

JULY 2026



The Chartered
Institute of Logistics
and Transport

GLT PULSE

for members only

NAVIGATION

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Editor's Message

Dear Members and Readers,
Welcome to the July 2026 edition of Pulse.

July has been a month of continued momentum, meaningful engagement, and shared progress for CILT Malaysia. As we move through the second half of 2026, the commitment and active participation of our members, partners, volunteers, and stakeholders continue to be a source of strength for the Institute.

Throughout the month, CILT Malaysia remained actively engaged with academia, industry, government agencies, and professional partners through a range of meetings, programmes, discussions, and collaborative initiatives. These engagements reflect the importance of working together to strengthen the logistics and transport profession and to respond to the evolving needs of our industry.

One of the significant highlights of the month was the CILT Malaysia Road Safety Focus Group Discussion, which brought together stakeholders to exchange views and strengthen collective efforts towards safer transport systems. The signing of the CILT Malaysia Road Safety Declaration – Towards Vision Zero marked an important commitment to advancing road safety and reinforcing our shared responsibility to protect lives.

July also saw continued efforts to support professional development, academic collaboration, and the growth of future industry leaders. Through the contributions of our Sections, Special Interest Groups, CILT NextGen, and Women in Logistics and Transport (WiLAT), our professional community continues to grow through knowledge-sharing, networking, and meaningful engagement.

As we look towards the months ahead, CILT Malaysia remains focused on creating greater opportunities for collaboration, learning, and professional growth. By bringing together the strengths of academia, industry, government, and the wider professional community, we can continue to shape a logistics and transport sector that is innovative, resilient, safe, and sustainable.

On behalf of the Editorial Team, I would like to thank all members, volunteers, partners, and contributors for your continued support and active involvement in the work of CILT Malaysia. Every contribution, whether through participation, collaboration, or knowledge-sharing, plays an important role in strengthening our Institute and our profession.

We hope you enjoy this edition of Pulse and look forward to sharing more stories, achievements, and milestones with you in the months ahead.

Happy reading!

Cdr ChLT Ts Shahrir bin Haji Ahmad RMN (R) FCILT
Editor-in-Chief, CILTM Pulse

PULSE – July 2026



Congratulations



**Heartiest Congratulations to Pn Syakirah Binti Mohd Ghazali CMILT
Secretary of WiLAT Malaysia on being honoured with the MARA
Subject/Cluster Expert Award (Logistics)
in conjunction with the MARA
Educators' Awards 2026.**

This prestigious recognition reflects her outstanding expertise, unwavering commitment, and significant contributions to the field of logistics education and professional development. Her dedication to nurturing future logistics professionals and advancing industry excellence is truly commendable.

The Chartered Institute of Logistics and Transport Malaysia (CILT Malaysia) extends its warmest congratulations and wishes Pn Syakirah continued success in her professional journey and future endeavours. May this well-deserved achievement inspire many others to strive for excellence in education and the logistics profession. Congratulations once again!



Milestones & Achievements

**CILTM Road Safety Focus Group
Discussion (FGD)
14-15 July 2026 | De Palma Hotel
Shah Alam, Selangor**



CILT Malaysia successfully convened the Road Safety Focus Group Discussion (FGD), bringing together a diverse group of stakeholders from government agencies, academia, industry, and the community to collaboratively develop the CILTM Road Safety Manifesto, Framework, and Action Plan.

The two-day programme commenced with welcoming remarks by CILTM President, Prof ChLT Ts Dr Muhammad Zaly Shah FCILT, who underscored the importance of a coordinated and multi-stakeholder approach to enhancing road safety in Malaysia. Participants benefited from insightful presentations delivered by leading road safety experts and practitioners, followed by interactive group discussions that encouraged the exchange of ideas, experiences, and best practices. Stakeholders also presented their recommendations, which were carefully deliberated and consolidated into a comprehensive roadmap for future action.

The programme culminated in the official Declaration of the CILTM Road Safety Manifesto, Framework, and Action Plan, marking a significant milestone in CILT Malaysia's commitment to promoting safer roads and sustainable mobility. The initiative reinforces the Institute's dedication to advancing road safety through strategic collaboration, evidence-based policy advocacy, professional education, industry engagement, and continuous capacity building, while supporting national efforts to reduce road crashes and create a safer transport ecosystem for all.



Milestones & Achievements

**CILTM Road Safety Focus Group
Discussion (FGD)
14-15 July 2026 | De Palma Hotel
Shah Alam, Selangor**



Capturing moments of collaboration, knowledge sharing, and meaningful discussions in advancing Malaysia's road safety agenda. Thank you to all participants!



Milestones & Achievements



ASEAN PORTS & LOGISTICS 2026

Bringing together ASEAN's maritime and logistics community to advance innovation, collaboration, and regional growth. ASEAN Ports & Logistics 2026 successfully convened more than 400 senior industry leaders, policymakers, port authorities, shipping lines, logistics providers, cargo owners, and technology innovators from across the region.

Throughout the three-day event, participants engaged in meaningful discussions, explored the latest industry advancements, and established valuable connections that will contribute to shaping the future of ASEAN's maritime and logistics sector.

We extend our sincere appreciation to all speakers, exhibitors, delegates, and partners for their participation and support in making ASEAN Ports & Logistics 2026 a resounding success.

Together, we continue to strengthen regional partnerships, drive innovation, and support the sustainable growth of ASEAN maritime logistics.



Milestones & Achievements

PROFESSIONAL CERTIFICATE PROGRAMME EQUIPS PARTICIPANTS WITH FUTURE-READY LOGISTICS SKILLS

The Professional Certificate: Introduction Module of Logistics, Transport and Supply Chain Management, conducted under the Program Pembangunan Usahawan Logistik dan Pengedaran (BPU MARA), concluded successfully from 28-30 July 2026 at The Light Hotel, Pulau Pinang.

The three-day programme combined classroom learning with evening online sessions, providing participants with a comprehensive understanding of key logistics and supply chain concepts. Topics covered included freight forwarding, artificial intelligence in logistics, movement of goods, distribution and procurement, as well as current issues in global trade and emerging AI applications in supply chain management.

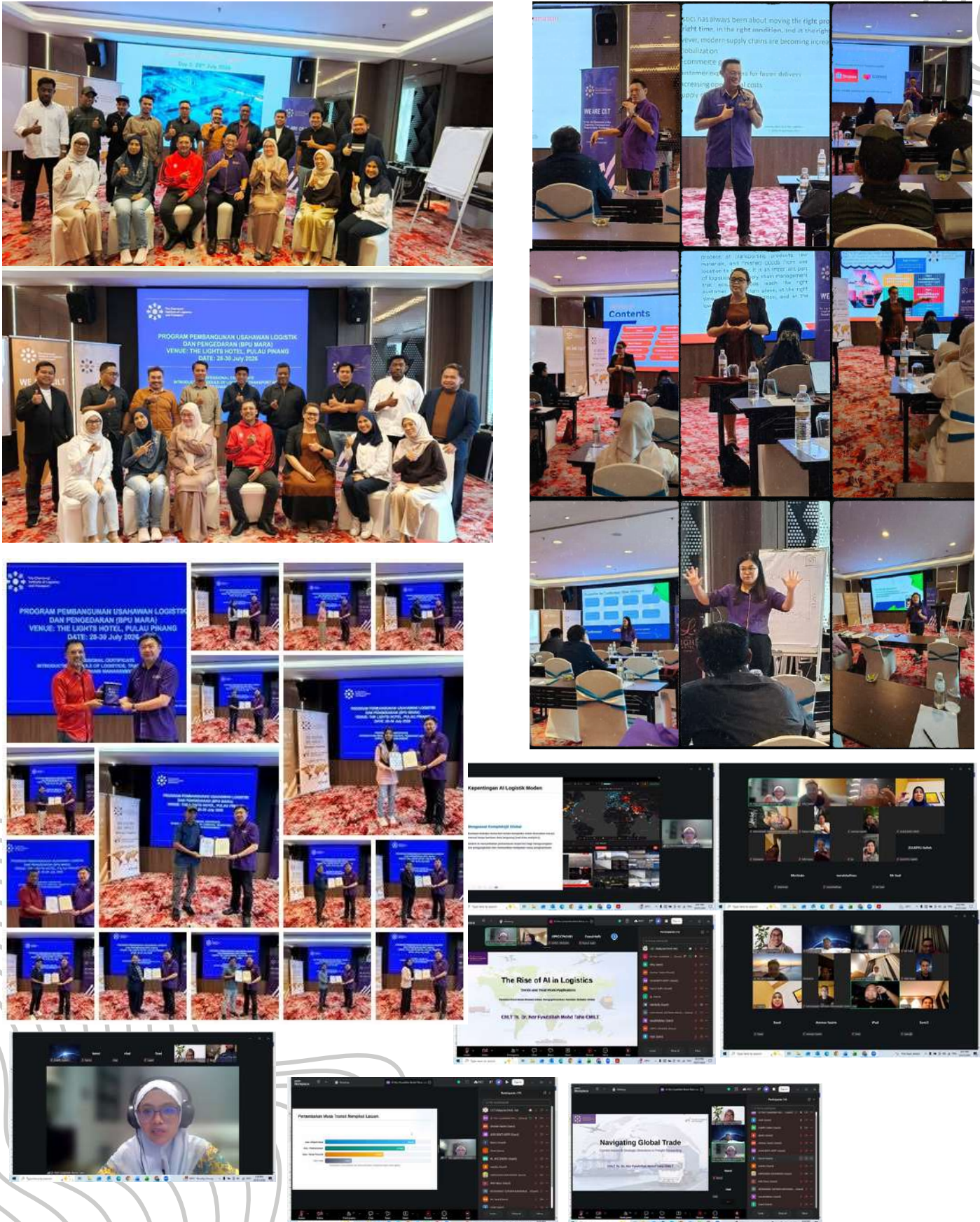
The programme featured experienced industry practitioners and CILT Malaysia professionals, including Log. Leong Kin Wah FCILT, Yeap Choon Wei, CMILT, Ranni Selvaraju, CMILT, Eunice Chang Qi Ying, CMILT, and ChLT Ts. Dr. Nor Fyadzillah Binti Mohd Taha CMILT, who shared practical knowledge and real-world industry insights. The closing ceremony was officiated by the Vice Chairman of the CILT Malaysia Penang Section on behalf of the Chairman, where participants received their Professional Certificates and a Token of Appreciation was presented to the Director of the Entrepreneur Development Division, MARA in recognition of MARA's continuous support. The programme was coordinated by Pn Sharifah Salwa CMILT, Head of the CILT Malaysia Secretariat, reflecting CILT Malaysia's commitment to delivering high-quality, industry-focused professional development programmes that prepare participants for the evolving logistics and supply chain industry.



Milestones & Achievements

PROFESSIONAL CERTIFICATE PROGRAMME EQUIPS PARTICIPANTS WITH FUTURE-READY LOGISTICS SKILLS

Snapshots from the Training



Milestones & Achievements



CILTM CONDUCTS PROFESSIONAL TRAINING PROGRAMME FOR SENIOR NAVAL OFFICERS

The Chartered Institute of Logistics and Transport in Malaysia (CILTM Malaysia) successfully conducted a Professional Training Programme for senior officers from the Royal Malaysian Navy (RMN) and the Royal Brunei Navy on 8-9 July 2026 at KD Sultan Idris 1, Pangkalan TLDM Lumut. The programme brought together nine senior officers from the RMN and one senior officer from the Royal Brunei Navy, providing a valuable platform for professional development, knowledge exchange, and the enhancement of logistics and transport competencies within the defence sector.

Over the two-day programme, participants attended a series of comprehensive modules covering Research & Methodology, Logistics, Distribution Management & Procurement (LDMP), Customs and Forwarding, and Human Resource Management. The sessions were delivered by experienced members of the CILTM Board of Education and Accreditation together with distinguished industry practitioners, combining academic excellence with practical, real-world applications. Through interactive discussions and case-based learning, participants gained valuable insights into current logistics practices, strategic supply chain management, procurement processes, and operational efficiencies that are directly applicable to military and defence logistics.

The programme also provided an opportunity for participants to exchange experiences and best practices, further strengthening professional networks between the Royal Malaysian Navy and the Royal Brunei Navy. This initiative reflects CILTM Malaysia's continued commitment to supporting lifelong learning, fostering professional excellence, and developing competent, future-ready logistics and transport professionals. It also reinforces CILTM's role as a trusted partner in advancing logistics and supply chain capabilities across both the public and defence sectors.



Milestones & Achievements



CILT MALAYSIA STRENGTHENS COLLABORATION WITH OPEN UNIVERSITY MALAYSIA 15 JULY 2026

CILT Malaysia visited Open University Malaysia (OUM) at Menara OUM, Kelana Jaya, to discuss academic programme accreditation and explore future collaboration in logistics and supply chain education. CILTM delegation led by Deputy President ChLT Ts Dr Hj Zahiah Abdul Majid FCILT and Council Member ChLT C. Nazmi Yusof CMILT, met with Log Dr Erna Masfiza Mohamed Ramli, Programme Director of the Bachelor of Logistics & Supply Chain Management (Honours), and the OUM team.

The discussion focused on strengthening academic quality, fostering industry-academia collaboration, and advancing professional development through CILT Malaysia's accreditation framework.



Milestones & Achievements



HONOURING THE GRADUATES OF THE KPTIP UNIVERSITI UTARA MALAYSIA – CILTM PROGRAMME

On 2 July 2026, ChLT Ts. Dr. Hjh. Zawiah Abdul Majid FCILT, Deputy President of CILT Malaysia, represented the President of CILT Malaysia at the Graduation Ceremony of the Ministry of Higher Education Industry and Professional Accreditation Programme (KPTiP) UUM-CILTM, held at Hotel EDC, Universiti Utara Malaysia (UUM). The ceremony celebrated the accomplishments of graduates who successfully completed the KPTiP UUM-CILTM programme, underscoring the strong collaboration between UUM and CILT Malaysia in nurturing industry-ready professionals and advancing professional excellence in the logistics and transport sector. Congratulations to all graduates on this significant milestone!



Milestones & Achievements



RECOGNISING INDUSTRY-READY GRADUATES THROUGH THE UNIVERSITI TUN HUSSEIN ONN MALAYSIA – CILTM KPTIP PROGRAMME

On 16 July 2026, CILT Malaysia participated in the CILT Certificate in Supply Chain and Transport Award Ceremony under the Ministry of Higher Education Industry and Professional Accreditation Programme (KPTiP), organised by the Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia (UTHM).

The ceremony celebrated the achievements of students who successfully completed all ten modules of the CILT Certificate in Supply Chain and Transport under the KPTiP programme. The Professional Certificates were presented by Prof. Ts. Dr. Muhammad Zaly Shah Muhammad Hussein FCILT, President of CILT Malaysia, in recognition of the graduates' commitment to professional excellence and lifelong learning.



