by transport operators.

The Ministry of Transport had recently introduced "one-off" schemes to train lorry and bus drivers but these are limited to a fixed number of drivers to be trained and meet only a very small percentage of the requirement of the Transport industry. What the industry requires in an ongoing/ permanent training scheme to cum out trained drivers to fulfil the ever increasing demand of the transport industry. Shortage of drivers does not only affect the bus operators but also the transport including as a whole which includes lorry, tourist, factory and school bus operators.

"There are other issues that we, as an association, are currently dealing with. However, PMBOA believes that these three are the most pressing matters. If we can address these, then we will be able to advance the industry. We hope that we can garner more support from the Government as bus transportation is a crucial aspect of the economy," Ashfar concluded.





# Member's Voice

## THE INTERSECTION OF CORPORATE LAW AND LOGISTICS IN MALAYSIA

The logistics industry, encompassing transportation, shipping, and the broader supply chain, plays a critical role in Malaysia's economy. Corporate law principles do not exist in isolation; rather, they consistently intersect with the intricacies and unique practices of the logistics sector. Recent court decisions have vividly illustrated how traditional concepts of corporate law are both challenged and reinforced by industry-specific circumstances, regulatory frameworks, and the globalised nature of supply chain businesses. This dynamic intersection has created a complex legal landscape that requires careful navigation by logistics operators, legal practitioners, and regulatory authorities alike.

### STAMP DUTY AND ASSET TRANSACTIONS IN LOGISTICS

A landmark example of this intersection is found in the Federal Court's ruling in *Havi Logistics (M) Sdn Bhd v Pemungut Duti Setem* (2025). In this case, Havi Logistics acquired various business assets, including hardware, software, plant, and machinery, under an Asset Purchase Agreement (APA). Central to the dispute was whether the APA should attract a fixed stamp duty of RM10 or the significantly higher ad valorem duty of RM399,196 pursuant to Malaysia's Stamp Act 1949. The Collector of Stamp Duties had categorised the APA as a "conveyance on sale," requiring payment of the higher duty.

The Federal Court's decision clarified several important legal principles for the logistics and M&A sectors. Firstly, it reaffirmed that stamp duty is levied upon instruments, not the underlying transactions themselves. Secondly, the court held that asset purchase agreements could be deemed "conveyances on sale" if title and beneficial ownership of business assets are in substance transferred. Thirdly, only stock-in-trade—goods held for trading—are exempt from the higher duty, as fixed assets do not qualify for this exemption. Finally, the court highlighted that contractual provisions which operate to immediately transfer title render the transaction liable to the ad valorem duty, even if completion is pending.

This judgment has had tangible implications for structuring mergers and acquisitions in the logistics industry. Companies must now anticipate the possibility of significant stamp duty liabilities on asset transfers, regardless of transaction completion. The decision has prompted logistics firms and their advisors to reconsider transaction structures, potentially favouring share acquisitions over asset purchases to avoid substantial stamp duty exposure.

### CORPORATE GOVERNANCE AND DIRECTOR LIABILITY: THE LOGISTICS JOINT VENTURE CONTEXT

Another significant case, *Auspicious Journey Sdn Bhd v Ebony Ritz Sdn Bhd* (2021), involved a joint venture operating in oil tanker chartering. Here, a minority shareholder asserted oppressive conduct on the part of the majority, including the unilateral waiver of valuable call options, breaches of profit guarantees, and transactions that diminished minority interests.

The Federal Court's judgment was notable for expanding the reach of director and third-party liability under Section 346 of the Companies Act 2016. The court established that directors, and in certain circumstances even third parties, may be held personally liable for conduct that oppresses minority shareholders, provided there is "a sufficiently close nexus between the oppressive or unfairly discriminatory conduct" and that party. The court emphasised that remedies should be tailored to the factual matrix rather than applied formulaically.

In this case, rather than order a buy-out that would have contravened the Merchant Shipping Ordinance's requirement for Malaysian majority ownership, the court ordered the company's winding up. This decision took into account regulatory constraints specific to the shipping industry and the firm's financial circumstances. The judgment highlighted the robust oversight that courts can exert over director conduct in logistics companies, as well as the complexities introduced by sector-specific regulatory requirements.

### CONTRACTUAL PERFORMANCE AND FORCE MAJEURE IN EXTRAORDINARY CIRCUMSTANCES

The COVID-19 pandemic exposed further intersections between corporate law and logistics, as demonstrated in *Pak Asia Shipping & Logistics Sdn Bhd v Cosco Shipping Lines (Malaysia) Sdn Bhd* (2022). The dispute arose from unpaid service fees after export consignments went uncollected, with the debtor invoking Movement Control Orders (MCOs) as a defence for non-performance.





# Member's Voice

## THE INTERSECTION OF CORPORATE LAW AND LOGISTICS IN MALAYSIA

The courts, however, maintained that corporate obligations under service contracts remained binding, notwithstanding the pandemic and associated governmental restrictions. The High Court found that there was no evidence that the appellant had attempted to obtain relevant permissions to conduct business during the MCO period, and that contractual obligations were not subject to the doctrine of frustration as there was no impossibility of performance. This case clarified the limited scope of force majeure defences and underscored the enforceability of contractual payment obligations, even under exceptional circumstances. It also demonstrated the default judgment process in commercial debt recovery within the logistics sector.

