



The Chartered
Institute of Logistics
and Transport

For Members Only

CILTM Pulse

March
2026

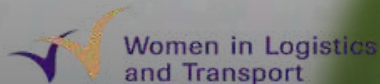


PLANT A TREE
GROW A FUTURE

Start planting today for a greener tomorrow



NEXT
GENERATION



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EDITORIAL TEAM

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Assisted by
CILTM Secretariat, NextGen & WiLAT

Congratulations!



The Chartered Institute of Logistics and Transport

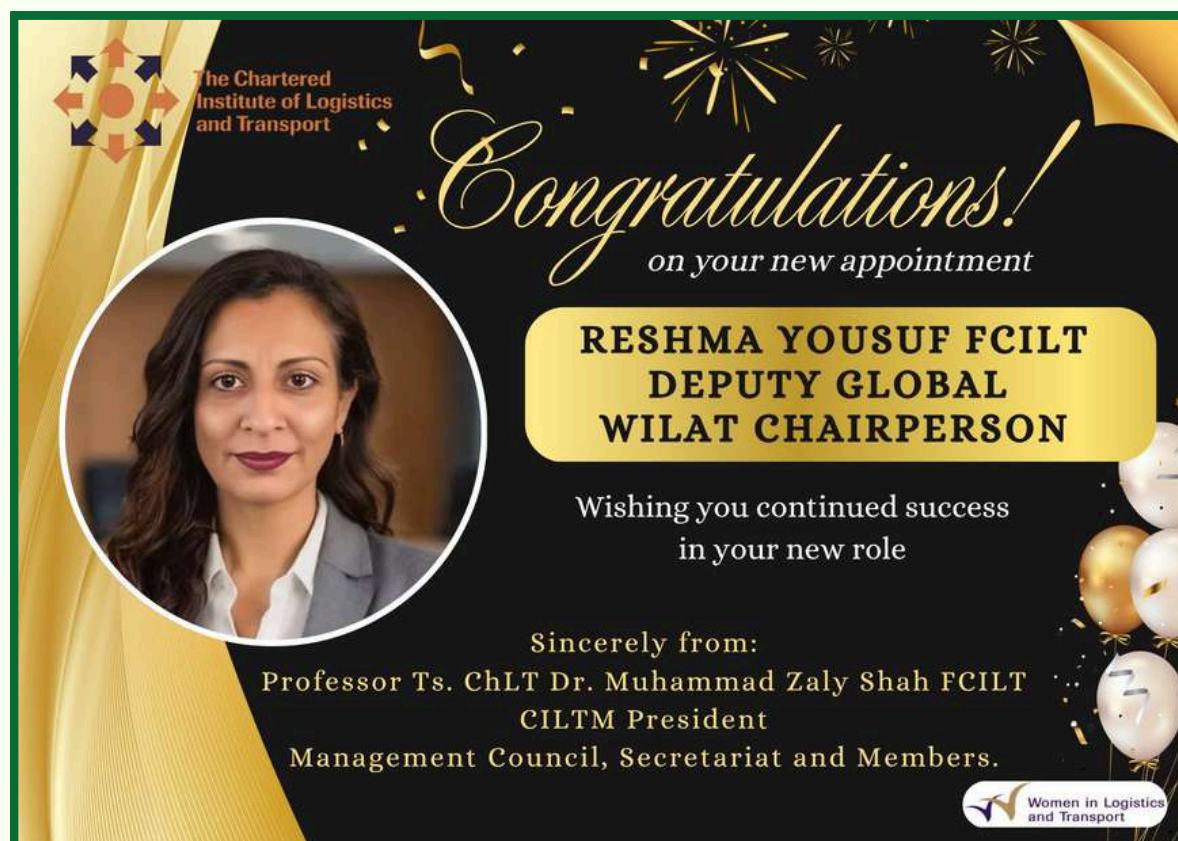


Congratulations
on your new appointment


DOREEN OWUSU-FIANKO FCILT
GLOBAL WILAT CHAIRPERSON

Congratulations on reaching this milestone! Wishing you continued success in all your endeavors.

Sincerely from:
Professor Ts. ChLT Dr. Muhammad Zaly Shah FCILT
CILTM President
Management Council, Secretariat and Members.



The Chartered Institute of Logistics and Transport




Congratulations!
on your new appointment

RESHMA YOUSUF FCILT
DEPUTY GLOBAL
WILAT CHAIRPERSON

Wishing you continued success
in your new role

Sincerely from:
Professor Ts. ChLT Dr. Muhammad Zaly Shah FCILT
CILTM President
Management Council, Secretariat and Members.



President's Message

Assalamualaikum Warahmatullahi Wabarakatuh & Salam Sejahtera

**Prof. Ts. ChLT Dr. Muhammad Zaly Shah
FCILT, President
The Chartered Institute of Logistics and
Transport Malaysia (CILTM)**

As we celebrate the joyous occasion of Hari Raya Aidilfitri 1447H, I would like to extend my warmest greetings of Selamat Hari Raya Aidilfitri, Maaf Zahir dan Batin to all members, partners, and stakeholders of The Chartered Institute of Logistics and Transport Malaysia (CILTM).

Hari Raya is a time of reflection, gratitude, and togetherness. It reminds us of the values of compassion, unity, and resilience—principles that continue to guide us in strengthening the logistics and transport industry in Malaysia.

Over the past year, CILTM has achieved significant milestones. From advancing professional development programmes and strengthening industry collaborations, to driving thought leadership through webinars, forums, and strategic initiatives, our collective efforts have contributed to building a more resilient and future-ready supply chain ecosystem. These achievements would not have been possible without the unwavering support and commitment of our members and partners.

In the spirit of Syawal, we are also delighted to celebrate together through our CILTM Jamuan Hari Raya—a meaningful occasion that brings us closer as a community. It is a time to reconnect, foster camaraderie, and appreciate the strong bonds that unite us beyond our professional roles. As we move forward, may the blessings of Hari Raya inspire us to continue striving for excellence, innovation, and sustainability in all that we do.

Wishing you and your loved ones a joyous and blessed Hari Raya Aidilfitri.

Selamat Hari Raya Aidilfitri, Maaf Zahir dan Batin.

Thank you.

Yours sincerely,

Prof. Ts. ChLT Dr. Muhammad Zaly Shah FCILT

President

The Chartered Institute of Logistics and Transport Malaysia (CILTM)





Editor's Message

**Assalamualaikum Warahmatullahi
Wabarakatuh & Salam Sejahtera**

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

In conjunction with the blessed occasion of Hari Raya Aidilfitri 1447H, I would like to extend my heartfelt wishes of Selamat Hari Raya Aidilfitri, Maaf Zahir dan Batin to all members, industry partners, and friends of CILTM.

Hari Raya is a meaningful time for reflection, forgiveness, and renewed connections. It also reminds us of the importance of communication, understanding, and unity — values that resonate strongly with our role in fostering engagement within the logistics and transport community.

Over the past year, the Media & Communications team has continued to strengthen CILTM's presence through timely updates, impactful storytelling, and active engagement across our platforms. From highlighting key industry insights to promoting our programmes and initiatives, we remain committed to ensuring that our members stay informed, connected, and inspired.

We would like to express our sincere thanks to all members who have continuously contributed articles and write-ups to CILTM Pulse. Your valuable insights and ongoing support are greatly appreciated, and they contribute meaningfully to the growth and vibrancy of our professional community.

As we celebrate Syawal, we look forward to gathering at the CILTM Jamuan Hari Raya Aidilfitri— an occasion that reflects the spirit of togetherness and appreciation within our community. It is through moments like these that we build stronger relationships and reaffirm our shared purpose. May this festive season bring joy, peace, and renewed inspiration to all. Let us continue to move forward together with positivity and unity.

Selamat Hari Raya Aidilfitri - Maaf Zahir dan Batin.

Thank you.