Milestones & Achievements



CILTM PARTICIPATES IN PREPARATORY MEETING FOR NATIONAL OCCUPATIONAL SKILLS STANDARD MAPPING WORKSHOP

On 1 July 2026, representatives of The Chartered Institute of Logistics and Transport Malaysia (CILTM) participated in a preparatory meeting with the Department of Skills Development (JPK) at its headquarters in Cyberjaya to plan the upcoming NOSS Mapping Validation Workshop. CILTM was represented by ChLT Mr. Surendran A/L Muniandy FCILT, Chairman of the CILTM Industry Lead Body (ILB) Team; Ir. Abdul Nasser Bin Abdul Wahab FCILT, Member of the CILTM ILB Team; and Pn. Sharifah Salwa CMILT, Head of the CILTM Secretariat.

The meeting focused on identifying and mapping National Occupational Skills Standards (NOSS) relevant to the logistics industry, reflecting CILTM's continued commitment to strengthening industry competency standards and supporting workforce development through close collaboration with government agencies.



Milestones & Achievements



PRESENTATION OF INTEGRATED PROJECT PAPER AND VIVA VOCE

On 25 July 2026, the Chartered Institute of Logistics and Transport in Malaysia (CILT Malaysia) successfully conducted the Presentation of Integrated Project Paper and Viva Voce at the CILTM Secretariat Office, Shah Alam. The assessment formed an important milestone for candidates pursuing the CILT Professional Certificate, providing them with the opportunity to present and defend their integrated project papers before an experienced panel of assessors.

The Viva Voce was conducted by a distinguished panel comprising ChLT Tn Haji Baharudin Bin Hj Kamarudin FCILT, Prof Ts ChLT Dr Mansor Abdul Rahman FCILT, and Mr Zulkarnian bin Ahmad CMILT, who evaluated the candidates based on their professional knowledge, analytical thinking, and practical application of logistics and transport concepts. Nine candidates successfully participated in the assessment, demonstrating their commitment to continuous professional development and lifelong learning. The programme concluded with the presentation of Certificates of Attendance by ChLT Ts. Dr. Hjh. Zawiah Abdul Majid FCILT, Deputy President of CILT Malaysia, followed by a group photography session and networking lunch.



Milestones & Achievements



UNITED VISION ACADEMY BRIEFING 2026 STRENGTHENS PROFESSIONAL LOGISTICS EDUCATION

The Chartered Institute of Logistics and Transport Malaysia (CILT), in collaboration with United Vision Academy (UVA), successfully conducted the United Vision Academy (UVA) Briefing 2026 on 11-12 July 2026 at the UVA Training Centre, Skudai, Johor. The two-day programme was coordinated by Pn Sharifah Salwa CMILT, Head of Secretariat, CILT Malaysia, as part of CILT's continuous commitment to advancing professional knowledge and industry excellence in logistics and transport.

The programme featured a comprehensive series of learning sessions covering key areas within the logistics and supply chain profession. On the first day, participants attended modules on Research & Methodology and Logistics, Distribution Management & Procurement (LDMP), delivered by Assoc. Prof. Ts. Dr. Hairul Rizad Md Sapry FCILT, Deputy Dean (Academic & Technology), Universiti Kuala Lumpur Malaysian Institute of Industrial Technology (UniKL MITEC).

The second day focused on Customs and Forwarding as well as Movement of Goods, presented by ChLT Ts. Dr. Hj. Mohd Nasir Hj. Alias FCILT, Secretary-General of CILT Malaysia and Board Member of the CILTM Board of Education and Accreditation. His sessions provided participants with practical insights into customs procedures, freight operations, and the efficient movement of goods within modern supply chains.



Milestones & Achievements

SECOND COHORT OF MINISTRY OF TRANSPORT OFFICERS CONTINUES PROFESSIONAL DEVELOPMENT JOURNEY WITH CILTM



Following the successful implementation of the first intake, The Chartered Institute of Logistics and Transport Malaysia (CILTM) welcomed the second cohort of officers from the Ministry of Transport (MOT), Putrajaya for the Ministry of Transport Briefing 2026, held from 24 to 26 July 2026 at Première Hotel, Klang.

The three-day professional development programme forms part of CILTM's continuous collaboration with the Ministry of Transport in strengthening the knowledge, competencies, and professional capabilities of its officers in the fields of logistics, transport, and supply chain management.

Participants attended a series of interactive sessions delivered by CILTM's experienced trainers and Board of Education and Accreditation members. The programme covered key areas including Customs and Forwarding, Movement of Goods, Research Methodology (Project Paper), Logistics, Distribution Management and Procurement, and Transport Economics and Finance, providing participants with practical insights and current industry perspectives.

The continued participation of Ministry of Transport officers reflects the strong partnership between CILTM and the Ministry in advancing professional excellence and supporting lifelong learning. Through initiatives such as this, CILTM remains committed to developing a highly competent workforce equipped to meet the evolving demands of Malaysia's logistics and transport sector.



Milestones & Achievements

**CILT MALAYSIA AT THE BALAI IKHTISAS MALAYSIA
ANNUAL DINNER 2026
15 JULY 2026 | PETALING JAYA MARRIOTT HOTEL**



CILT Malaysia was honoured to attend the BIM Annual Dinner 2026, held at the Petaling Jaya Marriott Hotel under the theme "A Glittering Masquerade: Celebrating Professional Excellence."

On behalf of Professor ChLT Ts. Dr. Muhammad Zaly Shah FCILT, President of CILT Malaysia, ChLT Ts. Dr. Hj Zahiah Abdul Majid FCILT, Deputy President of CILT Malaysia, received a Certificate of Appreciation from the President of the Malaysian Institute of Management (BIM) in recognition of CILT Malaysia's valued participation and continued support. Also in attendance was ChLT Tuan Haji Baharudin bin Haji Kamarudin FCILT, Deputy President of BIM and Chairman of the BIM Annual Dinner 2026 Organising Committee, together with other members of CILT Malaysia. The evening served as a meaningful platform to strengthen the longstanding professional relationship between CILT Malaysia and BIM, reaffirming both institutions' shared commitment to advancing professional excellence, leadership, and strategic collaboration for the benefit of the industry.



Milestones & Achievements

MAJLIS AMANAT KETUA PENGARAH JABATAN PEMBANGUNAN KEMAHIRAN KEPADA PENGURUSAN BADAN PENERAJU INDUSTRI (ILB)



CILT Malaysia reaffirmed its commitment to supporting the Department of Skills Development (JPK) in advancing Malaysia's national skills agenda during the Director General's Address to the Management of Industry Lead Bodies (ILBs) held at Sama-Sama Hotel KLIA. The event gathered representatives from 34 Industry Lead Bodies (ILBs), reflecting a collective commitment to strengthening collaboration between the Government and industry in developing a highly skilled and future-ready workforce.

CILT Malaysia was represented by ChLT Ts. Dr. Hj. Zawiah Abdul Majid FCILT, Deputy President; ChLT Surendran Muniandy FCILT, Chairman of the Industry Lead Body (ILB), CILT Malaysia; and Pn. Sharifah Salwa Abu Bakar CMILT, Head of Secretariat. A key highlight of the programme was the presentation by Puan Rosnoizam, Director of the Industry Relations and Strategic Collaboration Division, JPK, who acknowledged the ongoing collaboration between JPK and CILT Malaysia in promoting the Dual Certification Pathway. This initiative integrates industry-recognised professional qualifications with the National Skills Certification framework, creating greater opportunities for career progression while ensuring industry-relevant competencies are nationally recognised.

The engagement further strengthened the partnership between JPK and CILT Malaysia, reaffirming CILT Malaysia's commitment to supporting the development of industry-driven occupational standards, enhancing workforce employability, and contributing to Malaysia's competitiveness in the global logistics and transport sector.



CILTM IN

ACTION

PENANG SECTION

CILT PENANG SECTION STRENGTHENS INDUSTRY ENGAGEMENT AT PENANG PORT NETWORKING LUNCHEON

Dato' Log. Ts. Dr. Chang Kah Loon, PhD (USM), FCILT, FLogM, Chairman of the CILT Penang Section, at the Penang Port Sdn Bhd (PPSB) Networking Luncheon held in conjunction with the PPSB Corporate Golf Tournament 2026.

The luncheon brought together representatives from government agencies, industry leaders, port operators, logistics professionals, and strategic stakeholders, providing an opportunity to strengthen professional relationships and enhance collaboration across the logistics, maritime, and transport sectors.



The engagement reflected the shared commitment of industry partners to fostering closer cooperation, exchanging perspectives on emerging developments, and supporting initiatives that contribute to the continued growth and resilience of Malaysia's logistics and port industry.

CILT Malaysia's participation underscores the Institute's ongoing commitment to building strong industry networks, promoting professional engagement, and supporting collaborative efforts that advance the logistics and transport profession in line with national economic and industry development priorities.

CILTM IN

ACTION

PENANG SECTION

CILT MALAYSIA PARTICIPATES IN TVET COLLABORATION HUB ENGAGEMENT AT POLITEKNIK SEBERANG PERAI

CILT Malaysia, represented by Log. Yeap Choon Wei, CMILT, MLogM, Management Committee Member of the CILT Penang Section, participated in the Sesi Libat Urus TVET Collaboration Hub (TCH), Halal & Logistics Technology Excellence Centre (HalTEC) held at Politeknik Seberang Perai, Penang.

The engagement brought together representatives from academia, government agencies, industry partners, and professional bodies to discuss strategic initiatives aimed at strengthening Technical and Vocational Education and Training (TVET) through closer collaboration between education providers and industry. The session also highlighted the pivotal role of HalTEC in driving excellence in halal logistics, supply chain innovation, and workforce development to meet the evolving needs of the logistics and transport sector. As a leading professional body for the logistics and transport profession, CILT Malaysia welcomed the opportunity to contribute its industry perspective and support collaborative efforts to develop competent, industry-ready graduates equipped with relevant knowledge, practical skills, and internationally recognised professional competencies.

CILT Malaysia remains committed to fostering strategic partnerships with educational institutions and industry stakeholders to strengthen talent development, enhance the quality of logistics education, and support Malaysia's aspiration of becoming a regional hub for logistics, transport, and supply chain excellence.



CILTM IN

ACTION

PENANG SECTION

UMPSA VISITS CILT PENANG SECTION TO EXPLORE ACADEMIA-INDUSTRY COLLABORATION

A delegation from Universiti Malaysia Pahang Al-Sultan Abdullah (UMPSA) paid a courtesy visit to Dato' Log. Ts. Dr. Chang Kah Loon, PhD (USM), FCILT, FLogM, Chairman of the CILT Penang Section, and Log. Ts. Amy Ooi Ai Mi, FCILT, FLogM, to discuss opportunities for strengthening collaboration between academia and the logistics and transport industry. The engagement provided a valuable platform for exchanging views on the evolving landscape of higher education and the importance of ensuring academic programmes remain aligned with industry expectations and future workforce requirements.

During the discussion, Dato' Dr. Chang emphasised the need for higher education institutions to adopt a more holistic approach to curriculum development by incorporating pre-transaction, transaction, and post-transaction elements to better prepare graduates for real-world industry practices. He also highlighted that successful collaborations should place greater emphasis on academia-industry partnerships, enabling institutions to develop programmes that are relevant, practical, and responsive to current market demands. The meeting reaffirmed the shared commitment of both parties to fostering closer engagement between academia and industry, with the common objective of producing highly competent graduates equipped with the knowledge, skills, and professional competencies required to support the continued growth of Malaysia's logistics and transport sector.



CILTM IN ACTION

PENANG SECTION

CILT PENANG SECTION CONGRATULATES LOG. JASMINE CHANG PAIK IM ON PRESTIGIOUS STATE HONOUR

Heartfelt congratulations to Log. Jasmine Chang Paik Im, PJK, MBA (USM), CMILT, MLogM, Management Committee Member of the CILT Penang Section and Vice Chairman of WiLAT Penang Section, on being conferred the Pingat Kelakuan Terpuji (PKT) – Distinguished Conduct Medal by His Excellency the Governor of Penang.

The prestigious state award recognises her exemplary service, professional dedication, and valuable contributions to the community and the logistics and transport profession. It stands as a testament to her unwavering commitment to excellence and leadership within the industry. Members of the CILT Penang Section Management Committee were present at the investiture ceremony to celebrate this significant milestone and convey their warmest congratulations. Among those in attendance were Professor Dato' Log. Ts. Dr. Chang Kah Loon, PhD (USM), FCILT, FLogM; Log. Ts. Amy Ooi Ai Mi, PKT, PJM, FCILT, FLogM; Log. Ranni Selvaraju, PJM, CMILT, MLogM; and Log. EuNice Chang Qi Ying, CMILT, MLogM. CILT Malaysia is honoured to celebrate this well-deserved recognition and looks forward to Log. Jasmine's continued contributions towards advancing the logistics and transport profession, as well as inspiring excellence within the industry and the wider community.



CILTM IN ACTION

SABAH SECTION

SOMETHING TO PONDER

Some people are surprised to learn that when I returned from the UK, I began my career as a tourist guide. Many find it hard to imagine that I once worked as a TG—but I smile every time I hear that.

Looking back, it was one of the most meaningful chapters of my life. I loved the work, cherished the camaraderie, and had the privilege of meeting countless remarkable people from around the world. Those experiences taught me invaluable lessons in communication, leadership, adaptability, and service—qualities that continue to shape who I am today.

To everyone who knew me during those early years, thank you for your kindness, encouragement, and friendship. You were all part of my journey and my growth.

Every journey begins with a first step. There is no such thing as a small beginning—only opportunities to learn, grow, and become better. I am proud of where I started because it has made me who I am today.

NEVER UNDERESTIMATE HUMBLE BEGINNINGS. THEY OFTEN BECOME THE STRONGEST FOUNDATION FOR FUTURE SUCCESS.

Sincerely from:

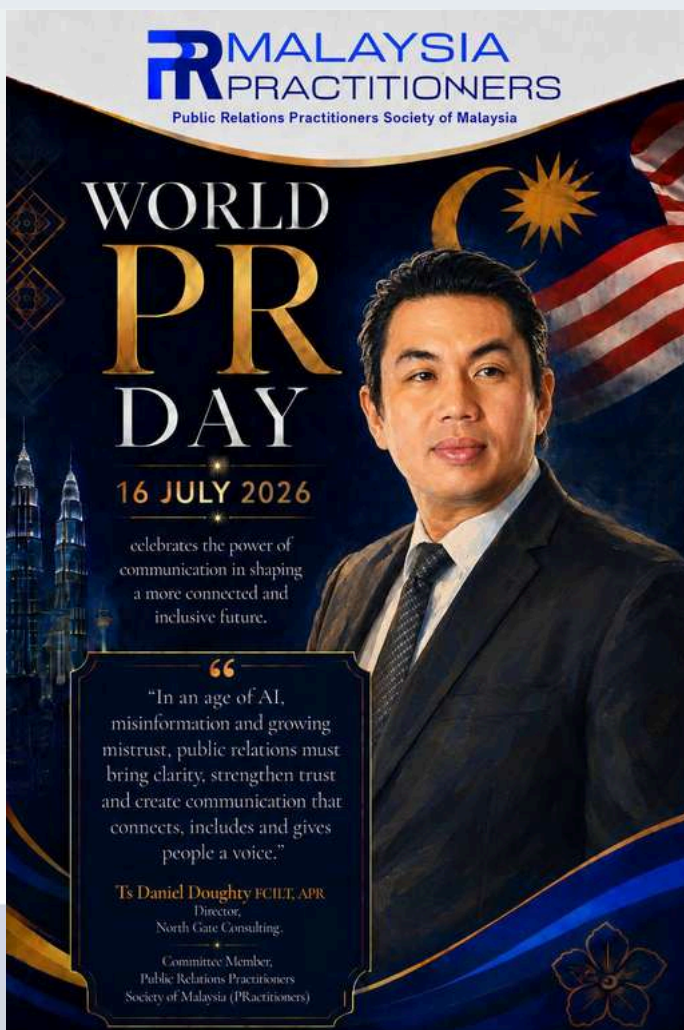
ChLT Ts Daniel Doughty FCILT
Chairman of CILTM Sabah Section



CILTM IN ACTION

SABAH SECTION

HAPPY WORLD PR DAY 2026!