### FRAUD, FIDUCIARY DUTIES, AND CORPORATE ACCOUNTABILITY IN SHIPPING

Issues of fraud and breach of fiduciary duty arise with particular frequency in the maritime realm. In *Cosco Shipping Heavy Industry v Osta Fleet Sdn Bhd* (2021), the court confronted vessel registration fraud, deliberate documentary falsification, and serious breaches of fiduciary duty by company directors. The case centred on the disputed ownership and registration of the vessel "Dalian Developer," where the defendant had allegedly used forged documents to register the vessel without the plaintiffs' authorization.

The court's analysis relied heavily on forensic evidence, particularly the examination of a Builder's Certificate that was crucial for vessel registration. Expert testimony revealed that the certificate contained non-genuine signatures and printed rather than wet-ink stamps—indicating sophisticated digital forgery through "cut-and-paste" methodology. The forensic analysis demonstrated that signatures and stamps across multiple documents were identical in design, size, spacing, and alignment, an occurrence deemed "almost impossible" if done naturally.

The judgment reinforced established principles that companies can face direct liability for fraudulent acts committed by their officers, and that assets procured through fraud may be subject to constructive trust. Moreover, the application of the Merchant Shipping Ordinance in this context illustrated how specific statutory requirements shape both the rights and liabilities of shipping companies incorporated in Malaysia.

### THE REGULATORY MATRIX FOR LOGISTICS COMPANIES

These cases form part of a broader regulatory tapestry confronting logistics operators in Malaysia. The Companies Act 2016 stipulates the comprehensive framework for corporate formation, governance, and director responsibilities. Under this Act, logistics companies must comply with enhanced corporate governance requirements, including specific duties imposed on directors and provisions for minority shareholder protection.

The Commercial Vehicles Licensing Board Act 1987 governs road transportation services, requiring operators to obtain either Carrier Licence A (for third-party services) or Carrier Licence C (for own use). These licences come with stringent equity requirements, particularly for Licence A applications, which must maintain at least 51% Malaysian equity, including 30% Bumiputera participation.

The Customs Act 1967 regulates warehousing and freight forwarding activities through a complex licensing regime. Companies seeking to operate as freight forwarding agents or customs agents must first obtain International Integrated Logistics Services (IILS) status from the Malaysian Investment Development Authority (MIDA) before acquiring the relevant licences from the Royal Malaysian Customs Department.

Maritime operations are additionally governed by the Merchant Shipping Ordinance 1952, alongside licensing obligations imposed by various agencies. This ordinance includes specific ownership requirements for Malaysian-registered vessels and establishes the Malaysia International Ship Register (MISR) for foreign investors seeking to operate under the Malaysian flag.





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## THE INTERSECTION OF CORPORATE LAW AND LOGISTICS IN MALAYSIA

The Carriage of Goods by Sea Act 1950 governs the transport of goods by sea from Malaysian ports, adopting most of the Hague Rules 1924. This Act is complemented by the Stamp Act 1949, which, as demonstrated in the Havi Logistics case, can impose significant financial obligations on commercial transactions within the logistics sector.

### EMERGING CHALLENGES AND STRATEGIC IMPLICATIONS

The intersection of corporate law and logistics in Malaysia continues to evolve, presenting new challenges for industry participants. The digitalization of supply chains has introduced novel legal questions regarding document authentication, cybersecurity, and cross-border data transfers. The Cosco Shipping case's emphasis on forensic analysis of digital documents highlights the growing importance of technological expertise in legal proceedings.

Environmental, Social, and Governance (ESG) considerations are also becoming increasingly relevant, with logistics companies facing greater scrutiny regarding their sustainability practices and corporate responsibility. This trend is likely to influence future court decisions and regulatory developments.

The post-pandemic business environment has accelerated the adoption of digital technologies and reshaped contractual relationships within the logistics sector. Courts' restrictive interpretation of force majeure defences during COVID-19 suggests that logistics companies must build greater resilience into their contractual arrangements and operational models.

### THE CONTINUING EVOLUTION OF CORPORATE LAW IN THE LOGISTICS INDUSTRY

Recent cases have made it abundantly clear that the logistics sector is not immune from the full force of corporate law principles. Whether structuring asset acquisitions, resolving shareholder disputes, enforcing contractual obligations, or addressing fraudulent activity, the courts have illustrated a willingness to adapt established legal norms to the unique features and challenges confronting logistics and shipping companies.

These decisions not only clarify the legal landscape for logistics businesses but also reinforce the critical importance of regulatory compliance, robust governance structures, and an appreciation of the risks specific to transportation and supply chain operations in Malaysia's dynamic business environment. As the industry continues to evolve through technological advancement and changing market conditions, the intersection of corporate law and logistics will undoubtedly generate further legal precedents that shape the future of this vital economic sector.