Warm regards,

Cdr Ts ChLT Shahrir bin Hj Ahmad (R) FCILT

Chairman, Media & Communications

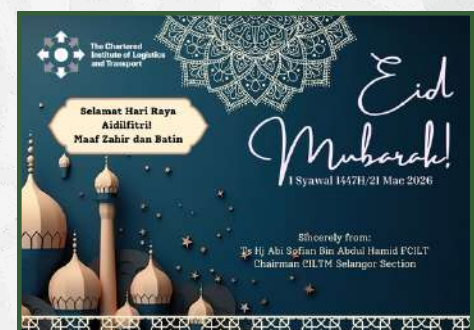
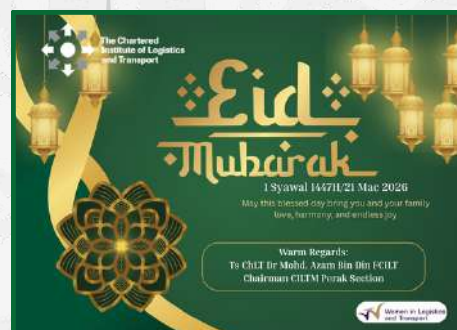
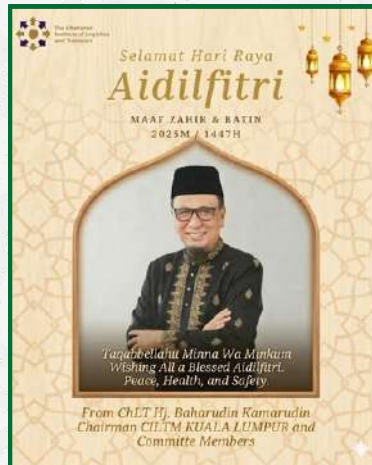
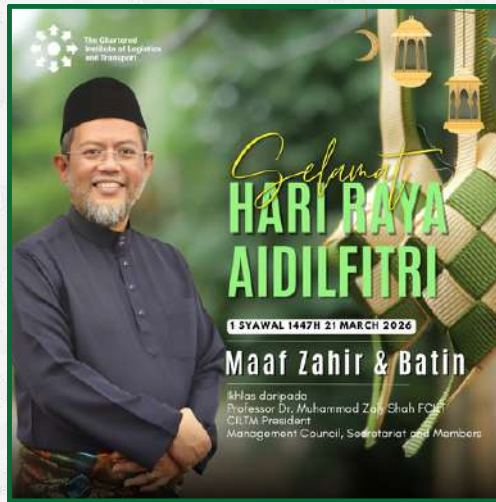
CILT Malaysia



عيد الفطر

Eid Mubarak

1 Syawal 1447 H/21 March 2026

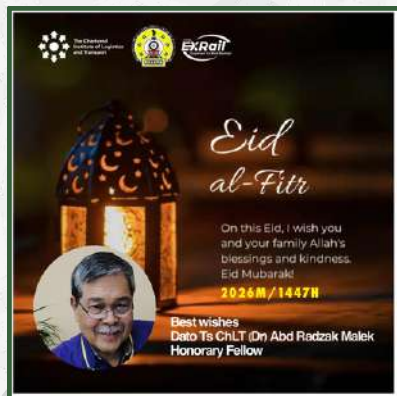
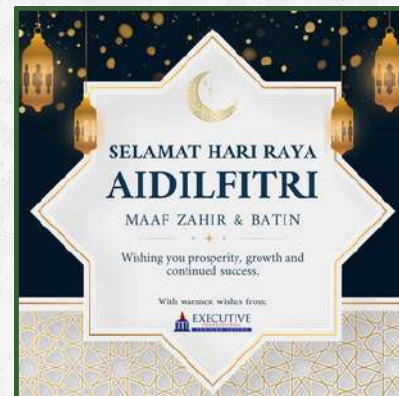


May Allah accept our fasting and prayers, and fill this day with peace and gratitude.

عيد الفطر

Eid Mubarak

1 Syawal 1447 H / 21 March 2026



May Allah accept our fasting and prayers, and fill this day with peace and gratitude.

Milestones & Achievements

Industry–Government Coordination: CILTM Strengthens Engagement with MINDEF for PERHEBAT Initiatives

On 16 March 2026, The Chartered Institute of Logistics and Transport Malaysia (CILTM) further strengthened its commitment to fostering strategic collaboration between industry and government through active participation in a high-level coordination meeting held at Bilik Bunga Raya, Ministry of Defence Malaysia, Kuala Lumpur.

The CILTM delegation was led by its President, Muhammad Zaly Shah, accompanied by Acting Vice President Baharudin Kamarudin and ILB Vice Chairman Abdul Nasser Abdul Wahab. Their presence underscored CILTM's proactive role in bridging industry expertise with national policy initiatives, particularly in the areas of logistics, transport, and workforce development. The meeting was chaired by the Secretary General of MINDEF, Lokman Hakim bin Ali, and convened key stakeholders across multiple ministries and agencies. Among those represented were PERHEBAT, Kementerian Sumber Manusia, HRD Corp, TalentCorp Malaysia, Majlis Amanah Rakyat, Tentera Udara Diraja Malaysia, Ministry of Transport Malaysia, Jabatan Pengangkutan Jalan Malaysia, and Bank Negara Malaysia.



Discussions centred on enhancing cross-sector collaboration through PERHEBAT-led initiatives, with particular emphasis on empowering veterans and transitioning personnel into the civilian workforce. The session also explored opportunities to align national training frameworks, certification pathways, and industry requirements to ensure a sustainable talent pipeline for Malaysia's logistics and transport sectors.

CILTM's engagement highlighted its strategic role as a professional body in advancing human capital development, especially in facilitating the integration of skilled defence personnel into the commercial logistics ecosystem. By leveraging its industry network and professional standards, CILTM continues to support national aspirations in strengthening workforce resilience, employability, and sectoral growth.

The meeting, which ran from 4:00 pm to 5:45 pm, marked another important step towards reinforcing collaborative frameworks that connect defence, industry, and education—ultimately contributing to a more robust and future-ready logistics landscape in Malaysia.

Milestones & Achievements

Strategic MoU Ceremony for Armed Forces Veterans @ PERHEBAT

A significant milestone was achieved in advancing the welfare and future of Malaysia's armed forces veterans with the formalisation of a historic Memorandum of Understanding (MoU) between PERHEBAT, JHEV ATM, and PERKESO. Representing the President of CILT Malaysia, ChLT Tuan Haji Baharudin Kamarudin FCILT was present to witness the ceremony, reflecting the Institute's strong commitment to supporting national human capital development and veteran empowerment initiatives.

The MoU signing ceremony was witnessed by YB Dato' Seri Mohamed Khaled Nordin (Minister of Defence) and YB Dato' Sri Ramanan Ramakrishnan (Minister of Human Resources), highlighting robust collaboration between key ministries in addressing the needs of veterans. The partnership focused on the implementation of the LINDUNG Programme, aimed at enhancing employment opportunities and strengthening social protection for registered veterans via the MYFutureJobs platform. The initiative was designed to facilitate job matching, structured career transitions, and long-term employment sustainability.

A major highlight of the collaboration was the targeted creation of up to 100,000 job opportunities, particularly within the logistics and manufacturing sectors—industries well-suited to harness the discipline, technical expertise, and leadership qualities of former military personnel.

This MoU formed a key component of the PERHEBAT Transformation Plan 2026–2030, which aimed to ensure a seamless transition for veterans into civilian careers while strengthening their socio-economic security. CILT Malaysia fully supported this strategic collaboration, recognising the importance of industry-government synergy in building a resilient workforce. Through such initiatives, CILTM continued to play an active role in aligning industry standards, enhancing employability, and contributing to the growth of Malaysia's logistics and transport ecosystem. The ceremony marked an important step towards a more inclusive and sustainable workforce development framework, honouring the contributions of Malaysia's veterans while empowering them for a successful second career.



Milestones & Achievements

Preparation & Appreciation: Ramadan Iftar Initiative for Frontliners

The preparation of 100 packs of Nasi Ayam Grill Berlada was successfully carried out from 10:00 AM to 4:00 PM, reflecting a strong spirit of volunteerism and community service. The initiative brought together dedicated members and volunteers who worked tirelessly to ensure that each meal was carefully prepared and ready for distribution to the frontliners.

Special appreciation is extended to the WiLAT Malaysia – Aurora Kitchen team for their dedication, teamwork, and commitment throughout the preparation process. Their collective effort truly embodied the spirit of gotong-royong, especially during the blessed month of Ramadan.