WARMEST WISHES TO ALL PUBLIC RELATIONS PROFESSIONALS AND COMMUNICATION PRACTITIONERS AROUND THE WORLD ON WORLD PR DAY 2026.

In an increasingly connected world, the role of PR professionals continues to evolve as they navigate challenges, embrace innovation, and uphold the values of integrity, transparency, and ethical communication.

To every PR practitioner, thank you for your commitment to connecting people, organisations, and communities. Your work makes a lasting impact on businesses, institutions, and society.

Happy World PR Day 2026! Here's to continuing to build trust, inspire conversations, and make a difference through the power of communication.

CILTM IN ACTION

SABAH SECTION

CILTM SABAH SECTION CHAIRMAN CONTINUES TO ADVANCE THE PUBLIC RELATIONS PROFESSION

Congratulations to ChLT Ts. Daniel Doughty FCILT on his continued appointment as a Committee Member of PRactitioners Malaysia, reaffirming his commitment to advancing the public relations profession at the national level.

Although his career did not begin through the conventional academic pathway in public relations or mass communication, he has built an impressive professional journey through extensive experience in media, public relations, strategic communication, and advocacy. Recognising the importance of professional accreditation, he pursued the professional accreditation process with the Institute of Public Relations Malaysia (IPRM), where he was successfully accredited as a public relations professional. This achievement marked a significant milestone, validating the knowledge, competencies, and practical experience he had acquired throughout his career.

His dedication and contributions to the communications industry earned him the trust and recognition of his peers, leading to his appointment as the Sabah and Labuan Bureau Chief of PRactitioners Malaysia, the national professional society representing public relations practitioners across Malaysia. In 2026, he was once again entrusted by Datuk P. Kalamathan, President of PRactitioners Malaysia, to continue serving the organisation as a Committee Member. This appointment reflects the confidence placed in his leadership and provides an opportunity to contribute towards strengthening professional standards, promoting best practices, and supporting the continued development of the public relations profession in Malaysia. His career journey is a testament to the value of perseverance, continuous learning, and professional accreditation. It demonstrates that success is not solely defined by one's academic pathway, but also by the willingness to learn, grow, and earn the confidence of peers through dedication, integrity, and professional excellence.

Congratulations once again to ChLT Ts. Daniel Doughty FCILT on this well-deserved appointment, and best wishes for continued success in contributing to the advancement of the public relations profession in Malaysia.



CILTM IN ACTION

PERAK SECTION

CHAIRMAN OF CILTM PERAK SECTION HONoured FOR A DECADE OF ACADEMIC EXCELLENCE AT UTAR

Congratulations to ChLT Ts. Dr. Mohd Azam Din FCILT, Chairman of the CILTM Perak Section, on being recognised by Universiti Tunku Abdul Rahman (UTAR) for his 10 years of dedicated service as an academic in the fields of logistics, maritime, and transportation.

The recognition was presented during UTAR's Staff Appreciation Ceremony held at the University's Kampar Campus, celebrating the commitment and contributions of academic staff who have played an instrumental role in advancing higher education and developing future industry professionals. Over the past decade, ChLT Ts. Dr. Mohd Azam Din has made significant contributions to teaching, research, and the development of human capital for Malaysia's logistics and transport sector. Through his dedication to academic excellence, he has helped equip students with the knowledge, skills, and professional values required to meet the evolving demands of the industry.

The milestone reflects not only his unwavering commitment to education but also his passion for nurturing the next generation of logistics, maritime, and transportation professionals. His contributions continue to strengthen the link between academia and industry while supporting the development of a highly competent and future-ready workforce. CILTM extends its heartfelt congratulations to ChLT Ts. Dr. Mohd Azam Din FCILT on this well-deserved recognition and wishes him continued success in inspiring and shaping future leaders of the logistics and transport profession.



CILTM IN ACTION

MELAKA SECTION

CILT MALAYSIA ATTENDS GROUNDBREAKING CEREMONY OF THE MELAKA INLAND PORT DEVELOPMENT

On 6 July 2026, CILT Malaysia was represented by the Chairman of the CILTM Melaka Section, the Vice President, and the Assistant Secretary General at the Groundbreaking Ceremony of the Melaka Inland Port Development, held in Taboh Naning, Melaka. The ceremony was officiated by Ab Rauf Yusoh, Chief Minister of Melaka. As a symbolic gesture of sustainability and long-term growth, CILT Malaysia presented a tree for planting at the Melaka Inland Port site, reflecting the Institute's commitment to supporting the future development of Malaysia's logistics and transport industry.

The event also provided an excellent opportunity for CILT Malaysia to engage with senior executives, corporate leaders, industry stakeholders, and representatives from the infrastructure, economic, and banking sectors. These interactions strengthened professional networks, enhanced awareness of CILTM's role within the industry, and fostered opportunities for future collaboration in advancing Malaysia's logistics and transport ecosystem.



CILTM IN ACTION

KUALA LUMPUR SECTION

BIM DELEGATION PAYS COURTESY VISIT TO THE PRIME MINISTER OF MALAYSIA

A delegation from Balai Ikhtisas Malaysia (BIM), led by its President, Prof. ChM Dr. Juan Joon Ching, paid a courtesy visit to the Prime Minister of Malaysia, YAB Dato' Seri Anwar Ibrahim, to strengthen collaboration between the professional community and the Government in advancing the aspirations of Malaysia MADANI.

Representing The Chartered Institute of Logistics and Transport Malaysia (CILT Malaysia) was ChLT Hj. Baharudin Bin Hj. Kamarudin FCILT, Vice President of CILT Malaysia and Deputy President of Balai Ikhtisas Malaysia, who presented two strategic initiatives during the engagement. The first proposal highlighted the "Sahabat Profesional" collaboration between Balai Ikhtisas Malaysia and the Akademi Kenegaraan Malaysia, Prime Minister's Office (PMO). The initiative aims to establish a platform that brings together professionals from various disciplines to strengthen leadership, national values, and professional excellence while contributing their expertise towards the nation's development. Representing CILT Malaysia, ChLT Hj. Baharudin also emphasised the strategic importance of developing specialised capabilities in Semiconductor Logistics. He highlighted the need to strengthen Malaysia's logistics and supply chain ecosystem to support the country's growing semiconductor industry, ensuring efficient, resilient, and technology-driven supply chains that will reinforce Malaysia's position as a competitive global semiconductor hub, particularly in the era of artificial intelligence (AI) and advanced manufacturing.



CILTM IN ACTION

KUALA LUMPUR SECTION

CILT MALAYSIA REPRESENTED AT THE 16TH MALAYSIA LANDSCAPE ARCHITECTURE AWARDS (MLAA16) GALA NIGHT 2026

ChLT Hj. Baharudin Kamarudin FCILT, Vice President of The Chartered Institute of Logistics and Transport Malaysia (CILT Malaysia) and Deputy President of Balai Ikhtisas Malaysia (BIM), represented both organisations at the 16th Malaysia Landscape Architecture Awards (MLAA16) Gala Night 2026, organised by the Institute of Landscape Architects Malaysia (ILAM). Held at the historic The Majestic Hotel Kuala Lumpur, the prestigious gala celebrated excellence, innovation, and outstanding achievements in landscape architecture, bringing together distinguished professionals, industry leaders, and stakeholders from Malaysia and across the ASEAN region. The event underscored the growing importance of interdisciplinary collaboration in advancing sustainable development, nature-based solutions (NbS), and resilient green infrastructure.

The gala dinner was graced by YB Hannah Yeoh Tseow Suan, Minister in the Prime Minister's Department (Federal Territories), and attended by prominent figures from the built environment and professional community, including Assoc. Prof. LAr. Dr. Nor Atiah Ismail, President of ILAM; Paul Chan Yuen King, President of the International Federation of Landscape Architects Asia-Pacific Region (IFLA APR); Alias Rameli, Chairman of the Board of Town Planners Malaysia; and Mansor Mohamad, Director-General of the National Landscape Department.



WILAT Malaysia

we inspire - we impact



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Women in Logistics
and Transport



From the desk of WiLAT Malaysia Chairperson



Dear Members, Colleagues, and Friends,

As Malaysia advances toward its vision of becoming a regional artificial intelligence hub—strengthened by national initiatives such as the National AI Action Plan 2026–2030 and the establishing of AI Malaysia—our sector stands at a transformative crossroad. AI technologies are rapidly reshaping supply chain management, predictive maintenance, dynamic route optimization, and autonomous freight operations.

Yet, as we integrate automation and complex algorithms into the backbone of our national logistics infrastructure, we must ask a fundamental question: How do we ensure that Malaysia's AI evolution remains inclusive, equitable, and reflective of our entire workforce?

From my desk as Chairperson of WiLAT Malaysia, I see AI not merely as a technological tool for operational efficiency, but as a catalyst to level the playing field for women in logistics, transport, and supply chain management.

Key Priorities for Women in the AI-Driven Logistics Landscape

1. Bridging the Digital Upskilling Gap

With the government targeting a higher percentage of women in technical workforce roles, targeted upskilling in digital supply chain capabilities must be prioritized. Upstream operations are shifting from manual supervision to data-driven decision-making. WiLAT Malaysia is committed to empowering female logisticians, young professionals, and CILTM NextGen members with foundational competencies in AI analytics, smart warehousing systems, and carbon-accounting algorithms.

2. Mitigating Bias in AI Governance

As AI applications expand into automated talent acquisition, performance evaluations, and credit scoring for logistics SMEs, the risk of systemic bias becomes real. AI systems are only as unbiased as the historical data used to train them. In alignment with national frameworks like the National Guidelines on AI Governance and Ethics (AIGE), WiLAT advocates for gender-inclusive data practices and diverse leadership on AI oversight boards to prevent algorithmic prejudice.

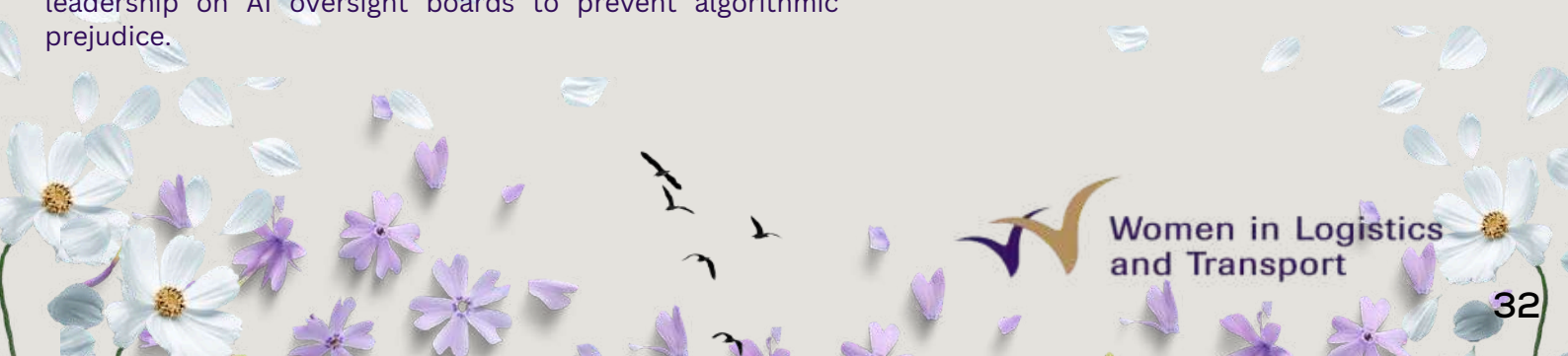
SHAPING AN INCLUSIVE DIGITAL FUTURE IN LOGISTICS



**ChLT Ts. Dr. Nor Fyadzillah binti
Mohd Taha CMILT
Chairperson
WiLAT Malaysia**

3. Redefining Workplace Accessibility

Historically, certain physical domains within transport and heavy logistics faced gender disparities. AI-driven automation, smart port terminal control, remote asset monitoring, and automated material handling have significantly reduced these physical barriers. Technology enables female professionals to excel in operational and field-level roles that were previously considered male-dominated, shifting the industry benchmark from physical endurance to analytical precision.





From the desk of WiLAT Malaysia Chairperson



SHAPING AN INCLUSIVE DIGITAL FUTURE IN LOGISTICS

4. Preserving Human-Centric Leadership

While algorithms excel at optimizing linear processes and analyzing massive datasets, critical logistics functions—such as supply chain crisis management, ethical decision-making, and stakeholder coordination—require human intuition, emotional intelligence, and empathy. The future of logistics relies on seamless human-AI collaboration where technology enhances human capabilities rather than replacing leadership intuition.

A Call to Action for WiLAT and CILTM Members

To our WiLAT members, CILTM fellows, and NextGen leaders: the rise of AI in Malaysia is an opportunity to lead rather than adapt passively.

1. Embrace Continuous Learning: Familiarize yourself with emerging digital tools, national AI standards, and data-driven supply chain applications.
2. Advocate for Inclusive AI Policies: Ensure your organizations adhere to ethical AI guidelines that promote workforce diversity and fair operational standards.
3. Mentor the Next Generation: Guide emerging female professionals to pursue technical pathways in supply chain engineering, data science, and smart transport systems.

WiLAT Malaysia will continue to work closely with CILTM, government ministries, academic institutions, and industry partners to ensure that as Malaysia builds a resilient, tech-driven economy, our women stand at the forefront as key architects of this digital transformational era.

"Empowering Women, Driving Innovation, Securing the Future of Logistics."





From the desk of WiLAT Malaysia Chairperson



WILAT MALAYSIA AT THE FOREFRONT OF SUSTAINABILITY & ESG DATA ACCURACY

POLITEKNIK SULTAN SALAHUDDIN ABDUL AZIZ SHAH, SHAH ALAM, SELANGOR

Driving Sustainability: Bridging the Gap for a Greener Tomorrow

Women in Logistics and Transport (WiLAT) Malaysia continues to demonstrate strong thought leadership in sustainability and cross-sector collaboration within the logistics and transport sectors. On 29 June 2026, ChLT Ts. Dr. Nor Fyadzillah binti Mohd Taha CMILT represented WiLAT / CILT Malaysia as a key industry panelist at the International Seminar entitled "Bridging the Gap for A Greener Tomorrow," organized by the Malaysia Green Technology Society (Persatuan Pencinta Teknologi Hijau Malaysia).