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**Datuk Ts Dr Hj Ramli Amir FCILT**  
**Past CILTM President**





# Member's Voice

## INDEPENDENCE ON THE ROAD: MINDSET MATTERS BEYOND MERDEKA

Every August 31st, Malaysians raise flags, sing the national songs and celebrate freedom, but Merdeka isn't just a date but it's a mindset. True independence is about taking ownership of our actions, and that starts with how we treat each other every day. One place where this mindset is constantly tested? It's on the road.

Despite decades of development since 1957, many Malaysians still act like someone else is always responsible. On the road, this shows up in the worst ways of attitude such as running red lights, double parking, using emergency lanes, or ignoring traffic rules entirely. This problem matters because transportation is the backbone of our daily lives and economy. Roads connect people to jobs, education, healthcare, and opportunities. A safe and efficient road culture strengthens trade, reduces accidents, saves time, and improves quality of life. Yet, careless driving has caused heartbreaking tragedies from major highway accidents to fatal bus crashes to that taking away innocent lives and leaving families broken. Every accident is not just a statistic but it's a reminder that reckless behaviour destroys the very social and economic progress we depend on.

Freedom without responsibility is just a chaos. When drivers ignore rules, they put lives at risk, not just their own. This behaviour reflects a dependent mindset one that waits for enforcement instead of choosing the right thing. A truly independent person doesn't need a policeman to act responsibly.

They understand that freedom comes with accountability. The truth is, road accidents cost the nation billions in healthcare, insurance claims, and lost productivity. More importantly, they steal futures young breadwinners, schoolchildren, and parents whose lives are cut short. Independence should mean protecting one another, not endangering each other for the sake of selfish convenience.

Real independence means owning your choices. It means discipline, patience, and respect for qualities every driver needs. When we signal before switching lanes, give way, or follow speed limits, we're not just obeying laws. We're building a culture of care. Driving safely reduces pressure on hospitals, lowers traffic congestion, and creates a society where people trust one another. Nations progress not only through infrastructure and technology but also through the everyday discipline of their citizens. If Malaysians can bring the same pride we show on Merdeka Day onto the road, we will prove that independence is alive in our daily habits.

As we celebrate Merdeka this year, let's remember waving a flag is easy. Driving with dignity takes effort. If we want a better, freer Malaysia, we must live independence not just talk about it. The road is where values like respect, unity, and responsibility are tested every single day. Every time we make a responsible choice on the road, we honour the sacrifices of those who sacrificed for our freedom. True Merdeka is not just about being free from colonial rule but also, it's about being free from selfishness, ignorance, and carelessness. That is the independence Malaysia still needs to achieve. True Merdeka is when we respect, unite, and drive forward as one nation.

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**GUDANG, JOHOR**





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### ABSTRACT

This professional paper, "Navigating Complexity: Current Challenges and Future Trends in Global Logistics and Transportation" is submitted as part of an application for elevation to Chartered Fellow (FCILT). This article takes a close look at how global logistics and transportation are changing, using over fifteen years of experience as a Senior Logistics and Trade Compliance expert, currently serving as Logistics Trade Compliance Manager for Subsea and Floating Facilities Business Line for Multinational Oil and Gas Company based in Kuala Lumpur, Malaysia. It examines the complex difficulties arising from disjointed regulatory frameworks, emerging export control mechanisms, and insufficient digital sophistication in critical regional centres. The analysis then looks at new ways that things are changing, such as AI-driven predictive logistics, the need for sustainability, the need for supply chain resilience through trade decentralisation, and the need for cybersecurity, and it makes the case for moving towards dynamic, risk-based operational models.

The paper then outlines key future trends and transformational shifts poised to reshape the logistics landscape. These include the pivotal role of Artificial Intelligence AI-enabled systems in transitioning logistics towards predictive disciplines, the increasing imperative of stricter ESG mandates (e.g., carbon emissions tracking and low-emission fleet strategies), the impact of trade decentralization, and the growing importance of cybersecurity in logistics planning. It advocates for a fundamental shift towards dynamic risk-based planning in logistics models. Observing a gap in professional capacity among logistics professionals regarding emerging requirements like export controls, ESG compliance, cyber risk, and FTA modelling, the paper concludes with strategic recommendations for institutions like Chartered Institute Logistics and Transport (CILT).

These recommendations include championing digital literacy, simulation adoption, and deeper regulatory understanding; introducing specialized bonded compliance certifications; expanding digital logistics learning portfolios; and fostering regular engagement with governmental authorities to shape future-proof logistics policies. The author commits to leveraging his expertise as a Fellow to mentor professionals, drive institutional reforms, and contribute to national-level policy design for resilient, compliant, and agile logistics systems.

**1.Introduction and Professional Context**  
My role encompasses marine chartering, bonded logistics, customs compliance, and trade structuring for major Subsea and Engineering, Procurement, Construction, Installation and Commissioning (EPCIC) projects across Malaysia, Brunei, Indonesia, Vietnam, Taiwan, Angola, Mexico, Brazil, and the Middle East. Over a span of more than fifteen years, I have overseen the convergence of regulatory obligations and operational efficiency. During my three-year tenure in Angola supporting a Floating Production Storage Offloading (FPSO) project campaign, I navigated complex import regulations, high-cost taxation regimes, and immature customs frameworks. These challenges shaped my strategic understanding of the interplay between local authority engagement and global logistics performance. In parallel, my work with CILT KL Section has included mentoring young professionals and contributing actively as a panellist at professional development. This paper sums up my work experiences and tries to fight complacency in the industry by pointing out systemic problems and suggesting ways to fix them at the institutional level.