In conjunction with the preparation, a short Yaasin and Tahlil recitation was held, led by ChLT Tn Haji Baharudin Kamarudin FCILT. The gathering served as a moment of reflection and gratitude, bringing participants together in prayer and remembrance. The session was specially organised to honour and appreciate all contributors involved in the Ramadan Iftar initiative for the frontliners of Hospital Shah Alam. Prayers were also dedicated to the continued success of CILTM and to the late CILTM members who have passed on before us. May this humble effort bring blessings and benefit to all involved. Al-Fatihah.



Milestones & Achievements

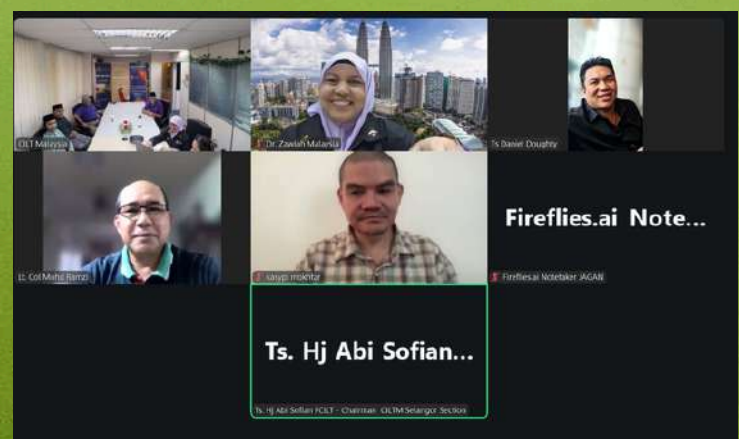
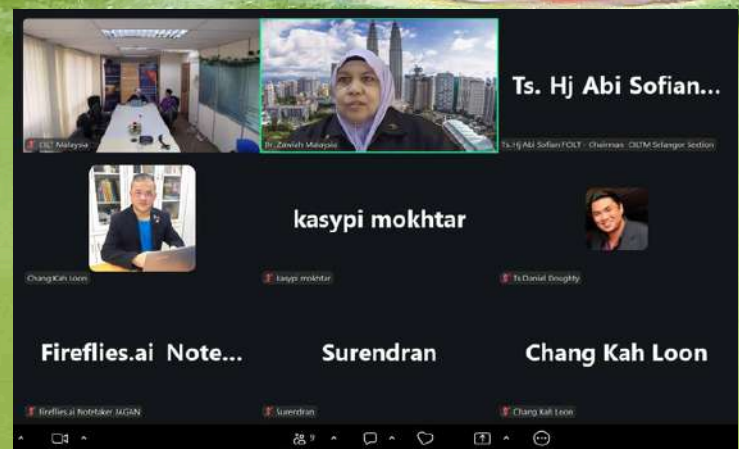
Section Central Committee (SCC) Meeting – and Iftar Ramadan 17 March 2026

The Section Central Committee (SCC) Meeting was successfully held on 17 March 2026 at 3:30 PM in a hybrid format, combining physical attendance at the CILTM office with virtual participation. The meeting was chaired with opening remarks by the Deputy President Ts ChLT Dr Hj Zahiah Abdul Majid FCILT, setting the tone for a constructive and forward-looking discussion among all Section representatives. During the session, each Section Chairman presented concise yet comprehensive updates covering key operational and strategic areas. These included the progress of Annual General Meetings (AGMs), implementation of ongoing activities and programmes, current financial standing, as well as efforts to strengthen membership engagement and retention. Updates on governance practices and operational matters were also shared, ensuring alignment with CILTM's overall objectives and standards.

The meeting served as an important platform for open dialogue, allowing members to raise emerging issues, exchange insights, and collaboratively explore practical solutions. Emphasis was placed on enhancing coordination between Sections, improving programme delivery, and identifying opportunities for greater impact at both local and national levels. In addition, discussions touched on future planning initiatives, including upcoming events, professional development programmes, and strategies to further strengthen the Institute's visibility and relevance within the logistics and transport industry.

The session concluded with a review of matters arising, followed by the formal adjournment. In the spirit of Ramadan, participants were also invited to a Ramadan Iftar gathering scheduled at 7:00 PM at the CILTM office, providing an opportunity for continued engagement and fellowship in a more informal setting.

Overall, the meeting reflected CILTM's continued commitment to strong governance, active collaboration, and continuous improvement across all Sections.



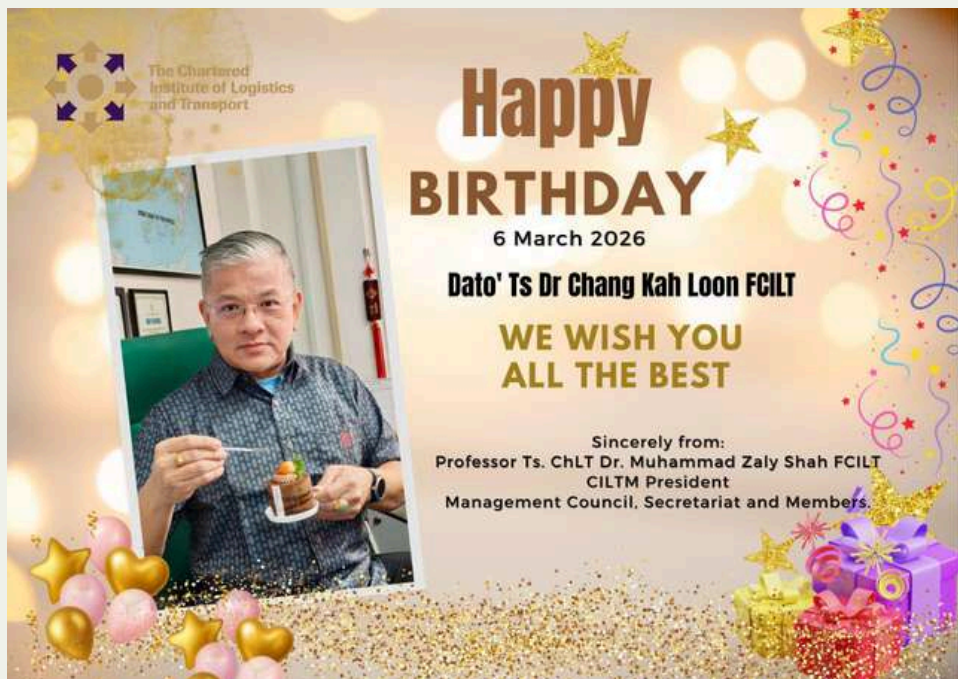
CILTM PENANG SECTION IN ACTION

Hari Raya Open House at Penang Port

On 21 March 2026 (Saturday), Dato' Seri Log. Syed Mohamad Bin Syed Murtaza, FLogM, who serves as the LogM Honorary Advisor and Chairman of Penang Port Sdn Bhd, graciously hosted a Hari Raya Open House to celebrate the festive season. The event was attended by the Chairman of CILT (Penang Section), Dato' Log. Ts. Dr. Chang Kah Loon, PhD (USM), FCILT, FLogM, among other invited guests. The gathering provided a warm and convivial setting for members of the logistics and transport community to come together, strengthen professional relationships, and enjoy the spirit of Hari Raya Aidilfitri. This occasion exemplified the strong camaraderie between industry leaders and CILT representatives, highlighting the value of personal engagement and shared celebration in fostering lasting connections within Malaysia's logistics and transport sectors.



Birthday Wishes for Dato' Log. Ts. Dr. Chang Kah Loon, PhD (USM), FCILT, FLogM



CNY & Buka Puasa Joint Celebration Dinner



On 14 March 2026 (Saturday), the Chairman of CILT (Penang Section), Dato' Log. Ts. Dr. Chang Kah Loon, PhD (USM), FCILT, FLogM attended the joint Chinese New Year and Buka Puasa celebration dinner organised by the Small and Medium Enterprises Association (Northern). The event was officiated by the State EXCO for Trade and Community Unity, YB TPr. Goh Choon Aik, and welcomed a diverse gathering of over 400 participants, including representatives from government agencies, professional bodies, trade associations, and SAMENTA member companies. The evening was filled with warmth and festive cheer, providing an excellent platform for networking, building camaraderie, and fostering mutual appreciation among industry leaders and community representatives. The gathering underscored the strong connections between the business community and professional organisations in Penang, highlighting ongoing collaboration and goodwill across sectors.