Aligned with the overarching seminar theme—Synergizing ESG, Circularity, and Climate Action for a Sustainable Future—the event brought together academics, government officials, policy experts, and industry leaders to address critical challenges in environmental sustainability and climate action.

Panel Focus: "Bridging the Data Gap: Improving ESG Reporting Accuracy through Academic-Industry Partnerships"

During the panel session, the discussion centered on improving data integrity for Environmental, Social, and Governance (ESG) reporting. The panel featured a distinguished lineup of experts:

- Moderator: Ts. Dr. Kesavan Ulaganathen (Internalisation Officer, POLISAS)
- Academia Panelist: Dr. Shamsuri Abdullah (Ketua Pengarah JPPKK)
- Industry Panelists:
 - Ir. Vijendran Veeraya (Vice President, ERL Link)
 - Dato' Kanagaraja Raman (President, MOSHPA)
 - ChLT Ts. Dr. Nor Fyadzillah binti Mohd Taha CMILT (Senior Lecturer UPNM, Chairperson of WiLAT Malaysia)

Key Seminar Highlights & Takeaways

1. Closing the ESG Data Gap:

Obtaining reliable, verifiable, and standardized ESG metrics remains a significant challenge across the supply chain and logistics sectors. Panelists highlighted how strategic partnerships between academic researchers and industry practitioners can bridge this gap through robust data validation and research-backed frameworks.

2. Synergy Between Academia & Industry:

The session emphasized that academic institutions offer essential analytical tools and methodologies, while industry partners provide real-world operational datasets. Combining these strengths ensures ESG compliance translates into actionable decarbonization strategies and enhanced operational efficiency.

3. Skill Development in Green Logistics:

The panel underscored the importance of upskilling workforce talent—particularly women and young logistics professionals—in key sustainability competencies, including green supply chain management, carbon accounting, and ESG analytics.

4. Advancing the Sustainable Development Goals (SDGs):

The seminar directly aligns with SDG 9 (Industry, Innovation, and Infrastructure) and SDG 17 (Partnerships for the Goals), reinforcing the role of professional bodies in advancing regional sustainability objectives.



WILAT MALAYSIA AT THE FOREFRONT OF SUSTAINABILITY & ESG DATA ACCURACY

POLITEKNIK SULTAN SALAHUDDIN ABDUL AZIZ SHAH, SHAH ALAM, SELANGOR

Strategic Impact for WILAT & CILTM

Active engagement in high-level forums like Bridging the Gap for A Greener Tomorrow highlights WILAT Malaysia's dedication to advancing industry standards. By advocating for transparent ESG reporting and fostering strong academic-industry synergies, WILAT continues to drive diversity, innovation, and sustainability across the transport and logistics landscape.

Special appreciation is extended to the Malaysia Green Technology Society and Politeknik Sultan Salahuddin Abdul Aziz Shah for delivering a impactful platform dedicated to driving sustainable change.

"Drive Sustainability, Create the Future"



WILAT MALAYSIA ENGAGES AT THE 6TH ANNUAL SPECIAL ECONOMIC ZONES SUMMIT AND SHORELINE MARITIME VISIT

EVENT DATE: 15 – 16 JULY 2026

LOCATION: RENAISSANCE HOTEL, JOHOR BAHRU, MALAYSIA



Overview: 6th Annual Special Economic Zones Summit

The 6th Annual Special Economic Zones (SEZ) Summit, organized by Trueventus, brought together regional industry leaders, policymakers, and supply chain specialists from 15 to 16 July 2026 at the Renaissance Hotel, Johor Bahru. The two-day conference served as an active platform for exploring how modern SEZ frameworks drive regional investment, industrial integration, and cross-border trade efficiency.

Keynote Spotlight: Pacific Lime and Cement

A major highlight of the summit was an address by sponsor Pacific Lime and Cement (Australia), presented by Founder Paul Mulder, titled “Anchoring a New Industrial Economy Through SEZ-Led Integration.” The session detailed three main strategic objectives:

- **Anchor Industry Development:** Establishing primary lime and cement production to catalyze downstream processing, mining support services, and infrastructure-led growth within SEZs.
- **Integrated Infrastructure & Supply Chains:** Utilizing SEZ-enabled logistics infrastructure and streamlined regulatory frameworks to build efficient, vertically integrated value chains for domestic and export markets.
- **Catalyzing Investment & Industrial Clustering:** Leveraging SEZ platforms to attract complementary industries, mobilize capital, and accelerate export-oriented industrialization—focusing on critical input supplies for Papua New Guinea’s expanding mining and infrastructure sectors.

WiLAT Malaysia Participation & Technical Field Visit

Women in Logistics and Transport (WiLAT) Malaysia was represented at the summit by Chairperson ChLT Ts. Dr. Nor Fyadzillah binti Mohd Taha CMILT, who participated in sessions focusing on supply chain alignment and regional maritime connectivity.

Field Visit: Offshore Vessel Exploration & Case Study Development

Following the conclusion of the summit sessions in Johor Bahru, ChLT Ts. Dr. Nor Fyadzillah conducted an on-site field visit to a Helix Energy Solutions offshore well intervention vessel docked at the local yard facilities.

In collaboration with Ben Line Agencies, WiLAT Malaysia utilized this technical visit to develop a practical industry case study covering:

1. **Specialized Offshore Logistics:** Operational requirements, deck space management, and heavy-lift logistics essential for subsea well intervention and offshore maintenance vessels.
2. **Agency & Port Operations:** The critical role of local ship agency support in managing vessel port calls, crew logistics, and technical maintenance at regional maritime hubs.
3. **Supply Chain Synergies:** Aligning onshore SEZ logistics infrastructure with offshore energy support networks across the region.

Strategic Impact for CILTM

The dual engagement at the Trueventus SEZ Summit and the subsequent maritime field visit highlight WiLAT Malaysia’s dedication to connecting macroeconomic policy discussions with real-world maritime operations. Under the leadership of ChLT Ts. Dr. Nor Fyadzillah binti Mohd Taha CMILT, such initiatives continue to strengthen CILTM’s knowledge base in multimodal logistics, heavy industry integration, and offshore energy support operations.





CILTM AND WILAT MALAYSIA PARTICIPATE IN NATIONAL AIR DISASTER READINESS PROGRAM 2026

EVENT DATE: 27 – 28 JULY 2026 (EXHIBITION BOOTH: 27 JULY 2026)

VENUE: SAMA-SAMA HOTEL, KL INTERNATIONAL AIRPORT (KLIA), SEPANG, SELANGOR

Overview: Program Siaga Bencana Udara Kebangsaan 2026

The Chartered Institute of Logistics and Transport Malaysia (CILT Malaysia) actively participated in the Program Siaga Bencana Udara Kebangsaan 2026: Bengkel Pengurusan Bencana Udara held on 27 and 28 July 2026 at the Sama-Sama Hotel, KLIA. Jointly organized by Malaysia Airports Holdings Berhad (MAHB) via its Airport Fire and Rescue Service (AFRS) and the National Disaster Management Agency (NADMA), the workshop carried the theme “Integrasi Perkasa, Aspirasi Nusa”.

The national-level program was officially officiated by YAB Dato' Seri Dr. Ahmad Zahid bin Hamidi, Deputy Prime Minister, Minister of Rural and Regional Development, and Chairman of the Central Disaster Management Committee. High-level dignitaries in attendance included YB Tuan Loke Siew Fook (Minister of Transport), YB Datuk Haji Hasbi bin Haji Habibollah (Deputy Minister of Transport), and YBhg. Tan Sri Dr. Azmil Khalid (Chairman of Malaysia Airports). The initiative was designed to strengthen inter-agency coordination and operational readiness in air disaster management, referencing key disaster response frameworks including the Aerodrome Emergency Plan (AEP), the National Aeronautical and Maritime Search and Rescue Manual (NAMSAR), and NADMA Directive No. 1.

CILTM & WiLAT Delegation

CILT Malaysia was invited to participate as official observers and to host an educational exhibition booth during the opening day. The delegation was led by ChLT Ts. Dr. Nor Fyadzillah binti Mohd Taha CMILT, Council Member of CILT Malaysia and Chairperson of Women in Logistics and Transport (WiLAT) Malaysia, alongside representatives from WiLAT and CILTM NextGen:

- Pn. Norshaheeda binti Mohd Noor CMILT – Member, WiLAT Malaysia
- Mr. Iman Afiq bin Mohamad Sazali – Member, CILTM NextGen
- Mr. Muhammad Syakirin Mountford – Member, CILTM NextGen
- Mr. Haziq Hilman bin Hashim – Member, CILTM NextGen

Key Program Highlights & Case Studies

The workshop brought together key national disaster response agencies, featuring technical presentations and strategic insights:

- 1.Elmina Air Crash Case Study: Presented by the Royal Malaysia Police (PDRM) to analyze real-world emergency response protocols and lessons learned.
- 2.NADMA Directive No. 1 Briefing: Detailed operational guidelines for national disaster response hierarchy, coordination, and resource mobilization.
- 3.Search and Rescue (SAR) Capabilities: Insights shared by the Civil Aviation Authority of Malaysia (CAAM) regarding aeronautical SAR operational readiness.
- 4.Aerodrome Emergency Plan (AEP): Briefing by Malaysia Airports on airport emergency procedures, table-top exercises, and practical drill findings.

Exhibition Booth & Industry Engagement

In addition to observing the workshop sessions, CILT Malaysia maintained an official exhibition booth on 27 July 2026. Managed jointly by WiLAT Malaysia and CILTM NextGen representatives, the booth served as an engagement point to showcase CILTM's professional development initiatives, supply chain training frameworks, and the institute's role in supporting national disaster logistics and humanitarian relief efforts. This active participation highlights CILT Malaysia's ongoing commitment to collaborating with government agencies, aviation authorities, and emergency response bodies to advance safety, crisis logistics, and disaster management across Malaysia's transport ecosystem.



Women in Logistics
and Transport



CILTM AND WILAT MALAYSIA PARTICIPATE IN NATIONAL AIR DISASTER READINESS PROGRAM 2026

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VENUE: SAMA-SAMA HOTEL, KL INTERNATIONAL AIRPORT (KLIA), SEPANG, SELANGOR

Capturing the Moments



NextGen *Malaysia*

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 Malaysia

POST-EVENT FROM BATTLEFIELD TO DISASTER ZONE: HOW MILITARY LOGISTICS SAVES LIVES DURING NATURAL DISASTERS

CILT Next Generation Malaysia is delighted to share the successful completion of our professional development webinar, “From Battlefield to Disaster Zone: How Military Logistics Saves Lives During Natural Disasters,” held on 9 July 2026.

The webinar provided a unique opportunity to explore the critical role of military logistics beyond the battlefield, particularly in humanitarian assistance and disaster relief (HADR) operations. Through the session, participants gained valuable insights into how military logistics capabilities, strategic planning, operational coordination, resource management, mobility, and rapid response can be effectively applied during natural disasters and emergency situations.

We would like to extend our sincere appreciation to our distinguished speaker, Major Ts Prabhakaran Rajagopal, CMILT, for sharing his valuable knowledge, professional experience, and perspectives on the challenges and realities of military logistics in disaster response. His insights provided participants with a deeper understanding of how effective logistics coordination can contribute to faster, more organised, and life-saving relief efforts.

Our heartfelt appreciation also goes to Lt Col Mohd Ramzi, FCILT, Chairman of CILT Malaysia Johor Section, for his continuous support and encouragement in making this initiative possible. We would also like to thank all participants who joined us, including professionals, CILT members, military personnel, government agencies, academics, students, and representatives from the logistics and transport industry. Your participation, engagement, and interest contributed greatly to the success of this webinar.

This session has reminded us that logistics is not only about moving goods from one place to another—it is about moving the right resources, to the right place, at the right time, especially when lives are at stake.

CILT Next Generation Malaysia is committed to creating more opportunities for knowledge sharing, professional development, networking, and meaningful discussions that connect the logistics and transport community with emerging challenges and real-world experiences. Thank you once again to everyone who contributed to the success of this webinar. We look forward to welcoming you to our upcoming programmes and initiatives.

CILT Next Generation Malaysia
Connecting. Learning. Leading.

From Battlefield to Disaster Zone
How Military Logistics Saves Lives During Natural Disasters

GUEST SPEAKER
MAJOR TS PRABHAKARAN RAJAGOPAL, CMILT
CAMP COMMANDANT 13TH BRIGADE INFANTRY

WELCOMING REMARKS
LT COL MOHD RAMZI (B), FCILT
CHAIRMAN CILTM
JOHOR SECTION

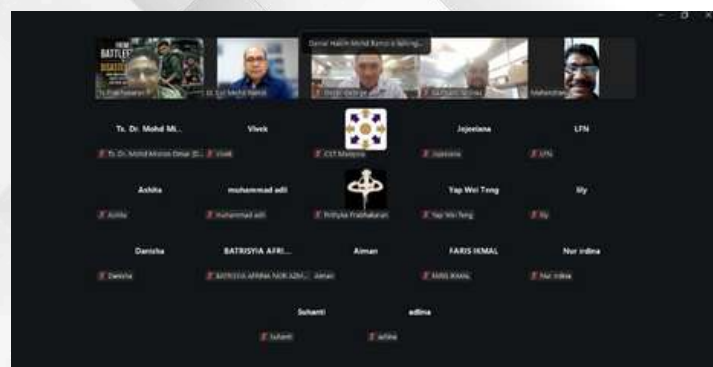
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SOUTHEAST ASIA

9 July 2026/Thursday
4.30PM - 6.00PM
ZOOM MEETING

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**FROM BATTLEFIELD TO DISASTER ZONE:
HOW MILITARY LOGISTICS SAVES LIVES DURING NATURAL DISASTERS**

**PRESENTED BY
MAJOR TS. PRABHAKARAN RAJAGOPAL CMILT**

KEY TAKEAWAYS:

- Smart Logistics
- Faster Decisions
- Faster Response
- More Lives Saved

NEXT GENERATION

NextGen *Malaysia*

MODERN LOGISTICS: FROM OPERATIONAL SUPPORT TO STRATEGIC BUSINESS ADVANTAGE

BY: VIVEK APPALANAIDU MILT

CHAIRPERSON, NEXT GENERATION CILT MALAYSIA

The logistics industry has undergone a profound transformation over the past decade. Once viewed primarily as a back-office function responsible for moving goods from one location to another, logistics has now become a strategic pillar that drives business competitiveness, operational resilience, and long-term growth. As global supply chains become increasingly interconnected and customer expectations continue to rise, organisations are recognising that logistics is no longer simply about transportation—it is about creating value across the entire supply chain.