**1.Critical Analysis of Current Global Logistics Challenges**  
Today's logistics environment is characterized by overlapping operational, regulatory, and geopolitical constraints. Regulatory fragmentation continues to pose a challenge across jurisdictions. For example, differences in importer-of-record (IOR) regulations and permit structures such as COMAH in Brunei, and RFE/IMMEX in Mexico—contribute to procedural inefficiencies and compliance ambiguities. Export control compliance remains underdeveloped within regional supply chains. Many stakeholders are unaware of their obligations under the U.S.EAR, EU dual-use frameworks, or the necessity for thorough denied-party screenings. Non-compliance not only risks penalties but also jeopardizes entire project timelines.

At a structural level, several ports of strategic importance including Muara in Brunei, Batam in Indonesia, Luanda in Angola and Walvis Bay in Namibia struggle with bonded yard constraints, outdated clearance processes, and limitations in transshipment handling. These operational gaps are compounded by low digital integration. Manual invoice routing, spreadsheet-based tracking, and offline Proforma Disbursement Account (PDA) remain dominant in environments where predictive analytics and Transport Management System (TMS) systems should be the norm.





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Additionally, the lack of cross-functional talent, individuals capable of bridging tax, legal, Incoterms, and operational understanding has limits effective project execution. Finally, limited collaboration between logistics professionals and regulatory or trade policy authorities has been observed. The complexities facing global logistics today are layered and multifaceted driven not only by structural constraints and geopolitical tensions but also by a persistent gap between regulatory expectations and industry capabilities.

### 2.1 Regulatory Fragmentation

There are a variety of rules makes things more complicated than they need to be and makes it harder to plan across borders. A primary challenge lies in the fragmentation of trade and customs regulations across jurisdictions. Although trade globalization has intensified, harmonization of regulatory processes remains limited. For example, the ASEAN Trade in Goods Agreement (ATIGA) offers broad commitments to streamline customs procedures; however, real-world implementation varies drastically between countries. Indonesia's import permit system (PI/API), Vietnam's HS code interpretation, and the Philippines' handling of post-entry audit inspections highlight a lack of regional consistency. This inconsistency causes unpredictable clearance times, frequent rejections, and financial penalties.

Furthermore, varying definitions of importers' liability especially under IOR obligations create ambiguity in accountability and cost burden allocation. In countries like Brazil and India, the onus often shifts unpredictably between the buyer, local partner, and freight forwarder, resulting in disputes and delayed deliveries. The inconsistent application of valuation rules under WTO guidelines also undermines transparency in landed cost planning, with some jurisdictions imposing minimum values for customs regardless of invoice documentation.

Also, inconsistent enforcement and overlapping documentation requirements slow down project execution and make it harder for logistics teams to do their jobs. These differences not only mess up schedules, but they also make it more likely that people will not follow the rules (Dani, 2025; Gözaçan & Lafci, 2020). Global shippers must constantly change their compliance posture because trade facilitation standards aren't the same everywhere, especially in new markets. This wastes resources and slows down the supply chain.

Export control compliance, particularly for dual-use goods and technologies, is still underdeveloped in many regions. Companies operating within ASEAN or the Middle East may not fully recognize their responsibilities under the U.S. Export Administration Regulations (EAR), EU Regulation 2021/821, or the Wassenaar Arrangement. Even multinational EPC contractors often fail to implement robust denied-party screening (DPS) programs across all tiers of the supply chain.

A worrying trend is the assumption that freight forwarders or customs brokers will handle all compliance matters. However, legal liability remains with the shipper or the exporter, who must assess licensing requirements, end-user statements, and re-export controls. Violations can lead to hefty penalties, business restrictions, and reputational damage. In practice, many companies still operate without automated DPS systems or centralized trade compliance frameworks exposing themselves to latent risks.

### 2.2 Operational Inefficiencies at Key Hubs

According to Notteboom et al., (2022), port efficiency will drop without digital tools like predictive TMS, e-clearance, and real-time yard tracking. These restrictions lead to traffic jams, cargo being sent to the wrong place, and longer wait times, especially when projects are being set up. Delays are made worse by weak port connections, poor infrastructure investment, and customs hours that aren't always the same (Russell et al., 2020). The lack of automated reconciliation systems between bonded yards, port authorities, and inland logistics providers makes the situation even worse by creating systemic blind spots that make whole supply chains less reliable.

Additionally, transshipment-heavy routes (e.g., via Singapore, Jebel Ali, or Durban) now face increased scrutiny for cargo origin validation due to tighter FTA rules. Shippers must provide non-manipulation certificates, warehouse movement logs, and ship-to-ship transfer declarations—often without the necessary port-side support systems to track and document such flows.