CILTM PENANG SECTION IN ACTION

Commercial Operations Sharing Session

On 11 March 2026, a highly engaging sharing session titled “Commercial Operations: Right Approach with Appropriate Knowledge and Practices” was held at UOW Malaysia. The session featured Dato' Log. Ts. Dr. Chang Kah Loon, PhD (USM), FCILT, FLogM, Chairman of CILT (Penang Section), who shared valuable insights on bridging academic knowledge with practical industry expertise.

Dato' Dr. Chang highlighted that in today's complex international business environment, academic qualifications alone are no longer sufficient. Professional knowledge and industry best practices are critical for making sound commercial decisions. A case study involving a receivable exceeding USD 1 million, successfully resolved within two weeks without legal action, illustrated the impact of applying the right approach and expertise.

He also encouraged students and future business leaders to pursue professional qualifications alongside their academic studies, emphasizing the importance of logistics knowledge and cost awareness in improving organisational efficiency and decision-making. The session was attended by approximately 80 participants, including undergraduates, postgraduates, academics, and industry practitioners, fostering a meaningful dialogue between education and industry.



Commentary on Penang International Logistics Aeropark

On 10 March 2026, Dato' Log. Ts. Dr. Chang Kah Loon, PhD (USM), FCILT, FLogM, shared his professional insights on the proposed Penang International Logistics Aeropark via Buletin Mutiara.

Drawing on over 30 years of experience in logistics, Dato' Dr. Chang expressed strong support for initiatives that enhance logistics infrastructure, highlighting its importance in driving economic growth and attracting foreign direct investment to Penang. He noted that successful international trade relies on four key elements: skilled logistics human capital, effective logistics management, functional logistics systems, and robust infrastructure—including seaports, airports, and land or rail connectivity for intermodal and multimodal operations.

He also emphasised the critical role of logistics education in developing professional logisticians capable of supporting the growth of Penang as a strategic logistics hub.



CILTM SABAH SECTION IN ACTION

CILTM Sabah Section Hosts Successful AGM 2026

The Chartered Institute of Logistics and Transport in Malaysia (CILTM) Sabah Section successfully held its Annual General Meeting (AGM) 2026 on 28th March 2026 (Saturday) at the Hyatt Regency Meeting Room. The session, held from 10.30 AM to 12.30 PM, brought together members to review the section's progress and discuss future plans for the logistics and transport industry in Sabah.

The event commenced with a welcoming address by Ts ChLT Daniel Doughty FCILT, Chairman of CILTM Sabah Section, who expressed appreciation for members' continued support and emphasised the importance of collaboration in driving the section forward. During the AGM, he was also reappointed as Chairman of the CILTM Sabah Section, reflecting the members' confidence in his leadership and commitment to the continued growth of the section.

The AGM was further honoured by the presence of Ts ChLT Dr Hjh Zawiah Abdul Majid FCILT, Deputy President of CILTM, representing CILTM Headquarters. Her presence underscored the strong commitment of the national leadership in supporting the development and growth of the Sabah Section.

The meeting provided a valuable platform for members to review past achievements, deliberate on key initiatives, and share insights on current industry developments. Active participation from members reflected a strong sense of commitment towards strengthening the logistics and transport profession in the region.

The AGM concluded successfully with positive engagement and renewed momentum to further enhance CILTM's role in Sabah and beyond.



CILTM SABAH SECTION IN ACTION

Driving Growth: Megah Port Management & Labuan Port Authority Partnership

A significant milestone in Labuan's maritime and logistics landscape was marked with the successful signing of agreements between Megah Port Management Sdn Bhd and the Labuan Port Authority, including the Operations, Facilities and Maintenance Agreement (OFMA) and a leasing agreement.

The collaboration reflects a strong commitment towards enhancing the operational capabilities and long-term sustainability of Labuan Port. It also signals renewed confidence in Labuan's strategic position as a key regional maritime and logistics hub, supporting trade facilitation and economic growth.

The Labuan Chamber of Commerce and the Chartered Institute of Logistics and Transport Malaysia (CILTM) Sabah Section extended their congratulations to Dato' Seri Patrick Tiong and Megah Port Management on this achievement. The partnership underscores the importance of public-private collaboration in driving efficiency, ensuring operational continuity, and strengthening service delivery within the port ecosystem.

With a shared vision among stakeholders, this initiative is expected to contribute significantly to improving port performance, attracting greater investment, and enhancing Labuan's competitiveness within the regional supply chain network. The agreement also sets a strong foundation for future developments, reinforcing Labuan Port's role as a vital gateway for trade and logistics activities in East Malaysia and beyond.

This milestone exemplifies how strategic partnerships can unlock new growth opportunities, create economic value, and support the advancement of Malaysia's logistics and transport sector.

—
Ts Daniel Doughty FCILT, APR
Chairman, Labuan Chamber of Commerce
Chairman, Chartered Institute of Logistics & Transport Malaysia (CILTM), Sabah Section



CILTM PERAK SECTION IN ACTION

Online Lecture on Road Transport Operation and Safety: Australia Perspective.

An initiative from The Chartered Institute of Logistics and Transportation Malaysia (CILTM) Perak Section with Faculty of Science (FSc), Universiti Tunku Abdul Rahman (UTAR), Kampar Campus successfully conducted an online lecture related to road transport and safety. The two-hour lecture was successfully conducted on 13th March 2026. Approximate 160 participants have participated in this event.

The guest lecturer was Prof. Dr. Kim Hassall, from University of Melbourne, is a prominent person in the area of road safety and CILT International Vice-President Australasia. During the session, he shared that the concept of road train in Australia is able to reduce road accidents and the number of goods transported triples compared to single trucks. The advantages of road train approach reduce fuel consumption.



PICTURE 1: ROAD TRAIN TRUCKING IN AUSTRALIA



PICTURE 2: THE PARTICIPANTS OF EVENT



PICTURE 3: ONE OF THE INFORMATION FROM LECTURE

Prof. Kim elaborated about the Performance-Based Standards (PBS) scheme in Australia which matches heavy vehicles to specific freight tasks based on safety and infrastructure standards. The PBS approach allowing for more productive and efficient vehicle designs and transporting large quantities of goods. It uses 16 performance and 4 infrastructure standards to provide higher payloads, increased safety, and better network access. When participant asking about overloading truck issues especially in Malaysia, Prof. Kim Hassall explained that Australia does not have such an issue as the road train concept enables trucks to move a larger number of goods.

Participants from CILTM that joined the lecture and registered attendance have been given Continuous Development Point (CPD). It is part of encouragement to members in increasing their knowledge in the areas related to logistics and transportation. Participants registered received 3 CPD points from CILTM.

CILTM KL SECTION IN ACTION

CILTM Kuala Lumpur Section AGM 2026 and Mini Hari Raya Celebration Strengthen Member Engagement

The Annual General Meeting (AGM) 2026 of The Chartered Institute of Logistics and Transport Malaysia (CILTM), Kuala Lumpur Section was successfully held on 27 March 2026 (Friday) via a hybrid format, combining both physical and virtual participation. The physical session took place at the CILTM Secretariat Office, Shah Alam, while members also joined remotely via Zoom.

Held in accordance with Clause 22 of the Constitution, the AGM brought together members of the Kuala Lumpur Section to review the section's progress, discuss key developments, and outline future directions in strengthening the logistics and transport profession.

The meeting commenced with opening remarks by the Section Chairman, followed by the confirmation of minutes from the previous AGM. Members then deliberated on matters arising, reviewed the activity report, and discussed other pertinent issues aimed at enhancing the section's growth and impact.

The session was further enriched by the presence of the CILTM President, who attended and joined members in this important annual gathering. His presence reflected strong leadership support and commitment towards advancing the Institute's objectives, while also providing an opportunity for members to engage directly and celebrate the section's achievements.