One of the most significant shifts in modern logistics is the transition from operational support to strategic decision-making. Executive leaders now consider supply chain capabilities as a source of competitive advantage rather than a cost centre. Companies that invest in efficient logistics networks are better positioned to respond to market disruptions, reduce operational costs, improve customer satisfaction, and adapt quickly to changing business environments. The COVID-19 pandemic further reinforced the importance of resilient supply chains, demonstrating that logistics performance directly impacts business continuity.

Another major development is the emergence of AI-native logistics platforms. Traditional logistics systems were primarily designed to record transactions and provide basic shipment visibility. Today's intelligent platforms leverage artificial intelligence, machine learning, and predictive analytics to optimise operations in real time. These technologies enable businesses to monitor shipments continuously, identify potential disruptions before they occur, recommend alternative transport routes, automate communication between supply chain partners, and improve demand forecasting. Instead of reacting to problems, organisations can now anticipate risks and make proactive decisions that minimise delays and operational inefficiencies.

The industry is also witnessing the rapid adoption of shared and asset-light logistics models. Rather than investing heavily in owning fleets, warehouses, and distribution assets, many organisations are embracing collaborative logistics networks that maximise resource utilisation. Shared transportation, freight marketplaces, and collaborative warehousing allow multiple companies to utilise the same logistics infrastructure more efficiently. These models help reduce empty return journeys, lower transportation costs, improve vehicle utilisation, and contribute to environmental sustainability through reduced carbon emissions. As environmental, social, and governance (ESG) objectives become increasingly important, collaborative logistics offers both economic and environmental benefits.



NextGen *Malaysia*

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Despite the availability of advanced digital technologies, many organisations continue to face significant adoption challenges. Technology alone cannot transform logistics without organisational readiness. Resistance to change among middle management, fragmented information systems, inconsistent data quality, and limited collaboration between supply chain stakeholders often slow digital transformation initiatives. Successful implementation requires more than investing in new software; it demands strong leadership commitment, cross-functional collaboration, employee training, and a culture that embraces continuous improvement and innovation.

Looking ahead, the future of logistics will be defined by greater connectivity, automation, and intelligent decision-making. Emerging technologies such as digital twins, autonomous transportation, Internet of Things (IoT) sensors, blockchain, and generative AI are expected to further enhance visibility, transparency, and operational efficiency across global supply chains. Organisations that embrace these innovations while fostering collaboration across their supply networks will be better equipped to navigate uncertainty and maintain a sustainable competitive advantage.

In conclusion, modern logistics has evolved from a support function into a strategic business capability that enables resilience, efficiency, and growth. Businesses that view logistics as an integrated, technology-driven ecosystem—rather than merely a transportation function—will be better prepared to meet future challenges, respond to market volatility, and deliver superior value to customers. As digital transformation accelerates, logistics will continue to play a pivotal role in shaping the success of organisations across industries.

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#CILTNextGen #CILTMalaysia

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Professional REFLECTION

CILTM SABAH SECTION AT 20: A JOURNEY OF GROWTH, LEADERSHIP, AND STRATEGIC RELEVANCE **BY DATUK TS DR HJ RAMLI AMIR FCILT** **CILTM PAST PRESIDENT**

The Chartered Institute of Logistics and Transport Malaysia (CILTM) Sabah Section marks a significant milestone by celebrating two decades since its establishment in 2006. Over the past 20 years, the Sabah Section has evolved from a nascent professional body into a mature and influential platform, actively contributing to the advancement of logistics and transport practices within the state and beyond.

From its early beginnings, the Sabah Section has been guided by a clear vision: to cultivate professional excellence, promote industry best practices, and serve as a bridge between academia, industry, and government. This vision has been sustained and strengthened through the stewardship of four successive Chairmen, each contributing uniquely to the organisation's institutional growth, outreach, and credibility.

Today, the Sabah Section stands firmly embedded within the national CILTM fraternity, playing a pivotal role in shaping discourse on transport policy, logistics innovation, and human capital development. Its active engagement in national-level initiatives reflects not only its maturity but also its strategic importance within Malaysia's broader logistics ecosystem.

A defining milestone in the Section's institutional contribution has been its successful initiation of the Sabah Logistics Council, which received approval from the State Cabinet. Conceived as a one-roof coordination platform, the Council brings together logistics players, government departments, regulatory agencies, and industry stakeholders to streamline decision-making, resolve operational bottlenecks, and enhance overall system efficiency. This initiative represents a critical step towards integrated governance of the logistics sector in Sabah.

Importantly, the establishment of the Sabah Logistics Council serves as a precursor to the much-anticipated Sabah Integrated Logistics and Transport Masterplan (SILTMP). In this regard, CILTM Sabah has assumed a leading role in advocating, shaping, and advancing the implementation of this comprehensive blueprint, which is expected to redefine the state's logistics landscape and strengthen its regional competitiveness.

One of the most notable achievements of the Sabah Section has been its ability to nurture leadership that transcends regional boundaries. Sabah has proudly produced leaders who have ascended to the highest office within CILTM at the national level. This distinction carries further significance, as it positions Sabah's leadership within the international arena, including representation at the level of Vice President of CILT International for Southeast Asia. Such accomplishments underscore the calibre, credibility, and influence of Sabah's logistics professionals on both national and global stages.

At the helm today is Chairman Daniel Doughty, whose pragmatic and forward-looking leadership is poised to usher the Sabah Section into its next phase of prominence. With a keen understanding of both operational realities and strategic imperatives, his leadership reflects a balance of industry relevance and institutional strengthening. Under his guidance, the Sabah Section is well-positioned to enhance its visibility, deepen stakeholder engagement, and contribute meaningfully to the evolving logistics and transport landscape in Malaysia and Southeast Asia.

Professional REFLECTION

CILTM SABAH SECTION AT 20: A JOURNEY OF GROWTH, LEADERSHIP, AND STRATEGIC RELEVANCE

**BY DATUK TS DR HJ RAMLI AMIR FCILT
CILTM PAST PRESIDENT**

The successful implementation of the Sabah Integrated Logistics and Transport Masterplan (SILTMP) during his tenure would mark a defining milestone for the Section—culminating two decades of sustained effort, institutional commitment, and strategic advocacy by CILTM Sabah.

As Sabah continues to develop its transport infrastructure, expand its trade connectivity, and strengthen its role within regional supply chains, the CILTM Sabah Section remains an essential partner in this journey. Its commitment to professional development, policy advocacy, and knowledge exchange will continue to support the state's aspirations for sustainable and integrated logistics growth.

Looking ahead, the Sabah Section's journey is not merely a reflection of past achievements but a foundation for future impact. With strong leadership, a committed membership base, and a clear strategic direction, CILTM Sabah is poised to remain at the forefront of shaping the logistics and transport agenda for years to come.



**Datuk Ts Dr Hj Ramli Amir FCILT
CILTM Past President/Former CILT
International Vice President for Southeast
Asia Region**

Professional REFLECTION

MALAYSIA'S PRAGMATIC STRATEGY: QUIET DIPLOMACY AND STRATEGIC INDEPENDENCE BY FIRST ADMIRAL TS DR SHAFTDEAN LUFTY BIN RUSLAND CMILT

Malaysia's stance in the South China Sea (SCS) is defined by a unique pragmatic way that prioritises economic survival and strategic neutrality over public confrontation. As a strategic middle power managing asymmetry in a volatile region,

Malaysia views the SCS not merely as a geopolitical theatre but as a vital economic artery where over 90% of its trade by volume flows. This calculated posture, often referred to as quiet diplomacy, distinguishes Malaysia from other claimants; while the Philippines has pursued international arbitration and Vietnam has hardened its military deterrence, Malaysia chooses to hedge quietly, defending national interests without aligning too closely with any single major power.

The physical reality of Malaysia's position in the SCS involves its claim to eight features namely, Commodore Reef, Investigator Shoal, Erica Reef, Mariveles Reef, Dallas Reef, Ardasier Reef, Swallow Reef and Louisa Reef. These claims are based on Malaysia's 1979 map and its adherence to United Nation Convention Law of the Sea (UNCLOS) 1982. Despite China's increasing maritime assertiveness; exemplified by the 2021 overflight of sixteen People's Liberation Army - Air Force (PLAAF) aircraft near the Sarawakian coast, Malaysia has maintained its diplomacy-first policy.

Malaysia's response to the 2020 West Capella incident illustrates its active but ambiguous approach. When a Chinese survey ship tagged a Petronas-contracted vessel and the U.S./Australian warships arrived in support, the Malaysian government downplayed the standoff. Former Foreign Minister, Hishammuddin Hussein highlighted concerns about entrapment in a Great Power conflict over the encroachment itself, reflecting a calculated "riskification" process where external stability is prioritised over territorial friction. Some researchers emphasise that addressing these hotspots requires a transition from standardised international frameworks to localised approaches rooted in cultural contexts. This is personified by the "Sang Kancil" spirit - utilising quick wit and adroit manoeuvres to survive among larger predators. By positioning itself as a bridging linchpin between the Asia-Pacific and Indian Ocean, Malaysia leverages its unique geography to bridge, build and bind countries through commercial and security connectivity.

Critically, Malaysia's approach is not an indication of passivity but of strategic independence. The nation remains unwavering in its rejection of China's "Nine-Dash Line," anchoring its sovereign rights strictly in the 1979 New Map and the UNCLOS 1982. Malaysia demonstrates legal assertiveness through continuous resource exploration rather than "megaphone diplomacy". Despite explicit warnings from Beijing and the constant presence of China Coast Guard (CCG) vessels at Luconia Shoals, Malaysia has ignored calls to cease its activities, instead expanding oil and gas (O&G) operations through Petronas to secure territory-linked economic advantages.

Professional REFLECTION

MALAYSIA'S PRAGMATIC STRATEGY: QUIET DIPLOMACY AND STRATEGIC INDEPENDENCE BY FIRST ADMIRAL TS DR SHAFTDEAN LUFTY BIN RUSLAND CMILT

Furthermore, Malaysia exerts regional leadership by advancing the Code of Conduct (COC) negotiations as a co-chair. Prime Minister Anwar Ibrahim has emphasised that ASEAN must take the lead in managing these disputes without interference from other forces, thereby avoiding great power entrapment. The success of this pragmatic model was evidenced in the 2020 West Capella standoff; while external naval intervention arguably escalated the situation, Malaysia de-escalated the crisis through a thoughtful bilateral arrangement with Beijing, avoiding the aggressive ramming incidents seen elsewhere. Ultimately, Malaysia's position remains a realistic balance of security without escalation, ensuring that while the nation is nonconfrontational, it remains unwavering in defending its sovereign rights.



First Admiral Ts Dr Shaftdean Lufty Rusland CMILT is a Naval Aviator and Warfare Officer by specialisations in the Royal Malaysian Navy and currently holding a post of Senior Director of Comprehensive Security in Malaysian Institute of Defence and Security (MiDAS), Ministry of Defence, Malaysia

Professional REFLECTION

THE LOGISTICS LIFELINE: MALAYSIAN ARMED FORCES TRANSPORTATION AND LOGISTICS BY MAJOR TS. PRABHAKARAN RAJAGOPAL CMILT

Abstract

The Malaysian Armed Forces (MAF) transportation and logistics system forms the backbone of national defence readiness and humanitarian assistance operations. This article examines the operational framework, technological integration, and evolving challenges within military logistics, while highlighting its relevance to civil military disaster relief operations and professional logistics development.

1. Introduction: Strategic Role of Military Logistics in National Security

Military logistics within the Malaysian Armed Forces is a critical enabler of operational effectiveness, ensuring that personnel, equipment, and supplies are delivered efficiently across diverse operational theatres. The logistics system supports both conventional defence operations and non-traditional missions, particularly Humanitarian Assistance and Disaster Relief (HADR). In Malaysia, this dual role requirement necessitates a highly responsive, scalable, and interoperable logistics architecture aligned with national security priorities.



2. Transportation Framework and Operational Readiness

The MAF transportation system integrates land, air, and maritime assets to facilitate rapid deployment and sustainment. The Army's transport unit (Service Corp), Royal Malaysian Air Force strategic airlift capabilities, and Royal Malaysian Navy sealift platforms collectively ensure operational mobility. This tri-service integration enables force projection during crises such as floods, landslides, and pandemics, where timely logistical response is essential to saving lives and restoring critical infrastructure.

3. Technological Advancements in Military Logistics

Modernisation of AF logistics increasingly incorporates digital transformation and emerging technologies. Key developments include the adoption of Logistics Information Systems (LOGIS), Geographic Information Systems (GIS) for route optimisation, and RFID based inventory tracking for supply chain visibility. Additionally, the integration of unmanned aerial systems (UAS) for reconnaissance and limited delivery operations is enhancing situational awareness and operational efficiency in complex terrain and disaster zones.

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4. Civil Military Integration in Disaster Relief Operations

Civil military cooperation (CIMIC) is central to Malaysia's disaster response framework. The Armed Forces frequently coordinate with agencies such as NADMA, the Royal Malaysia Police, and local authorities to ensure synchronised logistics support. This interoperability improves resource allocation, reduces redundancy, and enhances the speed of relief distribution. The effectiveness of this integration has been demonstrated during major flood responses, where military logistics assets have been critical in reaching isolated communities.

5. Challenges in Contemporary Military Logistics

Despite advancements, several challenges persist. These include infrastructure limitations in remote areas, unpredictable climate related disruptions, and the need for enhanced joint logistics standardisation. Furthermore, supply chain resilience remains a concern, particularly in maintaining readiness during simultaneous domestic and international commitments. Addressing these challenges requires continuous investment in capability development, doctrine refinement, and cross sector collaboration.

6. Professional Development and Knowledge Transfer

The Malaysian Armed Forces logistics ecosystem plays a significant role in developing future logistics professionals through structured training, operational exposure, and joint exercises. Officers and personnel gain practical expertise in supply chain management, crisis logistics, and transport coordination under real world conditions. This experiential learning contributes to the broader national logistics talent pool and aligns with industry standards promoted by organisations such as the Chartered Institute of Logistics and Transport Malaysia (CILT).

7. Conclusion

The logistics lifeline of the Malaysian Armed Forces is a dynamic and evolving system that underpins both national defence and humanitarian response capabilities. Through technological integration, civil military collaboration, and continuous professional development, MAF logistics continues to strengthen Malaysia's resilience against complex operational challenges while contributing meaningfully to the advancement of the logistics and transport profession.

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Abstract

Thailand's Ranong–Chumphon Land Bridge is routinely marketed as a peninsula crossing shortcut that will pull cargo away from the Strait of Malacca. That framing flatters the map and misreads the economics. A land bridge does not remove a bottleneck the way a canal does. It replaces one continuous voyage with a sequence of separate and potentially vulnerable transfers, involving a port, then rail or road transport, then another port, then a second ship. Each of these transfers can introduce additional cost, delay and risk, even as the overall route is meant to reduce them.

Our view is that this project is best understood as a conditional, feeder scale logistics product rather than an inevitable rival to Singapore, Port Klang and the Port of Tanjung Pelepas. For Malaysia, the exposure is real but it is narrow. Footloose transshipment volumes are genuinely contestable. Anchored gateway cargo, tied to Malaysian factories and consumers, is not.