### 2.3 Talent Gaps in Cross-Functional Logistics

Professionals who are knowledgeable in trade law, customs regimes, Incoterms, and operational planning are needed for effective logistics execution. As noted by Çalışkan, (2024), these skills are hard to find in regional workforces right now. This lack of talent makes projects less successful and makes institutions less flexible. As mentioned by McKinnon et al., (2017), many logistics jobs are filled by people who have only learned how to do transactional work and don't have the cross-disciplinary skills needed to deal with today's complicated rules, digital issues, and geopolitical issues.

Across many projects, it has become clear that the evolving role of the logistics professional demands far more than traditional operational skills. The intersection of regulatory compliance, digital transformation, geopolitical analysis, and commercial contract strategy is now central to success. However, this evolving profile has outpaced the curriculum of many logistics training bodies.

There is a marked absence of focused modules on topics like:

- i. Denied party screening automation
- ii. FTA eligibility analysis at SKU level
- iii. Green logistics budgeting and emission audits
- iv. HS code advance ruling applications
- v. Risk-adjusted Incoterms structuring

As logistics leaders face heightened pressure to deliver compliant, cost-effective and timely shipments, the institutional frameworks to support their upskilling are insufficient.





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For this reason, CILT Malaysia must invest in modular, scenario-based learning pathways that bridge the gap between classroom theory and project ground realities. There aren't enough professionals who can connect tax structuring, compliance, and real-time execution, which makes decisions less effective and responses to crises slower. To build the talent pipelines needed for the next generation of logistics leaders, we need upskilling programs, cross-functional rotations, and stronger partnerships between universities and businesses.

### 2.4 Digital Maturity and the Legacy Systems Dilemma

One of the most pressing internal challenges is the low level of digital integration across logistics functions. Despite widespread adoption of enterprise systems like Oracle or SAP for procurement and finance, logistics workflows in many organizations still rely heavily on spreadsheets, email-based coordination, and physical invoice routing. This leads to data silos, version control issues, and delayed responses to customs or port authorities.

In my work across Vietnam and Angola, I have encountered cases where demurrage claims escalated due to misaligned invoice approvals across different cost centres. The absence of a unified Transportation Management System (TMS) or digital document repository forced teams to rely on WhatsApp screenshots and printed manifests—resulting in lost documentation and audit failures.

Moreover, the transition to e-customs systems in countries like Malaysia (Customs), Thailand (NSW), and South Africa (SARS e-Filing) remains inconsistent. Many ports still mandate physical stamping or paper-based approvals even when e-submission platforms exist—further delaying clearance and undermining the promise of trade facilitation.

### 2.5 Political Risk and Trade War Fallout

Geopolitical tensions have evolved from abstract risks to daily operational realities. Trade disputes between the U.S. and China, EU's Carbon Border Adjustment Mechanism (CBAM), and sanctions against Russia have reshaped freight flows and customs priorities. For example, many components originating from mainland China are now scrutinized under the U.S. Uyghur Forced Labor Prevention Act (UFLPA), requiring detailed provenance verification and supplier audits. Companies that fail to realign their sourcing and documentation strategy face cargo detentions and reputational fallout. In 2024, my team had to consider rerouting Floating Production Unit that related cargo from China to Korea due to sudden changes in Chinese export controls on graphite which is a core component in subsea batteries. Such developments demand real-time policy tracking and agile routing strategies that many organizations are not yet equipped to implement.

### 2.6 Cost Volatility and Freight Market Imbalance

The global freight market continues to suffer from post-COVID price volatility. Despite relative stabilization compared to 2021–2022, freight rates remain erratic due to:

- i. Port strikes in Europe and the U.S.
- ii. Red Sea transit risk due to political instability in the Middle East.
- iii. Fuel surcharge fluctuations driven by carbon pricing and GHG targets.
- iv. Imbalanced equipment availability, particularly in intra-Asia and Africa lanes.

These issues complicate project budgeting and lead to fragmented procurement decisions. Companies often fail to secure long-term freight rate validity or volume commitments, resulting in over-reliance on spot rates and higher exposure to last-minute premium charges. Projects faced over due to shifting charter availability and demurrage buildup caused by weather delays and port congestion.

## 3. Future Trends and Transformational Imperatives

### 3.1 AI-Enabled Predictive Logistics

AI-powered tools are changing the way we plan routes, figure out HS codes, and screen people who have been denied entry with amazing accuracy. As mentioned by (Mohsen, 2024), autonomous logistics functions can now predict problems and make decisions in real time, moving logistics from reactive to prescriptive.

### 3.2 ESG Mandates and Decarbonization

Sustainability is now a must. AI-powered carbon tracking lets you keep an eye on emissions all the time, and green logistics efficiencies like better load plans and route selection can cut transportation emissions by 15% to 30% (Intangles, 2025). These two skills help with compliance and give you a competitive edge.

### 3.3 Rising Importance of Trade Decentralization

Also, (Yifan, 2024) observed that the "China+1" sourcing paradigm and the increasing importance of ASEAN and CPTPP frameworks necessitate a reassessment of sourcing strategies and origin documentation procedures by companies. To stay competitive on price, it is important to know how to use the FTA, including how to get certified for rules of origin.