Following the conclusion of the AGM, the CILTM Kuala Lumpur Section hosted a Mini Hari Raya Aidilfitri 2026 celebration at the CILTM Secretariat. The gathering served as a token of appreciation for members in attendance and provided a platform for networking in a relaxed and festive atmosphere. Members enjoyed light refreshments while embracing the spirit of Hari Raya, fostering closer relationships and reinforcing the sense of unity within the section. The presence of the CILTM President further added significance to the celebration, as members shared in the joy of the festive season together.

Overall, the AGM and Mini Hari Raya celebration provided a meaningful and engaging platform for members to connect, reflect, and reaffirm their commitment to the continued growth of the logistics and transport industry in Malaysia.



CILTM SELANGOR SECTION IN ACTION

CILTM Selangor Section AGM 2026

The CILTM Selangor Section Annual General Meeting (AGM) 2026 was successfully held on 14 March 2026 (Saturday) at Bilik Seminar, MITRANS, UiTM Shah Alam. The meeting brought together members of the Selangor Section in a spirit of collaboration and shared purpose to review the section's achievements over the past year and to discuss strategic directions for future growth within the logistics and transport profession.

The programme commenced with welcoming remarks by the Section Chairman, Ts. Hj. Abi Sofian Abdul Hamid, FCILT, who highlighted the section's key accomplishments, ongoing initiatives, and the importance of continued member engagement. This was followed by an address delivered by Ts. ChLT Dr. Hjh. Zawiah Abdul Majid, FCILT, Deputy President of CILTM, on behalf of the President. In her speech, she emphasised the evolving landscape of the logistics and transport industry, the importance of professional development, and the role of CILTM in shaping industry standards and talent.

The meeting then proceeded with the formal AGM agenda, which included the confirmation of minutes from the previous meeting, presentation of the annual report, financial statements, and discussions on upcoming programmes and initiatives. Members were also given the opportunity to raise questions, provide feedback, and share perspectives on how the section can further enhance its impact and relevance.

The AGM served as an important platform for meaningful engagement among members, fostering knowledge sharing, strengthening professional networks, and reinforcing a collective commitment towards advancing the logistics and transport sector. The active participation and constructive discussions reflected the strong dedication of members in supporting the continuous growth and development of the CILTM Selangor Section.



CILTM KEDAH & PERLIS SECTION IN ACTION

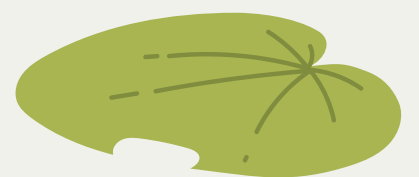
CILTM Kedah & Perlis Section Bubur Lambuk Programme

The Chartered Institute of Logistics and Transport Malaysia (CILTM), Kedah and Perlis Section, successfully organised a Bubur Lambuk Programme on 26 March 2026 at Pusat Islam, bringing together members, partners, and the local community in a meaningful spirit of unity and service.

The programme aimed to foster togetherness, compassion, and volunteerism while strengthening ties between CILTM and the surrounding community. Bubur lambuk, a traditional dish closely associated with Ramadan, symbolises generosity and sharing. Through this initiative, CILTM showcased its commitment to corporate social responsibility and meaningful community engagement beyond the logistics and transport industry.

CILTM emphasised that the programme reflects the Institute's dedication not only to professional excellence but also to active participation in community development. The event successfully strengthened bonds among participants and created a warm, memorable experience for all involved.

The Bubur Lambuk Programme stands as a testament to CILTM's ongoing efforts to promote unity, cultural appreciation, and social responsibility within the community.



CILTM KEDAH & PERLIS SECTION IN ACTION

CILTM Kedah & Perlis Receives Visit from Asia Metropolitan University (AMU) Group

Yesterday, 8 March 2026, the CILTM Kedah & Perlis Section received a courtesy visit from representatives of Asia Metropolitan University (AMU), Cyberjaya Group. The visit marked a positive step towards strengthening collaboration between academia and the professional logistics and transport community. During the session, both parties discussed potential collaboration to advance professional education in logistics and transport. As part of this initiative, the AMU will submit a Letter of Intent (LoI) to accredit a new Logistics and Transport programme to be jointly developed with UUM.

Asia Metropolitan University is widely recognised for its strong programmes in Medical and Healthcare Studies, and this collaboration presents an exciting opportunity to expand into the logistics and transport sector, particularly in supporting the growing needs of healthcare and related industries. The visit reflects CILTM's continuous efforts to strengthen industry-academic partnerships and to promote professional pathways in logistics and transport education.



CILTM KEDAH & PERLIS SECTION IN ACTION

PELAWAAN MENGEMUKAKAN CADANGAN PROJEK DI BAWAH CANADA FUND FOR LOCAL INITIATIVES (CFLI) 2026–2027

Kementerian Pendidikan (KPM) mempelawa calon yang layak untuk mengemukakan cadangan projek di bawah Canada Fund for Local Initiatives 2026–2027 (CFLI) melalui Kementerian Luar Negeri (KLN). Dana ini bertujuan menyokong projek berskala kecil tetapi berimpak tinggi di negara anggota ASEAN, selaras dengan bidang keutamaan penglibatan Kanada di peringkat global.

Tumpuan kepada tiga tema utama seperti berikut:

- (i) Tadbir urus inklusif, termasuk demokrasi, hak asasi manusia dan penglibatan politik wanita;
- (ii) Keamanan dan keselamatan, dengan fokus kepada Women, Peace and Security (WPS), keselamatan siber, kecerdasan buatan (AI), keselamatan maritim serta bidang-bidang yang boleh mendapat manfaat daripada kepakaran Kanada dalam Pelan Tindakan Perkongsian Strategik ASEAN-Kanada; dan
- (iii) Pertumbuhan yang inklusif, termasuk hak ekonomi wanita dan keselamatan ekonomi.

Keutamaan tambahan kepada inisiatif yang menyentuh isu-isu berikut:

- (i) Tadbir urus kecerdasan buatan (AI);
- (ii) Pusat penipuan dalam talian;
- (iii) Belia dan pembinaan keamanan;
- (iv) Women, Peace and Security (WPS);
- (v) Keselamatan ekonomi dan kesaksamaan gender;
- (vi) Tadbir urus demokratik; dan
- (vii) Kerjasama maritim.

Tarikh tutup: 30 April 2026

Permohonan dan maklumat lanjut mengenai kriteria boleh diakses melalui pautan: <https://bit.ly/4dwfMPN>

Tahun Ini, Tahun Kita

#7TerasKPM
#MalaysiaMADANI
#PendidikanManusiawi
#TaatSetia
#PendidikanNadiNegara
#kurikulumkita