This paper through four things. First, how unresolved the project's commercial status still is. Second, its generalised cost economics, which look very different once risk and reliability are counted alongside distance. Third, the fiscal illusion built into its public private financing structure, which limits upfront government spending without actually removing the underlying economic risk. Fourth, the range of responses realistically available to Malaysia. It also gives serious attention to something that tends to get treated as an afterthought in this debate, the logistics governance and safety framework surrounding the corridor. That framework, more than the concrete or the announced capacity figures, will ultimately determine whether either country's infrastructure spending produces an adequate return.

Keywords: Thailand Land Bridge; Malaysia; Strait of Malacca; port competition; logistics governance; maritime safety; intermodal transport; public-private partnership; supply-chain resilience

1. A Shorter Line On A Map Is Not A Better Supply Chain

Every megaproject debate eventually comes down to a picture. A red line drawn across a peninsula, shorter than the blue arc of the sea route it is meant to replace. Thailand's Land Bridge has been promoted largely on this kind of cartographic logic. The proposal involves a corridor of roughly 90 kilometres connecting a new deep water port at Ranong on the Andaman Sea with another port at Chumphon on the Gulf of Thailand, at an estimated cost of about one trillion baht, or somewhere around US\$30 billion (Wongcha-um, 2026). The pitch practically writes itself. Cut the detour around the Malay Peninsula. Bypass the Strait of Malacca. Take a slice of the busiest shipping lane in Asia.

The trouble is that freight does not travel along a line. It travels through contracts, cranes, timetables and customs desks. A container transiting the Strait can stay on one vessel from the Indian Ocean to the Pacific. A container using the Land Bridge must be lifted off a ship at Ranong, marshalled, moved 90 kilometres by rail or road, stored again at Chumphon, and loaded onto a second vessel. That is not a shortcut, it is a new intermodal product competing against a mature, high-frequency maritime network that has spent decades compounding scale economies. Academic work on land bridge economics backs this scepticism. Wang and Meng (2011) show that a land bridge can shift Asian port market shares, but the size and even the direction of the shift depend on network structure and service quality, not on distance saved. Later studies of Southeast Asian port competition reach a similar conclusion from different perspectives. Cost, connectivity, terminal efficiency, and the behaviour of shipping alliances, rather than geography alone, determine which ports attract cargo (Dang & Yeo, 2017; Yap & Yang, 2024).

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In our assessment, the project has genuine strategic value, but its potential role as a global transshipment corridor has been considerably overstated. Beyond this ambitious narrative lies a potentially viable national and subregional logistics corridor. Malaysia should therefore avoid preparing exclusively for a large scale competitive threat that may never fully materialise, while overlooking the smaller but more persistent economic and logistical challenges that are more likely to emerge.

2. What Is Actually On The Table And What Is Still Open

It is worth being precise about how unfinished this project still is, because commentary on both sides of the Strait tends to talk about it as though it were already built. As of 20 July 2026, Thailand's own review committee was still reassessing commercial viability, cargo forecasts and environmental effects, with a report not expected until August, the committee has proposed benchmarking the corridor against Singapore's actual transshipment performance rather than headline voyage-time comparisons, because real port operations are messier than a stopwatch exercise (The Nation, 2026). Submission of the project and its enabling legislation to cabinet was pushed back by a year in early July to allow further public consultation (Thai Newsroom, 2026). Regulators separately ordered a fresh Environmental and Health Impact Assessment after officials discovered a significant discrepancy in earlier estimates of marine-life density near the proposed port sites (Wongcha-um, 2026).

None of this means that the project is no longer viable. Rather, at the time of writing, it remains a proposal undergoing significant reassessment, as its capacity projections, environmental baseline, and financing model continue to evolve. An internal government presentation cited by Reuters put prospective throughput at up to 20 million TEU a year, with logistics-cost savings approaching 30 per cent and transit-time savings of up to 14 days for certain southern China-Indian Ocean routings (Wongcha-um, 2026). Numbers of that size, produced from a base where Ranong handled a little over 1,300 TEU in 2023 (Mark, 2025), belong in the same category as every other pre-financial-close megaproject forecast: useful as an upper bound, useless as a plan.

3. The Economics That Actually Decide The Outcome

3.1 Generalised Cost, Not Nautical Distance

Shippers do not optimise for kilometres. They optimise for the expected total cost of getting cargo to a customer reliably. That figure bundles together direct freight and handling charges, the inventory cost of time spent in transit, the expected cost of disruption, a risk premium for safety and security, and an increasingly important carbon compliance cost.

The Land Bridge's direct cost line is heavier than a single leg voyage. It carries two sets of port dues, two sets of crane lifts, an inter port transfer, documentation at both ends, and possibly the cost of repositioning empty containers. But the bigger issue, the one that should worry planners most, is variance. A route that is six hours faster on average can still end up less efficient overall if it occasionally misses a connecting voyage and triggers delays of two or three days. That is because inventory carrying costs and contractual penalties are driven mainly by extreme delays and unpredictability, not by average transit time.

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3.2 Two Ports Do Not Make One System

Reducing the project's weakness to double handling understates the problem. Handling a box twice is routine and can be done cheaply. The harder challenge is coordinating two ports, at least three transport stages, and several different operators and regulatory regimes so that the whole corridor behaves like a single integrated service.

Say a container reaches Ranong and its connecting train is delayed. It can miss its nominated sailing at Chumphon. If the next departure is two days out, what was supposed to be a six hour transfer has just turned into a multi-day penalty. Hold the vessel instead, to protect the connection, and asset utilisation collapses on the other side of the ledger.

This looks less like a port problem and more like an airport hub and spoke problem, except the assets are heavier, recovery takes longer, and the cargo is far more varied. Without through bills of lading, guaranteed connection windows, shared liability rules and interoperable data systems, the corridor stays two ports joined by a railway. It does not become the kind of integrated logistics service that carriers can confidently sell to their customers.

3.3 The Forecasting Trap And The PPP Illusion

Large port projects tend to justify themselves through a kind of loop. Enormous throughput forecasts justify enormous capacity, and enormous capacity is then pointed to as evidence that the throughput will eventually show up. Breaking that cycle requires a bottom up assessment of demand, built on actual trade routes, actual cargo owners and their actual willingness to pay. It also has to account for competitors who will not simply stand still while Thailand builds. Singapore, Port Klang, PTP and Vietnam's newer terminals will adjust their tariffs and service levels long before they let volume walk away. Static market share assumptions that ignore this kind of reaction tend to overstate what the corridor will actually capture.

There is a second illusion, this one about financing. Thailand has signalled a public private structure in which private investors build and operate the corridor while the state supplies land, concessions and regulatory cover. That arrangement keeps upfront budget exposure low, but it does not make the underlying economic risk go away. If traffic falls short of expectations, investors tend to come back asking for minimum revenue guarantees, tax concessions or longer contract terms. Those commitments can end up costing the government about as much as direct construction spending would have, even though none of it shows up in the original budget. A government that actually wants a credible project, rather than a contingent liability dressed up as a private sector deal, needs to lay out its risk allocation in fiscal terms before financial close, not after.

4. What This Actually Means For Malaysia

4.1 The Exposure Is Concentrated, Not Existential

Malaysia's real vulnerability sits narrowly in transshipment and network connectivity, not in gateway trade tied to Malaysian factories and consumers. Port Klang and the Port of Tanjung Pelepas maintain their competitive positions through their proximity to the main maritime route between East and West, operational scale, strong carrier relationships, and extensive feeder networks. However, history shows that these advantages can still be challenged. Their own rise came partly at Singapore's expense as cost and connectivity conditions shifted (Lam & Yap, 2006, 2008), and more recent work confirms that alliance routing choices can reshuffle regional connectivity quickly when incentives change (Yap & Yang, 2024; Hwang & Huang, 2025). If Thai feeder services become reliable, Malaysia could lose the most mobile segment of transshipment cargo, particularly containers that have no commercial need to enter Malaysian territory. This could also reduce revenue from related services such as bunkering, ship repair, shipping agencies, and marine insurance. Cargo anchored to Malaysian production and consumption is a different story, it is far harder and far less rational for a shipper to divert.

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4.2 Malacca Is Not Going Anywhere

It is worth stating the scale mismatch plainly. More than 102,500 vessels transited the Strait of Malacca in 2025, up from roughly 94,300 in 2024, carrying an estimated 22 per cent of global trade (Reuters, 2026). A corridor designed primarily for feeder vessels, which Thai officials now emphasise, would be unable to accommodate bulk carriers, most tankers, or the majority of mainline container services. These vessels would continue to have strong economic incentives to sail directly through the Strait of Malacca. Even a genuinely successful Land Bridge capturing several million TEU a year would move the competitive margin, not erase the maritime artery. Malaysian policy should be calibrated to that reality: neither the complacency of assuming geography guarantees permanence, nor the panic of an indiscriminate capacity race against a threat several times smaller than its own headlines.

4.3 Three Futures, Not One Forecast

Rather than betting on a single throughput number, Malaysian planning is better served by three scenarios. In the first scenario, delays, cost overruns, environmental restrictions, or limited investor interest cause the project to remain stalled indefinitely. The impact on Malaysian ports would be minimal, although the proposal would still demonstrate that regional competitors are actively exploring alternatives to the existing maritime system. In the second scenario, which I consider the most plausible outcome over the medium term, Thailand develops the project gradually as a gateway corridor for domestic exports, trade with South Asia, and selected feeder services. Malaysia may lose a manageable share of transshipment cargo at the margin, while gaining new logistics opportunities across its northern border.

In the third scenario, a well-financed consortium secures firm commitments from shipping carriers and operates both ports and the rail connection as a coordinated system. If it delivers rapid and reliable cargo transfers at scale, Port Klang and the Port of Tanjung Pelepas could face significant pressure on pricing and connectivity. Even under these conditions, however, the corridor would complement the Strait of Malacca rather than replace it.

The main policy mistake would be to invest as though the third scenario were certain while maintaining governance arrangements suited only to the first.

5. Logistics Governance: The Infrastructure Nobody Photographs

Ports and railways are the most visible parts of a transport corridor. However, its economic success also depends on less visible factors such as decision making authority, data standards, liability rules, emergency procedures, and performance incentives. If each port focuses only on berth utilisation, the railway focuses only on train capacity, customs focuses only on inspection targets, and shipping companies follow their own schedules, containers may still arrive late. This can happen even when every organisation achieves its individual target. Such coordination problems are common in networks involving many different participants. Research on port resilience therefore describes ports as sociotechnical systems that depend on information sharing and flexible governance as much as physical infrastructure (Lau et al., 2024). Tsoulfas (2026) reaches a similar conclusion.

A corridor of this size needs a central body with enough authority to coordinate transport schedules, manage recovery after disruptions, and publish performance information. This does not mean that one company must control the entire corridor. It means that every operator must follow a common operating system with clear accountability. Regulation should also remain separate from commercial operations. An independent regulator should oversee tariffs, access, safety, and data, while the concessionaire manages daily services. If the same organisation promotes, regulates, and operates the corridor, it may be tempted to hide weak performance or compromise safety to increase cargo volume. The World Bank (2023) shows that shared cargo information systems can improve coordination among shipping lines, terminals, customs authorities, and insurers. However, greater reliance on digital systems can also increase cyber risk. Digital resilience must therefore be treated as a governance responsibility and not simply as a technical matter (Tsoulfas, 2026).

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These issues are not minor academic concerns. A concession worth one trillion baht may remain in force long after the government that approved it has left office. The concession agreement will therefore shape the economic rules of the corridor for many years. It should include measurable standards for connection reliability and cargo waiting time. It should also contain firm safety requirements, transparent tariff reviews, clear limits on public guarantees, and regular assessments of cargo demand before each expansion phase begins. If these obligations are hidden inside an unclear contract, the corridor may become a long term financial liability rather than a valuable national asset.

6. Safety Is The Corridor's Real Licence To Operate

A land bridge does not remove risk. It moves risk to different parts of the transport system. Ships using the Strait of Malacca face dangers such as collisions, grounding, and piracy. The Land Bridge would create risks at ports, container terminals, railway crossings, roads, coastal areas, and nearby ecosystems. Common hazards include moving vehicles, cranes, falling containers, equipment failure, and human error (Alyami et al., 2014). Similar concerns are discussed by Budiyanto and Fernanda (2020). Corrigan et al. (2019) also explain that port safety depends on workplace culture as well as regulations. The project is not necessarily unsafe, but its risks must be carefully compared with those of the existing sea route.

Thailand should create one safety plan for the whole corridor. It should cover shipping, port operations, rail and road transport, dangerous cargo, digital systems, environmental emergencies, and climate risks. The plan must also consider how one failure could affect the rest of the corridor. For example, a cyberattack on a terminal system could cause traffic congestion and delay emergency vehicles.

Independent regulation is essential. The regulator must be able to stop operations when safety standards are not met. Safety reports should monitor warning signs such as near misses, delayed maintenance, and worker fatigue. Contracts should also reward safe and reliable operations, not simply higher cargo volumes.

Safety is more than a legal requirement. It helps insurers, shipping companies, workers, and local communities decide whether they can trust the project. Without public and commercial trust, the Land Bridge will struggle to attract cargo and investment.

7. What Malaysia Should Actually Do

Malaysia may feel pressure to answer Thailand's Land Bridge with another major project, more port capacity, lower prices, and bold public promises. However, this would repeat the mistaken belief that new infrastructure will automatically attract cargo. Malaysia needs a more practical response based on five priorities.

First, Malaysian ports should operate as parts of one national logistics system. Port Klang, the Port of Tanjung Pelepas, Penang Port, Kuantan Port, and the ports of East Malaysia serve different regions and customers. Their success should be measured through delivery time, reliability, and service quality, not only by the number of containers handled. Publishing performance data would also help shipping companies make better decisions.

Second, investment in the East Coast Rail Link and future port expansion should be supported by real cargo demand. Malaysia should identify the goods, customers, and trade routes that will use the new capacity before committing large amounts of public money. Investment should not be driven by political rivalry with Thailand.

Third, Malaysia should avoid competing mainly through lower port charges. Discounts may protect cargo volumes for a short time, but they can reduce the money available for automation, safety, and environmental improvements. Malaysian ports should instead offer reliable connections, effective recovery after disruptions, and strong supporting services such as bunkering, ship repair, marine insurance, and digital documentation.

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Fourth, Malaysia should treat the growth of southern Thailand as an economic opportunity. Kedah, Perlis, and Penang could benefit from stronger logistics connections, temperature controlled supply chains, and manufacturing activities near Padang Besar and Bukit Kayu Hitam.

Fifth, Malaysia should take a leading role in improving safety in the Strait of Malacca. It should strengthen cooperation with Indonesia, Singapore, and Thailand in vessel monitoring, emergency response, and cyber resilience. A serious disruption would cause more than physical damage. It could also create shipping delays, increase inventory costs, and affect supply chains across the region (Verschuur et al., 2025).