### 3.4 Escalating Cybersecurity Risks

Cyber vulnerabilities pose systemic threats as logistics platforms become more interconnected. Logistics experts need to be ready for cyberattacks on port operations, trade documentation systems, and enterprise dashboards. Integration now needs to include layers of cyber-resilience (Taylor et al., 2020).

### 3.5 Adoption of Dynamic, Risk-Based Planning

Logistics models need to change to be more flexible and risk aware. This means using bonded warehousing, alternative routing, and simulation-based contingency planning. With volatility on the rise, static SOPs are no longer enough.

## 4. Impacts of Tariff Disruption on Logistics

### 4.1 Tariff-Driven Instability

The recent revival and expansion of U.S. Section 232 and Section 301 investigations have shaken up trade assumptions that are important to big FTAs like USMCA, ASEAN-China, and CPTPP (ESCAP, 2025). These changes in policy have made it hard to predict how much it will cost to land and where to go. Companies that based their sourcing strategies on stable FTA benefits now must worry about reclassification risks, retroactive duties, and customs treatment that isn't clear (Samad et al., 2025). Logistics planners must create bigger financial buffers and backup routing plans because of this tariff volatility, which makes costs less efficient. It also makes people less sure about forward contracts, makes people less likely to invest in regional logistics infrastructure, and makes it harder to model trade compliance.





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### 4.2 Trade Agreement Undermining

Multilateral trade frameworks are becoming less stable, and trade preferences based on reciprocity are being replaced by protectionist actions taken by one country. Logistics operations need to change to keep up with changing duty structures, conflicting rules of origin, and rising costs of reclassification (Dzikriansyah et al., 2023). Companies need to rethink their supplier networks and Certificate of Origin (COO) strategies because people are losing faith in long-standing FTAs (Jagdambe & Kannan, 2020). Additionally, overlapping bilateral agreements create legal uncertainty, making it hard to get preferential access without breaking the law. As regulatory environments diverge, multinational firms must invest in dedicated FTA management teams and scenario-planning tools to navigate fragmented duty frameworks and maintain cost-effective cross-border operations.

### 4.3 Operational Consequences

Tariff changes make it hard to plan inventory, force shipments to go through neutral countries, and put more work on customs by requiring more origin audits. To stay compliant and keep costs down, logistics leaders need to reevaluate SKU-level FTA eligibility and take steps to manage duties ahead of time. Frequent changes to tariff schedules make it difficult to forecast landed costs accurately, leading to margin erosion and increased working capital tied up in buffer inventory (Alzola Lundberg & Andersson, 2025). Adding third-party countries to the route to keep FTA benefits makes things more complicated and takes longer. Customs brokers also must deal with more paperwork now, such as non-manipulation certificates and origin verification files. This puts a strain on the entire logistics system.

I have seen a lot of gaps in knowledge through mentoring forums and industry panels, especially when it comes to logistics systems that deal with export compliance, ESG, cybersecurity, and FTA structuring. To close this gap, groups like CILT need to make regulatory literacy, digital skills, and strategic simulations their top priorities. The current professional development ecosystem frequently emphasizes operational execution, overlooking the advanced skills required for risk assessment, cross-border regulatory alignment, and digital transformation (Al-Minhas et al., 2020). To make sure that logistics professionals are not only technically sound but also strategically ready to lead in a changing world, case-based learning, cross-functional training, and regional policy engagement need to be built into certification pathways.

### 15. Institutional Recommendations for CILT

Professional bodies like the Chartered Institute of Logistics and Transport (CILT) need to take a proactive and strategic approach to keeping logistics skills up to date so that they can meet the needs of global logistics as they change. The logistics profession now includes a wider range of tasks than just managing freight or distribution. These tasks include making sure that laws are followed, going digital, being responsible for the environment, and lowering risk. Because of this, schools need to change the way they train and give out credentials to fit this new reality.

First, CILT should have more awareness programs with Compliance Certifications to help people learn more about bonded warehousing, export controls, and customs systems. These areas are often not included in regular training programmes, but they are very important for companies that do business across borders, especially those that deal with EPCIC project logistics or free zone movements. A certification that focuses on these areas would help professionals get better at dealing with temporary import regimes, duty drawback systems, and compliance with origin rules (Rodrigue et al., 2017). Customs officials in Asia, Africa, and Latin America are paying more attention to these areas.

Second, it is very important to add more digital logistics classes to the list of things to learn. CILT needs to add new technologies to its educational frameworks, like AI-powered routing tools, dashboards for keeping track of carbon emissions, and modules for planning for cyber-resilience. Digital twins of logistics networks and other simulation-based learning environments can give professionals a safe place to try out different disruption scenarios and see how they would respond strategically (Raza et al., 2023). These tools help people go from learning about things to using them.