ASEAN CANADA Strategic Partnership Stronger Together

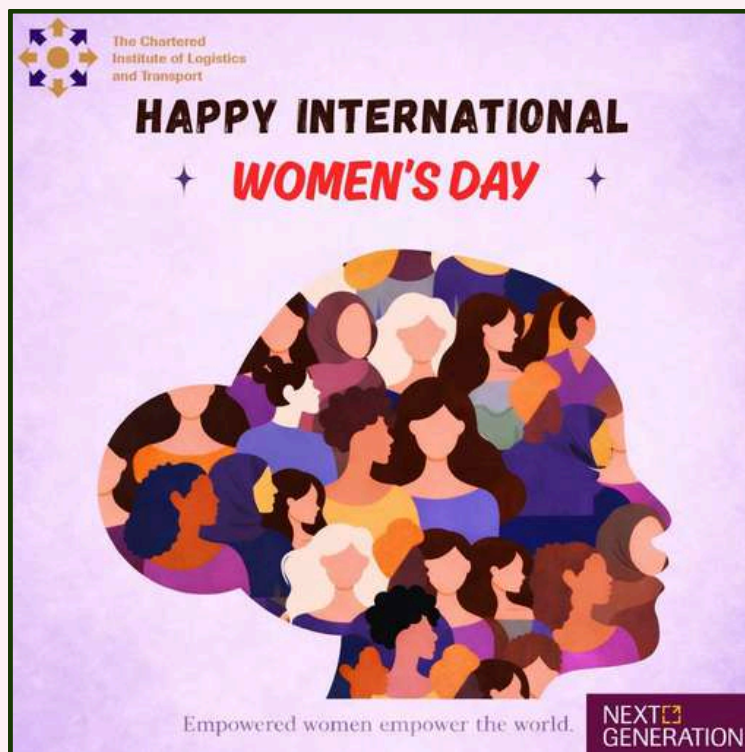
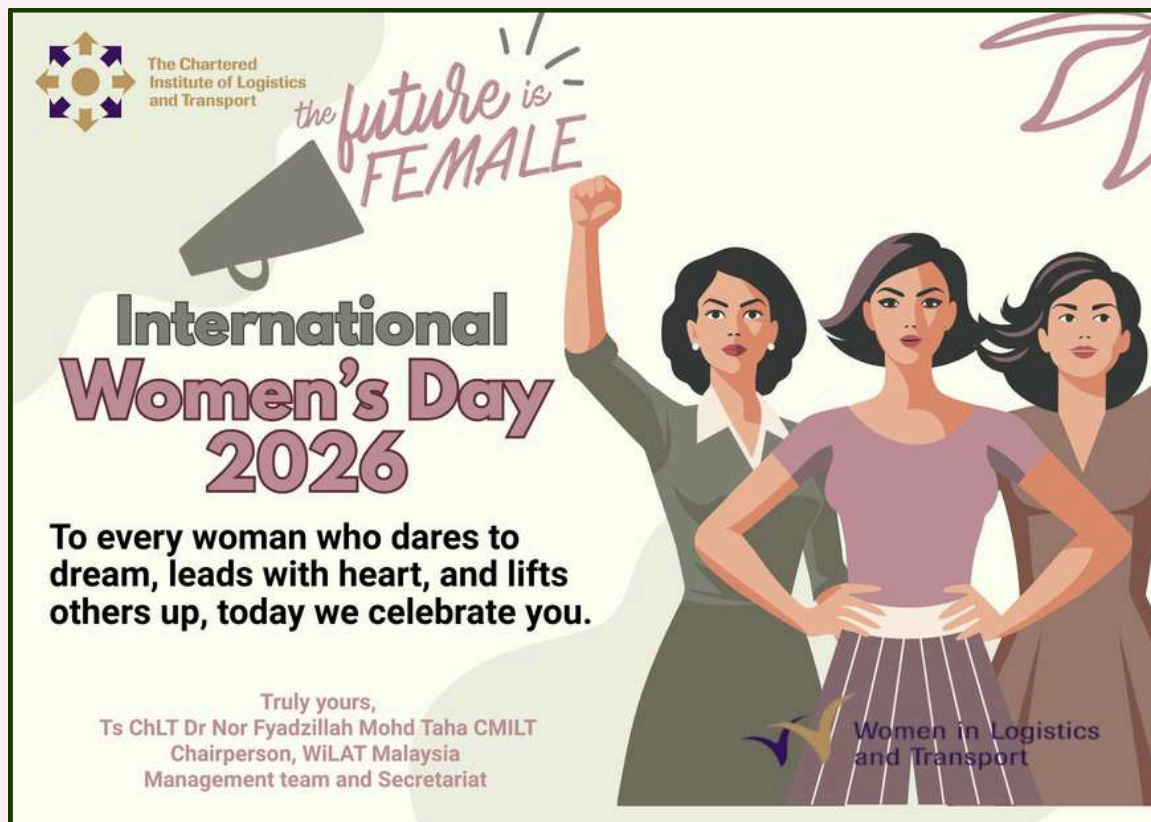
Canada

CALL FOR PROPOSAL
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The CFLI is a program designed to support small-scale, high-impact projects, which align with Global Affairs Canada's thematic priority areas for engagement.

The program is directed at projects conceived and designed predominantly by local partners.

Happy INTERNATIONAL WOMEN'S DAY 2026



To every woman who dares to dream, leads with heart, and lifts others up, today we celebrate you.

Truly yours,
Ts ChLT Dr Nor Fyadzillah Mohd Taha CMILT
Chairperson, WiLAT Malaysia
Management team and Secretariat

Women in Logistics and Transport (WiLAT Malaysia)

From the Chairperson Desk

Assalamualaikum warahmatullahi wabarakatuh and warm greetings to all members, colleagues, and partners in the logistics and transport fraternity.

In today's increasingly complex global environment, we are witnessing how geopolitical tensions; from strategic maritime chokepoints to regional conflicts, are reshaping the very foundations of global logistics and supply chains. Critical routes such as the Strait of Hormuz and the South China Sea remind us that logistics is no longer merely about movement; it is about resilience, security, and strategic foresight.

During these uncertain times, one truth stands firm, the unwavering commitment of women in logistics.

Across ports, warehouses, control towers, and command centres, women are continuously demonstrating resilience, adaptability, and leadership. Whether managing disruptions, coordinating humanitarian supply chains, or ensuring continuity of essential goods, women in our field are not only participating, but they are also leading with strength, empathy, and innovation.

At WiLAT Malaysia, we take immense pride in the growing presence of women who are shaping the future of logistics and transport. Our members are actively contributing to crisis management, digital transformation, sustainability initiatives, and defence logistics, proving that diversity is not just a value, but a strategic advantage in navigating global uncertainties.

In moments of instability, women often bring a unique balance of strategic thinking and human-centred leadership. This is especially critical when logistics operations are not only about efficiency, but also about safeguarding communities, ensuring food security, and maintaining national resilience.

As we continue to face these global challenges, WiLAT Malaysia remains committed to:

- Empowering women through leadership and professional development
- Strengthening networks across industry, academia, and defence sectors
- Advocating for inclusive and resilient logistics systems

Let us continue to support one another, uplift voices, and create opportunities for the next generation of women leaders in logistics.

Eid Mubarak 1447H

As we embrace the blessed occasion of Eid al-Fitr, may this celebration bring peace, joy, and renewed strength to you and your loved ones. May it also serve as a reminder of compassion, unity, and gratitude, values that are equally essential in our professional journey.

In the spirit of Eid, let us continue to foster collaboration, kindness, and resilience within our community and beyond. Selamat Hari Raya Aidilfitri, Maaf Zahir dan Batin.

Together, we move forward—stronger, united, and resilient.

Lt Cdr Ts. ChLT Dr. Nor Fyadzillah Mohd Taha RMN (R)
Chairperson
Women in Logistics and Transport (WiLAT) Malaysia

Thank you for reading!

**A healthy environment is the foundation
for a healthy life. Protect our planet,
protect our health.**



**Women in Logistics
and Transport**

FREE MARKET 9.0: “ALHAMDULILLAH, SYOKNYA RAYA” - A CELEBRATION OF COMPASSION AND COMMUNITY 7 MARCH 2026 | UNIKL MIAT, SEPANG

In the spirit of Ramadan and the upcoming Hari Raya Aidilfitri, the FREE MARKET 9.0: “Alhamdulillah, Syoknya Raya” programme was successfully held at Hangar UniKL MIAT, Sepang. The event brought together students, staff, industry partners, and the wider community in a meaningful initiative centred on sharing, compassion, and social responsibility.

As the Chairperson of Women in Logistics and Transport (WiLAT) Malaysia, I was honoured to attend and support this impactful initiative, which reflects the strong values of community engagement and inclusivity—principles that are also deeply embedded within the logistics and transport profession.

A PLATFORM FOR GIVING AND SHARING

FREE MARKET 9.0 provided an open platform where individuals could both contribute and receive essential items in preparation for Hari Raya. Among the items distributed were:

- Baju Raya
- Kuih Raya
- Kitchen essentials
- Kurma (dates)

Duit Raya for anak yatim and asnaf

This initiative not only eased the financial burden of underprivileged communities but also fostered a sense of dignity and belonging among recipients.

STRENGTHENING COMMUNITY THROUGH COLLECTIVE ACTION

The event demonstrated how collaborative efforts between institutions and communities can create meaningful social impact. With the involvement of UniKL and supporting organisations, the programme highlighted the importance of sustainable giving—where resources are redistributed efficiently to those in need.

From a logistics perspective, the organisation of such a free market reflects key principles of distribution management, resource allocation, and last-mile delivery of aid, ensuring that contributions reach the right beneficiaries effectively.