8. A Better Decision Rule For Thailand

If Thailand wishes to preserve the project's future potential while restoring its credibility, it should abandon the idea that the corridor must be built either in full or not at all. A gradual development strategy would begin with an independent demand assessment that external researchers can reproduce. It would compare the proposed project with the cost and benefits of improving existing infrastructure. Environmental approval and meaningful community consent should be secured before the concession area becomes difficult to reverse. Thailand could then introduce a modest pilot service that measures actual transfer costs, connection reliability, and customer demand. Further expansion should proceed only when the corridor meets clear utilisation, safety, and service performance requirements.

This approach would strengthen the project's financial credibility more effectively than promotional forecasts. Ambition and patience are not opposing principles in this case. A carefully developed project is more likely to remain viable when tested against actual costs, revenues, and investor expectations.

9. Final Judgement

Supporters of the Land Bridge often point to the success of the Port of Tanjung Pelepas. However, the comparison has important limits. The Port of Tanjung Pelepas was built close to an established shipping route and could attract major carriers without requiring containers to leave one ship, cross land, and board another vessel. Thailand's Land Bridge faces a more difficult task. It must connect two new ports, manage transport across the peninsula, coordinate two separate sea journeys, address environmental concerns, and finance many expensive assets. These requirements create greater financial and management challenges. A careful assessment of the project is therefore realistic rather than pessimistic.

The Land Bridge is more likely to succeed as a regional transport corridor than as a replacement for the Strait of Malacca. It could support Thai exports, improve access to the Bay of Bengal, and provide another transport option during regional disruptions. Malaysia may lose some transshipment cargo if the corridor performs well. However, the effect is likely to remain manageable and should not threaten Malaysia's wider economy.

Malaysia should respond by improving the quality of its own logistics system. Its ports must offer reliable schedules, safe operations, efficient cargo handling, and strong connections with other forms of transport. Investment in the East Coast Rail Link and future port expansion should be based on genuine cargo demand rather than prestige or political competition. Good governance and strong safety standards should not be viewed as extra costs. They are what turn ports, cranes, railway lines, and other infrastructure into a dependable service that customers are willing to use and pay for that.

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**ECONOMICS OPINION
RETHINKING THAILAND'S LAND BRIDGE AND WHAT IT REALLY
MEANS FOR MALAYSIA**

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Short Biographical:

Dr. Mohd Azril Ismail is an Associate Professor at the School of Technology and Logistics, Universiti Utara Malaysia (UUM). He is a Chartered Member of the Institute of Logistics and Transportation. In 2010, he earned his Ph.D. in Maritime Safety & Health from Universiti Teknologi Malaysia. Dr. Mohd Azril began his career as a System Analyst with the Majlis Perbandaran Subang Jaya, Selangor. He joined Universiti Utara Malaysia as an academician in June 2006.

Dr. Mohd Azril's research has been widely published and presented at numerous international conferences and journals, including the International Journal of Management, Journal of Management, Economics, and Industrial Organization, Contemporary Nurse: A Journal for the Australian Nursing Profession, Safety Science, International Journal of Supply Chain Management, Journal of Engineering and Applied Sciences, Asian Pacific Journal of Education, Arts and Sciences, Journal of Advanced Research in Business and Management Studies, and Journal of Advanced Management Science.



Short Biographical:

Ts. Dr. Abdul Khabir Rahmat, CMILT is a senior lecturer and the Head of Postgraduate Studies at the Malaysia Institute of Transport (MITRANS), Universiti Teknologi MARA (UiTM). He holds a PhD in Transport and Logistics from UiTM, with research focusing on logistics and transport management, sustainable supply chains, road safety, service quality, and emerging technologies in transportation. He previously served as the Coordinator of the Executive Diploma in Transport Management and Enforcement, a collaborative programme between UiTM and the Road Transport Department Malaysia.

Dr. Abdul Khabir is a Chartered Member of the Chartered Institute of Logistics and Transport and a registered Professional Technologist. He has led and participated in numerous research, consultancy, and industry projects involving government agencies and industry partners. His scholarly works have been published in journals and professional publications covering sustainable logistics, maritime safety, artificial intelligence in trucking, online food delivery, and logistics service quality. He is also actively involved in postgraduate supervision, professional training, policy-oriented research, and academic-industry engagement in the transport and logistics sector.



Professional REFLECTION

THE 5W1H CONCEPT IN SUPPLY CHAIN MANAGEMENT: A SIMPLE FRAMEWORK FOR OPERATIONAL EXCELLENCE

BY: ZULKARNIAN BIN AHMAD CMILT
LECTURER, FACULTY OF MARITIME MANAGEMENT,
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In today's dynamic business environment, supply chain management (SCM) has become increasingly complex. Organizations are required to coordinate suppliers, manufacturers, logistics providers, distributors, and customers across multiple locations and time zones. To effectively manage these complexities, supply chain professionals need practical problem-solving and decision-making tools. One of the simplest yet most powerful approaches is the 5W1H concept.

The 5W1H framework stands for What, Why, Who, Where, When, and How. Originally used in journalism and investigative analysis, this concept has become widely applied in business operations, quality management, logistics, and supply chain management. By systematically answering these six questions, organizations can gain a comprehensive understanding of processes, identify inefficiencies, and implement effective solutions.



Understanding the 5W1H Framework

The 5W1H approach encourages a structured analysis of any supply chain activity or challenge.

1. What?

The question "What?" focuses on identifying the subject matter.

In supply chain management, this may involve:

- What products are being sourced?
- What inventory levels are required?
- What transportation mode is being used?
- What problem is occurring within the supply chain?

Example: A company experiences frequent stockouts of critical components. The first step is to determine what specific items are causing disruptions and what impact these shortages have on operations.

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2. Why?

The question "Why?" investigates the reason behind a process, action, or problem.

Supply chain professionals use this question to identify root causes and business objectives.

Examples include:

- Why are delivery delays occurring?
- Why is inventory carrying cost increasing?
- Why is a particular supplier selected?

Example: If suppliers consistently fail to deliver on time, managers must determine whether the issue is caused by production constraints, transportation challenges, customs delays, or inaccurate demand forecasts.

Understanding the "why" helps organizations move beyond symptoms and address the actual causes of supply chain problems.

3. Who?

The "Who?" element identifies the stakeholders involved in supply chain activities.

This includes:

- Suppliers
- Procurement teams
- Warehouse personnel
- Logistics service providers
- Customers
- Regulatory authorities

Example: When implementing a new Warehouse Management System (WMS), identifying who is involved is crucial. Employees, IT specialists, logistics partners, and management teams all play important roles in ensuring successful implementation.

Clearly defined responsibilities improve accountability and communication throughout the supply chain.

4. Where?

The question "Where?" examines the location of activities and events.

In supply chain management, location decisions significantly affect cost, efficiency, and service levels.

Examples include:

- Where are manufacturing facilities located?
- Where are inventory stocks held?
- Where are shipment bottlenecks occurring?
- Where should distribution centres be established?

Example: A retailer notices long delivery lead times to customers in East Malaysia. An analysis of "where" may reveal that establishing a regional distribution centre could improve responsiveness and customer satisfaction.

Location analysis helps optimize transportation costs and service performance.

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5. When?

The "When?" component focuses on timing.

Supply chain performance is highly dependent on proper scheduling and synchronization.

Relevant questions include:

- When should materials be ordered?
- When should deliveries be scheduled?
- When are seasonal demand peaks expected?
- When should inventory replenishment occur?

Example: A consumer electronics company preparing for year-end sales campaigns must determine when to increase inventory levels to meet anticipated demand while avoiding excess stock.

Accurate timing improves inventory management and reduces operational risks.

6. How?

The final question, "How?", addresses methods, processes, and execution strategies. This includes:

- How products are sourced
- How inventory is managed
- How transportation is conducted
- How performance is measured

Example: If a company wants to reduce transportation costs, it must analyze how shipments are planned, consolidated, and routed. Alternative methods such as cross-docking, route optimization, or multimodal transportation may provide more efficient solutions.

The "How" transforms planning into practical action.

Application of 5W1H in Supply Chain Problem-Solving

The strength of the 5W1H framework lies in its ability to support systematic problem-solving.

Case Example: Delivery Delay Issue

A manufacturing company experiences frequent delays in receiving raw materials.

Using the 5W1H framework:

Based on this analysis, management may decide to diversify transportation routes, develop alternative suppliers, or establish buffer inventory to mitigate future disruptions.

Question	Analysis
What?	Raw material deliveries are delayed by 3–5 days.
Why?	Suppliers face transportation disruptions.
Who?	Suppliers, logistics providers, procurement team.
Where?	Delays occur at a congested port.
When?	Primarily during peak shipping periods.
How?	Current transportation route relies on a single gateway.

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Benefits of 5W1H in Supply Chain Management

Organizations that consistently apply the 5W1H approach can achieve several benefits:

1. Improved Decision-Making

A structured questioning process ensures decisions are based on comprehensive information rather than assumptions.

2. Enhanced Problem Identification

Root causes can be identified more effectively, enabling targeted corrective actions.

3. Better Communication

The framework provides a common language for discussing supply chain issues among different departments and stakeholders.

4. Increased Operational Efficiency

By understanding processes thoroughly, organizations can eliminate waste, reduce delays, and improve productivity.

5. Stronger Risk Management

The framework helps identify vulnerabilities and develop contingency plans before disruptions occur.

Conclusion

The 5W1H concept is a simple yet highly effective tool for supply chain management professionals. By systematically asking What, Why, Who, Where, When, and How, organizations can gain deeper insights into their operations, identify inefficiencies, and make informed decisions.

In an era where supply chains face challenges such as global disruptions, fluctuating demand, and increasing customer expectations, adopting structured analytical frameworks like 5W1H can significantly improve resilience and operational performance. Whether applied to procurement, inventory management, transportation, warehousing, or customer service, the 5W1H methodology remains a valuable guide for achieving supply chain excellence.

The 5W1H method is a critical thinking and problem-solving framework that gathers fundamental information about a situation by asking six core open-ended questions: Who, What, When, Where, Why, and How. It is used to define problems, brainstorm solutions, and streamline project management.

Mr. Zulkarnian bin Ahmad, CMILT is a dedicated academic and Chartered Member of the Chartered Institute of Logistics and Transport (CILT) with extensive experience in logistics, supply chain management, transportation, and higher education. He is currently a Full-Time Lecturer at Akademi Laut Malaysia (ALAM), where he contributes to teaching, curriculum development, and academic leadership. He previously served for over a decade at UniKL Business School in various academic and quality assurance leadership roles.

He holds a Master of Science (Management) and a Bachelor of International Business Management (Hons) from Universiti Utara Malaysia, complemented by professional qualifications and memberships in several recognised institutions. His research interests include logistics, supply chain management, and halal logistics, with publications in SCOPUS-indexed journals and contributions to international conferences. He is also actively involved in consultancy, postgraduate supervision, and national quality assurance as an MQA panellist.



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Professional REFLECTION

SAFER ROADS, STRONGER COMMUNITIES: FROM AWARENESS TO ACTION **TS DR. NUUR FATHIN ROSLAN CMILT** **SENIOR LECTURER, UNIKL MITEC,** **PASIR GUDANG, JOHOR**

Road safety remains one of the most pressing public concerns in Malaysia. Despite continuous awareness campaigns and stricter traffic regulations, road accidents continue to increase year after year. These accidents result in the loss of lives, serious injuries, emotional trauma, and significant economic costs. Every road user deserves to travel safely, yet many still face unnecessary risks on Malaysian roads. Building safer roads requires more than awareness; it requires collective action from individuals, communities, and authorities.

Statistics released over the years indicate that the number of road accidents in Malaysia continues to rise. This alarming trend suggests that current safety measures are still insufficient to address the growing challenges of road transportation. Several tragic incidents have highlighted the seriousness of the issue. One heartbreaking case involved a schoolboy who lost his life after being struck by a school bus. Other accidents involving heavy lorries have resulted in multiple fatalities, raising concerns about vehicle maintenance, driver fatigue, and enforcement of safety regulations. In another incident, an e-hailing driver was killed after being hit while carrying out his work. These cases demonstrate that road accidents can affect anyone regardless of age, occupation, or mode of transport.

Although each accident has different circumstances, they all point to a common reality: road safety remains a major challenge in Malaysia. Why do road accidents continue to increase? Several factors contribute to the increasing number of road accidents.

Firstly, reckless driving remains one of the leading causes. Speeding, dangerous overtaking, distracted driving, and ignoring traffic signals significantly increase the likelihood of collisions. Secondly, heavy vehicles such as lorries and buses present additional risks when safety regulations are not properly followed. Overloaded vehicles, poor maintenance, and driver fatigue can lead to devastating accidents. Thirdly, vulnerable road users including pedestrians, cyclists, motorcyclists, school children, and e-hailing drivers often face greater danger because they have less protection during collisions. Finally, although awareness campaigns are regularly conducted, many road users fail to consistently practice safe driving habits. Awareness alone is not enough if it is not translated into responsible behaviour.

Improving road safety requires practical action from every member of society. Road users should obey speed limits, avoid distractions such as mobile phones, wear seat belts and helmets correctly, and remain patient and courteous while driving. Parents should educate children on safe road-crossing practices, while schools can strengthen road safety education through regular programmes. Employers, especially transport companies, should ensure that drivers receive adequate rest, proper training, and regular health checks. Vehicles should also undergo routine inspections to ensure they are roadworthy.

Government agencies should continue improving road infrastructure, strengthen traffic law enforcement, and introduce safer road designs in high-risk areas. Community organisations can also organise road safety campaigns and encourage responsible driving habits among residents.

The increasing number of road accidents in Malaysia reminds us that road safety remains an urgent national concern. Tragic incidents involving school children, heavy vehicles, and e-hailing drivers demonstrate that no road user is completely safe when responsible behaviour is lacking. Creating safer roads requires cooperation between government agencies, transport operators, schools, communities, and every individual who uses the roads. By turning awareness into meaningful action, Malaysia can reduce road accidents, save lives, and build stronger, safer communities for future generations.

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Professional REFLECTION

THE MAP IS MOVING MARITIME GEOPOLITICS, SUPPLY CHAIN RESILIENCE AND THE NEW DUTY OF THE LOGISTICIAN BY CAPT. JAMES FOONG FNI FCILT FCMI

At sea, geopolitics rarely arrives as a lecture.

It arrives as a revised voyage instruction, a security warning, a sudden change of port rotation or an order to take the longer route around a conflict zone.

On shore, the same event appears as delayed cargo, higher freight costs, disrupted inventory plans and urgent questions from customers.

The mariner and the logistician may be looking at different screens, but they are dealing with the same disruption.

Maritime geopolitics is no longer a distant subject reserved for diplomats, defence analysts or academics. It is now part of the daily operating environment of logistics, transport and shipping.

For decades, supply chains were built mainly around efficiency: lower inventory, faster transit, concentrated production and just-in-time delivery. That model worked when tomorrow behaved broadly like yesterday.