Finally, CILT needs to make ethics and cybersecurity a big part of its main curriculum. As logistics platforms become more digital, the chances of cyber threats, data breaches, and AI being used incorrectly also go up (Herold et al., 2023). To keep their networks safe, logistics workers need more than just the right technical tools. They also need to know how to make moral choices, follow the rules, and run their businesses in a responsible way. Members will learn about digital trust, how to spot cyber threats, and how to govern AI, which will help them work safely and responsibly.

### 6. Conclusion and Fellowship Commitment

This paper brings together more than fifteen years of logistics leadership in ASEAN, Africa, and Latin America, combining technical expertise, knowledge of trade policy, and digital transformation. As a potential FCILT Fellow, I am dedicated to guiding CILT's growth by mentoring professionals, pushing for institutional change, and taking part in policy discussions that make logistics systems strong, compliant, and adaptable to changing circumstances.

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# Member's Voice

## THE DIGITAL TRANSFORMATION OF THE SHIPPING AND LOGISTICS INDUSTRY: CHALLENGES AND SOLUTIONS

### Introduction

The shipping and logistics industry serves as the backbone of global trade, facilitating the movement of goods across borders and continents. As globalization accelerates and e-commerce expands, the demand for efficient, transparent, and reliable supply chains has never been greater. However, the industry has traditionally relied on manual processes, legacy systems, and outdated infrastructure, making it ripe for disruption through digital transformation. Digital transformation in shipping and logistics involves integrating cutting-edge technologies like the Internet of Things (IoT), artificial intelligence (AI), blockchain and process implementation, and big data to modernize operations. This transformation is not merely a technological shift but a strategic overhaul aimed at improving efficiency, reducing costs, and meeting sustainability goals. This paper explores the key challenges facing the industry in its digital transformation journey and proposes actionable solutions to overcome them. Several initiatives have been implemented at varying stages of development. More obviously is needed.

### THE NEED FOR DIGITAL TRANSFORMATION IN SHIPPING AND LOGISTICS

#### Globalization and Trade Growth

The rapid growth of global trade has placed immense pressure on the shipping and logistics industry to deliver goods faster and more efficiently. E-commerce giants like Amazon, Alibaba (including Taobao), Korea's Coupang, Shopee, etc have set high expectations for speed, transparency, and reliability, forcing traditional players to innovate or risk obsolescence. Digital transformation offers the tools to meet these demands by streamlining operations and enhancing customer experiences.

#### Technological Advancements

Technological innovations are reshaping industries worldwide, and shipping and logistics are no exception. In fact this industry is already deemed late to the party. From real-time tracking enabled by IoT to AI-powered predictive analytics, technology is unlocking new possibilities for efficiency and accuracy. Companies that fail to adopt these technologies risk falling behind their competitors.

### Sustainability Goals

Sustainability has become a key focus for the shipping and logistics industry, which accounts for a significant share of global greenhouse gas emissions. IMCO and various other national governmental bodies are increasing their focus and requirements for the industry to comply. Digital tools can help optimize routes, reduce fuel consumption, and minimize waste, aligning the industry with global sustainability goals.

### KEY TECHNOLOGIES DRIVING DIGITAL TRANSFORMATION

#### Internet of Things (IoT)

IoT enables real-time tracking of shipments through sensors that monitor location, temperature, humidity, and other conditions. This technology improves supply chain visibility and helps companies quickly respond to disruptions.

#### Artificial Intelligence

(AI) and Machine Learning AI and machine learning are transforming the industry by enabling predictive analytics for demand forecasting, route optimization, inventory management and process optimization. Autonomous vehicles and drones, powered by AI, are revolutionizing last-mile delivery eg in some instances in Europe, we see drones now delivering small packages from shore to ship.

#### Blockchain

Blockchain technology enhances transparency and security in supply chains by creating immutable records of transactions. Smart contracts automate processes like payments and customs clearance, reducing delays and errors. Previous attempts by IBM, Maersk, CMA CGM however were "too early" and thus did not take off due to several reasons.

#### Big Data and Analytics

Big data analytics allows companies to process vast amounts of information to make informed decisions. It helps optimize routes, manage inventory, and understand customer behavior, leading to improved efficiency and customer satisfaction.

#### Robotics and Automation

Robotics and automation are streamlining warehouse operations by enabling faster order processing and reducing human error eg in the Rolls Royce warehouse managed by CEVA in Singapore, the operations involving pick-and-pack are already done by simple robotics. Autonomous ships and port operations are also emerging as game-changers in the industry.



# Member's Voice

## THE DIGITAL TRANSFORMATION OF THE SHIPPING AND LOGISTICS INDUSTRY: CHALLENGES AND SOLUTIONS

### Cloud Computing

Cloud computing facilitates centralized data storage and real-time collaboration among stakeholders. It provides the flexibility needed to adapt to changing market conditions and customer demands.

### CHALLENGES IN DIGITAL TRANSFORMATION

#### A. Technological Challenges

One of the primary challenges in digital transformation is the reliance on legacy systems that lack interoperability with modern technologies. Upgrading these systems is often costly and time-consuming. Additionally, the adoption of new technologies introduces cybersecurity risks, as increased digitization creates more entry points for cyberattacks.