WILAT MALAYSIA’S COMMITMENT TO SOCIAL IMPACT

WiLAT Malaysia remains committed to supporting initiatives that empower communities, particularly during times of economic and social challenges. Events like FREE MARKET 9.0 resonate strongly with our mission to encourage women’s leadership in logistics while contributing to societal wellbeing.

It is inspiring to witness how compassion, when combined with structured coordination, can create a powerful ecosystem of care. This initiative serves as a reminder that logistics is not only about movement of goods—but also about delivering hope, dignity, and humanity.

WiLAT Malaysia applauds all organisers, volunteers, and contributors who made this initiative a success.

“Alhamdulillah, Syoknya Raya” is not just a theme—it is a shared feeling of joy made possible through collective kindness.

Your Help Makes a Difference



WiLAT Malaysia Afternoon Talk

Leadership Fundamentals in Military & Modern Logistics: Are We Safe During War? 13 March 2026 | Virtual Session

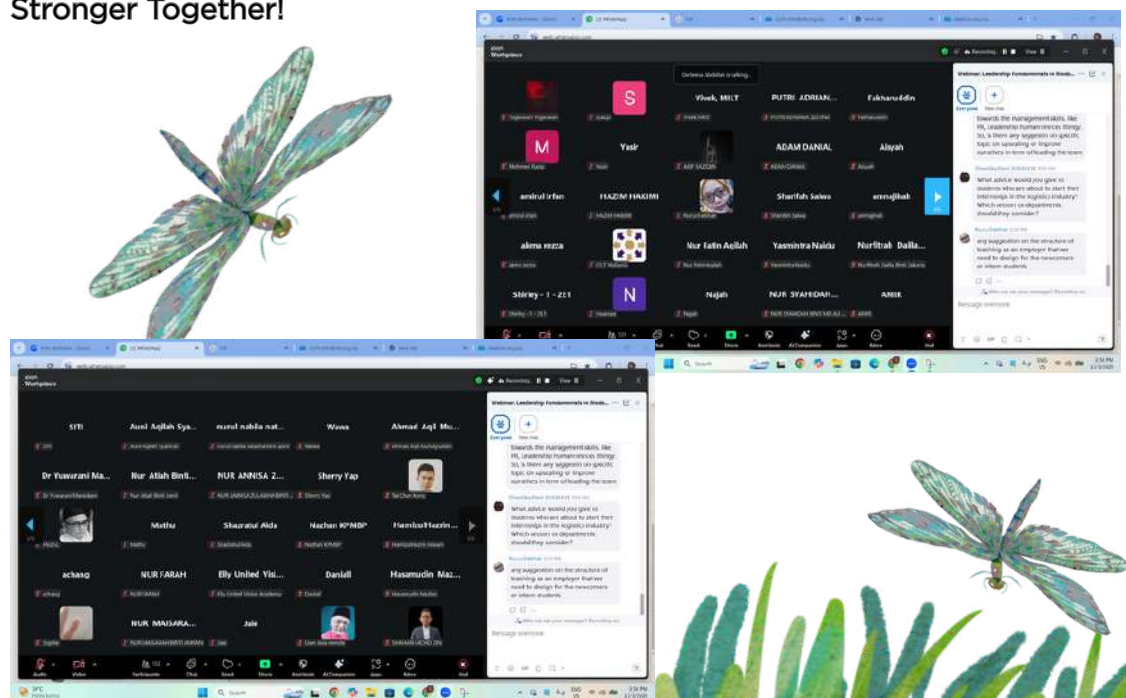
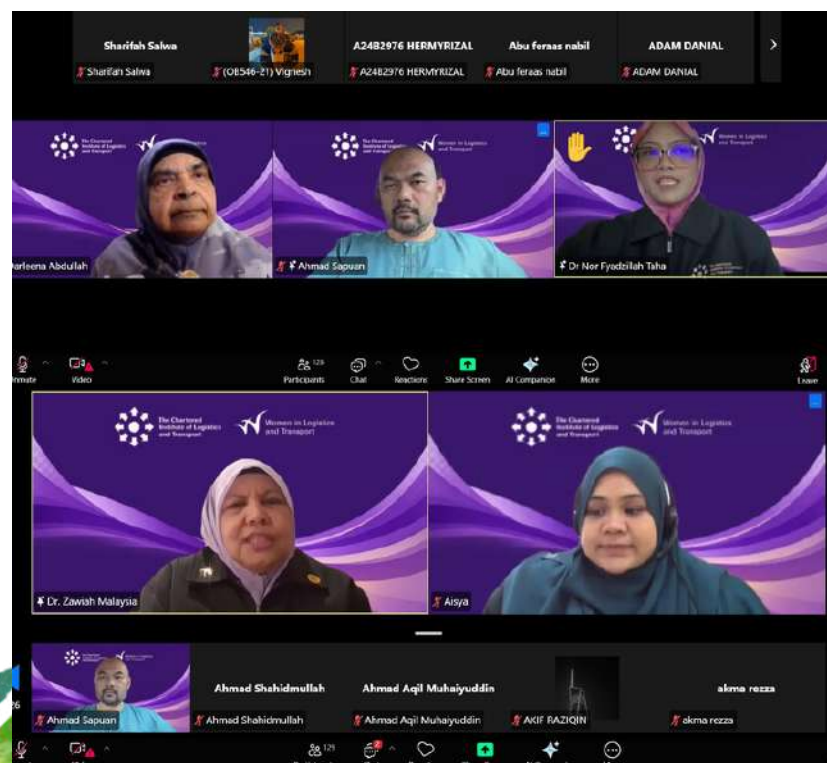
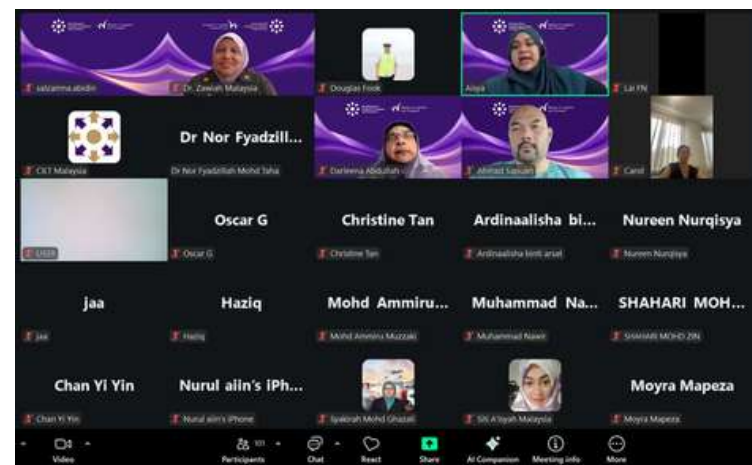
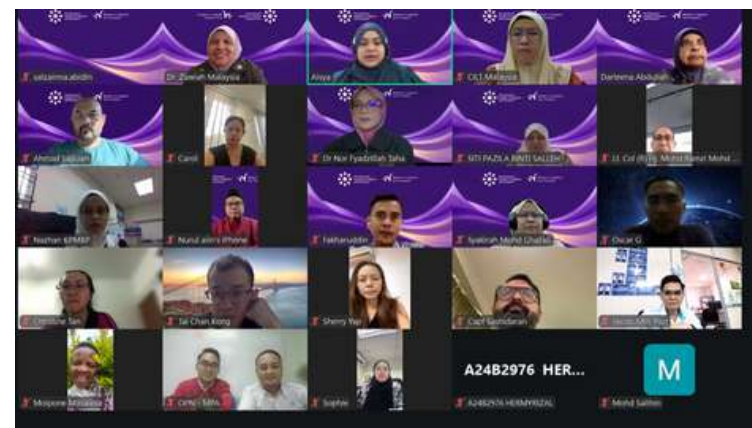
Women in Logistics and Transport (WiLAT) Malaysia, under The Chartered Institute of Logistics and Transport Malaysia, proudly marked a significant milestone with the successful organisation of its first-ever webinar, the WiLAT Malaysia Afternoon Talk.

This inaugural session addressed the critical role of leadership and logistics in times of geopolitical uncertainty and conflict, setting the tone for future knowledge-sharing initiatives by WiLAT Malaysia.