Conflict, sanctions, trade restrictions, cyber threats and competition over strategic waterways can alter shipping routes and cargo flows with little warning. A reliable route can become unacceptable. A low-cost supplier can become a strategic dependency. A major port can become a single point of failure.

The map may not have changed, but its commercial meaning has.

For the modern logistician, geography now includes political exposure, regulatory uncertainty, security risk and alternative routes.

Efficiency matters, but it cannot remain the only measure of a good supply chain. Resilience requires visibility, options and disciplined decision-making.

Can cargo be rerouted? Does the alternative port have capacity? Do commercial teams understand the operational consequences of a longer voyage? Who can act before disruption becomes failure?

Resilience is not created during a crisis. It is revealed during one.

Ships and seafarers are often treated as the final execution layer of decisions made ashore. That view is incomplete.

Mariners operate where commercial intention meets physical reality. They see how weather affects schedules, congestion changes fuel consumption, draft restrictions reduce cargo capacity and a small delay disturbs an entire voyage rotation.

A longer route may look manageable on a planning dashboard. Onboard, it can mean additional fuel, machinery exposure, fatigue risk and delayed crew relief.

This knowledge should not remain trapped onboard. Seafarers should be recognised as contributors to supply-chain intelligence. Their experience can expose vulnerabilities not yet visible in freight data or management reports.

Mariners, in turn, need to understand the commercial and geopolitical context behind voyage decisions.

Sea and shore become stronger when each understands the pressures facing the other.

Geopolitical resilience is also a matter of public policy. Shipping policy must ask whether a country can continue supporting trade when established routes or operating assumptions are disrupted.

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For Malaysia, this matters. Our position within Asian shipping and manufacturing networks creates opportunity, but also exposes us to regional security shifts, trade-policy changes, port competition and unstable shipping connectivity.

National resilience requires coordination across shipping, ports, freight, manufacturing, customs, universities and professional bodies. Seafarers must also be treated as strategic human capital.

This is where CILTM has a meaningful role: connecting the warehouse manager with the shipmaster, the transport planner with the port operator, the academic with the practitioner and the policymaker with those who implement policy.

Tomorrow's logisticians must understand geopolitics. Tomorrow's mariners must understand supply-chain strategy. Tomorrow's policymakers must understand operational reality.

The future belongs not to organisations that predict every disruption, but to those that detect change early, understand its consequences and adapt before crisis.

The map is moving. Our professional thinking must move with it.

“No Seafarers = No Shipping = No Shopping”

ABOUT THE AUTHOR

Capt. James Foong FNI FCILT FCMI is a Malaysian maritime professional and logistics practitioner with extensive experience in international shipping, vessel operations, maritime assurance, auditing and supply-chain management.

He holds a Master Mariner Certificate of Competency from New Zealand and an MBA in Shipping and Logistics from Middlesex University London. He is currently pursuing doctoral research (PhD) in International Business Management, with a research focus on maritime geopolitics, supply-chain resilience and shipping policy.

Capt. Foong is a Fellow of The Nautical Institute, a Chartered Fellow of the Chartered Institute of Logistics and Transport, and a Fellow of the Chartered Management Institute. His professional interests centre on the relationship between maritime operations, geopolitical risk, global trade, logistics strategy and public policy.

Drawing from practical experience at sea and in maritime management, he advocates for stronger integration between seafarers, logisticians, port professionals, supply-chain leaders, academics and policymakers. He believes that resilient supply chains cannot be developed through commercial planning alone, but must also incorporate operational reality, human capability and a deeper understanding of geopolitical risk.

His work seeks to bridge the gap between shipboard experience and shore-based decision-making, while promoting greater recognition of seafarers as essential contributors to global logistics and supply-chain resilience.



BY CAPT. JAMES FOONG FNI FCILT FCMI

Professional REFLECTION

DRIVING INTO A HOBBY: DEVELOPING SKILLED, RESPONSIBLE, AND SAFETY-CONSCIOUS DRIVERS BY JAMIL MANAN SUPRI

Driving should not be viewed merely as a daily necessity to move from one destination to another, but as a lifelong skill that requires continuous learning, practice, discipline and improvement. The concept of “Turning Driving into a Hobby” encourages road users to develop a passion for driving safely while building the knowledge, attitude and competency required to become responsible drivers.

A competent driver is not measured only by the ability to operate a vehicle, but by the ability to understand risks, anticipate hazards, make safe decisions and demonstrate respect for all road users. Developing quality drivers requires a holistic approach that begins with cultivating the right mindset and continues through education, training, experience and positive behavioural change.

1. Developing a Positive Mindset: Love Driving, Respect Safety

The journey towards becoming a competent driver begins with the right attitude. Drivers must develop the mindset that driving is a privilege and responsibility, not merely a routine activity.

A safety-conscious driver understands that every journey involves shared responsibility towards passengers, pedestrians, motorcyclists and other road users. The enjoyment of driving should come from the confidence of being skilled, disciplined and safe, not from speed, aggressive behaviour or taking unnecessary risks.

By turning driving into a hobby, individuals can develop greater interest in improving their skills, understanding their vehicles and continuously learning better driving practices.

2. Building Strong Knowledge of Road Safety Principles

A competent driver must have a deep understanding of road safety concepts, including:

- * Hazard perception and risk assessment, recognising potential dangers before they develop into critical situations.
- * Safe following distance and speed management, maintaining sufficient reaction time and adapting speed according to road, weather and traffic conditions.
- * Understanding road signs, markings and traffic regulations, ensuring compliance with legal requirements and safe road interaction.
- * Sharing the road responsibly, respecting vulnerable road users such as pedestrians, cyclists and motorcyclists.
- * Understanding human factors, recognising the dangers of fatigue, distraction, emotional driving and impaired judgement.

Road safety knowledge should not end after obtaining a driving licence. It should become a continuous learning process throughout a driver's lifetime.

3. Attending Professional Defensive Driving Courses

Obtaining a driving licence is only the beginning of the learning journey. Drivers should be encouraged to attend structured defensive driving programmes to enhance their competency.

Defensive driving training helps drivers to:

- * Improve hazard anticipation skills.
- * Develop better vehicle control techniques.
- * Understand emergency response and avoidance manoeuvres.
- * Manage challenging road conditions safely.
- * Improve decision-making under pressure.
- * Develop confidence without becoming overconfident

Professional REFLECTION

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Continuous driver development through certified training programmes can transform ordinary drivers into skilled and responsible road users.

4. Understanding Vehicle Maintenance and Technology

A responsible driver must also understand the importance of keeping their vehicle safe and roadworthy.

Basic vehicle knowledge should include:

- * Regular inspection of tyres, brakes, lights and essential safety components.
- * Understanding vehicle warning indicators.
- * Ensuring proper servicing schedules are followed.
- * Know the limitations and capabilities of the vehicle.
- * Understanding modern safety technologies such as Advanced Driver Assistance Systems (ADAS).

A safe driver understands that vehicle conditions directly affect road safety and that maintenance is part of responsible ownership.

5. Developing Good Driving Behaviour and Discipline

Competent drivers demonstrate positive behaviours consistently, including:

- * Wearing seat belts and ensuring passengers do the same.
- * Avoiding mobile phone use while driving.
- * Never drive under the influence of alcohol or drugs.
- * Showing patience and courtesy towards other road users.
- * Avoiding aggressive driving and unnecessary competition on public roads.
- * Giving priority to safety over convenience or speed.

Safe driving is not only about following rules when enforcement is present; it is about having personal responsibility even when nobody is watching.

6. Becoming a Role Model for Others

Every driver has the ability to influence family members, friends and the next generation. Good drivers should set positive examples by demonstrating safe and respectful behaviour.

Parents, in particular, play an important role in shaping young drivers by:

- * Practising safe driving habits.
- * Teaching children road safety values from an early age.
- * Encouraging responsible attitudes towards vehicle use.
- * Supporting proper training before allowing young people to become drivers.

A culture of safety begins when responsible behaviours are passed from one generation to another.

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7. Continuous Improvement: The Journey Never Ends

A truly competent driver recognises that learning never stops. Roads, vehicles, technology and traffic conditions continue to change. Therefore, drivers must continuously improve through:

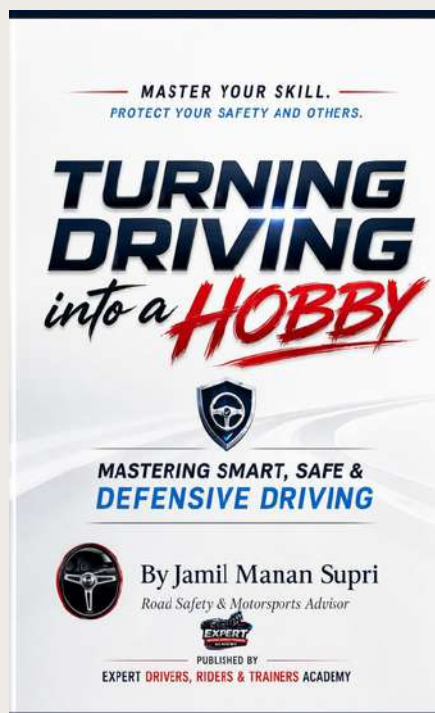
- * Refresher training.
- * Learning from road safety campaigns and awareness programmes.
- * Understanding new vehicle technologies.
- * Reviewing personal driving behaviour.
- * Sharing knowledge with other road users.

Creating a Culture of Competent and Responsible Drivers

Turning driving into a hobby represents a transformation from simply being a vehicle operator into becoming a skilled, knowledgeable and safety-conscious driver.

Through a combination of passion for safe driving, continuous education, defensive driving competency, vehicle knowledge, compliance with road safety rules and positive role modelling, Malaysia can develop a new generation of quality drivers who contribute towards safer roads and the national aspiration of reducing preventable road crashes and fatalities.

Safe roads begin with responsible drivers—and responsible drivers are created through lifelong learning.



Professional REFLECTION



JOHOR NEGERI PERTAMA LAKSANA SISTEM LOGISTIK HALAL

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YOUR OPINION

Star Education
19 July 2026

We welcome letters on issues related to education.
Send to educate@thestar.com.my
Letters must carry the sender's full name, address and telephone number.

WHEN we hear the word "education", most of us immediately think of schools, colleges, universities, examinations and academic qualifications.

While these are important, true education is far broader than the certificates hanging on our walls. It is a lifelong journey that shapes not only what we know, but also who we become.

In a world where change is the only constant, our capacity to learn, unlearn and relearn is our greatest asset. The classroom of life never closes.

One of the most valuable lessons is learning from our mistakes. Wise people reflect on what went wrong and avoid repeating them. This requires humility.

Life constantly reminds us that no matter how much we think we know, there is always more to discover. Arrogance closes the door to growth, but humility allows us to listen, accept constructive criticism, and become better versions of ourselves for the benefit of our communities.

Beyond the exam hall

For education to be truly meaningful, the way knowledge is delivered must evolve.

Educators have a vital responsibility to help students understand why they are learning a particular subject and how it is applied in the real world. How does this formula, history lesson or theory improve lives?

When students connect the dots between textbook learning and everyday life, they stop studying merely for the sake

of passing exams. Knowledge becomes meaningful because they see its relevance in the workplace, family and society.

Ultimately, how far we go depends entirely on our attitude towards learning.

Some people are quick to learn and internalise new ideas, constantly seeking ways to weave new information into their daily routines. Others, unfortunately, adopt a complacent attitude.

In a fast-moving world, apathy is a trap; it is our active engagement with learning that determines our trajectory.

Cultivating a questioning mind

A truly educated person must also develop a robust questioning mind.

One of the first and most enduring lessons I learnt while studying statistics at university was this: "Statistics are just numbers that people use to tell the story they want to tell."

Data can present the truth in a highly skewed fashion, often revealing only half-truths. The devil is always in the details. The same critical eye must be applied to slogans and speeches delivered by leaders, especially politicians.

We must not only take them with a pinch of salt but remind ourselves that grand words mean absolutely nothing if no one gives "life" to them through concrete action.

True education also requires us to recognise that our own prejudices shape our judgements, perceptions and values.

By actively unlearning these biases, we open ourselves up to a richer existence.

Character building

Education also teaches us responsibility, empathy and resilience.

Through interaction with people from different backgrounds, races, religions and cultures, we learn to appreciate diverse perspectives, making us more compassionate and willing to lift up those less fortunate.

We also learn to handle setbacks. Education is not merely about celebrating success; it is about learning how to move forward after failure.

Perhaps one of the most overlooked forms of education is learning from others – our parents, colleagues and even strangers. The experiences of older generations contain wisdom that no textbook can replicate.

Yet, this exchange goes both ways. For seniors, continuing to learn is not just a hobby; it is essential for keeping the mind active.

The ultimate purpose

Finally, education must cultivate integrity. Knowledge without values can be dangerous.

A truly educated person is not measured solely by their grades or corporate titles, but by their honesty, fairness, kindness, and respect for others.

In the end, the true purpose of education is not simply to produce graduates, professionals or commercial experts.

It is to mould thoughtful, responsible, compassionate and ethical citizens who make society better through their daily actions.

Everything I have shared above is not drawn from textbooks, but from the rich, accumulated experiences of the life I have lived.

Along the way, I have faced obstacles, frustrations and disappointments – even to the point of wanting to give up entirely. I fell down more times than I can count but each time, I got back up and grew stronger.

My advice to the younger generation is to take these hardships in your stride; everyone must pass through these painful phases to learn and become a well-rounded, better-educated person.

Life is never perfect. It is precisely from these imperfections that we learn the most, and learn the fastest.

At 77 years old, I offer these words of wisdom in the hope that they light your path forward.

DR POLA SINGH
Kuala Lumpur

WHAT MAKES US TRULY EDUCATED?

[HTTPS://WWW.THESTAR.COM.MY/NEWS/EDUCATION/2026/07/19/WHAT-MAKES-US-TRULY-EDUCATED](https://www.thestar.com.my/news/education/2026/07/19/what-makes-us-truly-educated)

BY DR POLA SINGH CMILT
FORMER CILTM SECRETARY GENERAL

Professional REFLECTION

WHAT FIFA WORLD CUP TAUGHT US ABOUT CHARACTER IN DEFEAT

When world-class players respond poorly to defeat, they unintentionally teach the next generation that disappointment justifies disrespect, writes Dr Pola Singh.

https://twentytwo13.my/what-fifa-world-cup-taught-us-about-character-in-defeat/?utm_campaign=shareaholic&utm_medium=copy_link&utm_source=bookmark



EVERY BIRTHDAY IS A BONUS: A MESSAGE TO MY FELLOW SENIORS

By Pola Singh

This July, I celebrated my 77th birthday. It was not just one celebration, but two—one with my brothers and sisters and their spouses at the beautiful Orchard Resort in Melaka, and another in Kota Kinabalu with my wife and our daughter's family, including our two beloved grandchildren.

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the Logistics, Transport
and Supply Chain
Profession



NEXT GENERATION

- Peer to Peer connections
- Mentored by Industry Leaders
- Career Fair and Job Opportunities