#### B. Organizational Challenges

Resistance to change is a common hurdle in digital transformation. Employees and management may be reluctant to adopt new technologies due to a lack of understanding or fear of job displacement. Moreover, many companies lack the digital skills and training programs needed to implement and sustain transformation efforts.

#### C. Regulatory and Compliance Issues

Navigating the complex web of international trade laws and standards is a significant challenge. Companies must ensure compliance with data privacy regulations like GDPR while also adhering to industry-specific standards. Failure to do so can result in hefty fines and reputational damage.

D. Infrastructure and Connectivity Digital transformation requires robust infrastructure and reliable connectivity, which are often lacking in developing regions. This digital divide can hinder the global adoption of advanced technologies, creating disparities in efficiency and competitiveness.

#### E. Environmental and Ethical Concerns

While digital transformation can drive sustainability, it also raises ethical concerns. For example, the use of AI in decision-making must be carefully monitored to avoid biases, and the environmental impact of increased energy consumption for data centers must be addressed.

### SOLUTIONS TO OVERCOME CHALLENGES

#### A. Strategic Planning and Investment

A successful digital transformation begins with a clear roadmap that aligns with the company's overall business strategy. Companies must allocate sufficient budgets for technology adoption, research, and development to ensure a smooth transition. A firm commitment is critical to the success. Giving up halfway is not an option.

#### B. Collaboration and Partnerships

Collaboration with technology providers, startups, and other stakeholders can accelerate innovation. Publicprivate partnerships can also help address regulatory challenges and build the infrastructure needed for digital transformation.

#### C. Training and Upskilling

Investing in employee training programs is crucial for overcoming resistance to change and building a digitally skilled workforce. Encouraging a culture of innovation and adaptability can further ease the transition.

#### D. Implementing Scalable Technologies

Adopting scalable and modular technologies allows companies to start small and expand as needed. Cloudbased solutions, for example, offer the flexibility to adapt to changing business needs.

#### E. Strengthening Cybersecurity

Robust cybersecurity frameworks are essential to protect against cyber threats. Regular audits, employee training, and updated security protocols can mitigate risks and ensure data integrity.

#### F. Regulatory Compliance and Advocacy

Companies must actively engage with regulators to shape policies that facilitate digital transformation. Ensuring compliance with international standards is equally important to avoid legal and financial repercussions.





# Member's Voice

## THE DIGITAL TRANSFORMATION OF THE SHIPPING AND LOGISTICS INDUSTRY: CHALLENGES AND SOLUTIONS

### G. Leveraging Data for Sustainability

Using analytics to optimize fuel consumption, reduce emissions, and implement circular supply chain practices can help companies achieve their sustainability goals. Digital tools can also track and report on environmental performance, enhancing transparency.

### CASE STUDIES OF SUCCESSFUL DIGITAL TRANSFORMATION

#### A. Maersk's Blockchain Initiative

Maersk and CMA CGM in collaboration with IBM, launched TradeLens, a blockchain-based platform that streamlines documentation and enhances transparency in supply chains. By digitizing paper-based processes, TradeLens has reduced costs and improved efficiency. However in some developing countries, TradeLens could not fly following the lack of commitment and thus non-support from the local authorities due a conflict of interests in the local economy.

#### B. DHL's Use of AI and Robotics

DHL has embraced AI-powered demand forecasting and robotic process automation in its warehouses. These technologies have enabled faster order processing and improved accuracy, enhancing customer satisfaction.

#### C. Amazon's Logistics Innovations

Amazon continues to set the standard for logistics innovation with its use of drones for last-mile delivery and advanced route optimization algorithms. These technologies have significantly reduced delivery times and costs.

#### D. Port of Rotterdam's Digital Twin

The Port of Rotterdam has created a digital twin—a virtual replica of the port—that allows for real-time monitoring and simulation. This innovation has improved operational efficiency and safety while reducing environmental impact.

### FUTURE TRENDS IN DIGITAL TRANSFORMATION

The future of the shipping and logistics industry will be shaped by several emerging trends. Autonomous shipping and smart ports are expected to become more prevalent, driven by advancements in AI and IoT. Green technologies, such as electric and hydrogen-powered vehicles, will play a crucial role in achieving sustainability goals. The integration of 5G technology will enable faster and more reliable communication, further enhancing efficiency. Finally, AI-driven decision-making will continue to revolutionize supply chain management, offering unprecedented levels of accuracy and optimization.

### CONCLUSION

The digital transformation of the shipping and logistics industry is not just an option but a necessity in today's fast-paced, interconnected world. While the journey is fraught with challenges, from technological and organizational hurdles to regulatory and ethical concerns, the potential benefits far outweigh the risks. By adopting a strategic approach, investing in scalable technologies, and fostering collaboration, the industry can overcome these challenges and unlock new levels of efficiency, transparency, and sustainability. As the industry moves forward, stakeholders must embrace innovation while remaining mindful of the broader implications of digital transformation. By doing so, they can build a future-ready supply chain that meets the demands of a globalized world while contributing to a more sustainable planet.

**I conclude by stating the obvious - "Change is our only Constant. If you do not change, you will be left behind!"**

**JOHN LIM**  
**MANAGING DIRECTOR**  
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