The session featured distinguished speakers Puan Hajjah Darleena Abdullah FCILT and First Admiral Ahmad Sapuan Fathi bin Haji Muhammad RMN, who shared valuable insights from both industry and military perspectives. The discussion highlighted how logistics has evolved into a strategic backbone of national security, particularly in ensuring operational readiness and resilience during crises.

Key themes included the importance of adaptive leadership, rapid decision-making, and the integration of civilian and military logistics systems. The speakers also addressed growing vulnerabilities in global supply chains, particularly along critical maritime routes such as the Strait of Hormuz and the South China Sea. The session was moderated by Nur Aisya Mohd Sabri CMILT (WiLAT Johor Section), with Welcoming Remarks by Lt Cdr Ts. ChLT Dr Nor Fyadzillah Mohd Taha RMN (Rtd) CMILT, Chairperson of WiLAT Malaysia, and Closing Remarks by Ts. ChLT Dr Zawiah Abdul Majid FCILT, Deputy President of CILT Malaysia. With strong participation from industry, academia, and students, this inaugural webinar provided a timely platform to strengthen awareness on logistics preparedness, leadership resilience, and cross-sector collaboration.

WiLAT Malaysia remains committed to empowering professionals—particularly women—to lead confidently in shaping the future of logistics and transport in an increasingly complex global landscape. Stronger Together!



WiLAT Malaysia Aurora Kitchen

Preparing for a Raya Dooo: Kampung Chill 2026

WiLAT Malaysia, together with the creative team at Aurora Kitchen, is bringing a nostalgic touch to this year's Hari Raya Aidilfitri 2026 with the theme "Raya Santai Kampung". Get ready to indulge in the sweetness of tradition with classic festive treats such as Nestum Cookies, Coconut Cookies, Buah Kana Cookies, and old-school style Banana Cake, Orange Cake, and Carrot Cake – each bite brimming with memories of Raya from the good old days. From mouth-watering treats to stunning décor and a warm, joyful atmosphere, every detail is designed to create a celebration filled with laughter, meaningful connections, and unforgettable Raya moments. Good vibes, great treats, and endless smiles – that's Raya dooo with WiLAT Malaysia!

With heartfelt wishes from:
CILT Malaysia & WiLAT Malaysia
and the festive culinary team at WiLAT Malaysia Aurora Kitchen



WiLAT Malaysia Aurora Kitchen Home Series



رَمَضَانَ كَرِيمًا

RAMADAN KAREEM

WILAT MALAYSIA REPRESENTATION AT MAJLIS MAHABBAH RAMADAN HAWA 2026

WiLAT Malaysia was represented at the Majlis Perasmian Penutup Mahabbah Ramadan HAWA Malaysia 2026 held at Masjid Selat, Melaka on 1 March 2026. The event was officiated by Datin Seri Hamidah Khamis, wife of YAB Dato' Seri Ahmad Zahid Hamidi.

Mdm Nurul Ain Safwah Binti Ekey Hussain, CMILT, WiLAT Malaysia Exco (Melaka Section), attended the programme representing Ts ChLT Dr Nor Fyadzillah Mohd Taha, Chairperson of WiLAT Malaysia. The event brought together various organisations to support initiatives that empower women and families while strengthening community collaboration.



The poster features a decorative border with gold and purple patterns. At the top, it says 'hawa Malaysia' in purple and pink. Below that, 'hawa care' and 'hawa melaka' are written in purple. In the center, there is a logo for 'البيان' (Al-Bayan) with 'PERTUBUHAN AKADEMI AL BAYAN' underneath. The main title is 'MAJLIS MAHABBAH RAMADHAN HAWA 2026'. Below the title, it reads 'HAWA MALAYSIA DENGAN SEGALA HORMATNYA MENJEMPUT' and 'DR NOR FYADZILLAH MOHD TAHA'. Further down, it says 'PERASMIAN OLEH : YABHG DATIN SERI HAMIDAH KHAMIS ISTERI YAB DATO' SERI DR AHMAD ZAHID HAMIDI TIMBALAN PERDANA MENTERI 1'. The date and time are '1 MAC 2026 11.00 PAGI'. The location is 'Masjid Selat Melaka, Kota Melaka'. At the bottom, it says 'RSVP : NANI MALIK 01110824109'.



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.

THE BIGGEST SUPPLY CHAIN RISKS OF 2026

Global supply chains in 2026 are becoming more complex as geopolitical fragmentation and trade volatility reshape how goods move across borders. Companies are increasingly diversifying sourcing strategies beyond China, but alternative regions often come with weaker infrastructure and higher operational uncertainty. At the same time, nearshoring while reducing transit risks hidden cost complexity, making it harder to track total landed costs such as freight, inventory, and duties. Without full visibility, businesses risk making decisions that appear efficient but ultimately reduce profitability.

Freight markets are also expected to remain highly volatile. Although overcapacity is putting downward pressure on rates, sudden disruptions can still trigger sharp price increases, creating a difficult environment for contract planning and budgeting. Operational instability further compounds the challenge, with route changes, port congestion, and shifting carrier strategies affecting reliability. Even when capacity is available, inconsistent service levels can disrupt planning and impact customer satisfaction.

Major underlying issue is limited end-to-end visibility, as data remains siloed across procurement, logistics, and finance teams. To navigate these risks, companies must invest in real-time data and shift from reactive to predictive planning. This includes using scenario analysis, balancing cost with resilience, stress-testing supply chain networks, and improving cross-functional collaboration. In 2026, success will depend on the ability to anticipate disruptions and make informed, data-driven decisions rather than simply reacting to change.

The Biggest Supply Chain Risks of 2026 (and how to navigate them). (n.d.). Major underlying issue is limited end-to-end visibility, as data remains siloed across procurement, logistics, and finance teams. To navigate these risks, companies must invest in real-time data and shift from reactive to predictive planning. This includes using scenario analysis, balancing cost with resilience, stress-testing supply chain networks, and improving cross-functional collaboration. In 2026, success will depend on the ability to anticipate disruptions and make informed, data-driven decisions rather than simply reacting to change.



NEXTGEN *Malaysia*

INTRODUCE THE SECRETARY OF CILT NEXT GEN MALAYSIA

Nur Fathihah Binti Mohamad Sholahudin has recently completed her internship at Spirit AeroSystems in Subang and is currently awaiting graduation for her Bachelor of Aviation Management (Hons) at UniKL MIAT. She is a passionate and driven individual with a strong interest in the aviation industry and event management. Throughout her academic journey, she has remained highly active in both academic and extracurricular activities, consistently participating in club initiatives and external programs. She previously served as the President of Women in Aviation MIAT, where she led organizational efforts, fostered teamwork, and championed the empowerment of women in the aviation field.

Her experience extends to large-scale, high-profile events, having volunteered at MotoGP 2023 and 2024 as well as the Selangor Aviation Show (SAS). These opportunities provided her with valuable hands-on experience in event operations and coordination. In addition, she served as a VIP Ambassador at Defence Services Asia (DSA) 2024 and Cyber DSA 2024, where she supported event coverage and promotional activities. She was entrusted with assisting the Chiefs of Navy from Cambodia and Thailand, demonstrating professionalism, adaptability, and strong interpersonal skills. Nur Fathihah has also enhanced her leadership and communication abilities through active involvement in programs organized by Next Gen CILT Malaysia.

NUR FATHIHAH BINTI MOHAMAD SHOLAHUDIN
SECRETARY
NEXT GEN MALAYSIA
FATHIHAHUNIKL@GMAIL.COM



NEXTGEN *Malaysia*

POST-EVENT HIGHLIGHTS: WEBINAR ON "FUTURE OF LOGISTICS: BUILDING THE NEXT GENERATION SUPPLY CHAIN"

The The Chartered Institute of Logistics and Transport Malaysia successfully hosted an engaging webinar titled "Future of Logistics: Building the Next Generation Supply Chain" under the Next Gen CILT Malaysia Webinar Series. The session brought together industry leaders and young professionals to discuss emerging trends and the evolving landscape of supply chain management.

The webinar commenced with a welcoming remark by Prof. Ts. Dr. Muhammad Zaly Shah, President of CILT Malaysia, who emphasized the importance of innovation and talent development in shaping the logistics sector.

The session was moderated Mr. Ieman Bin Badru Saman, who guided the discussion and facilitated meaningful engagement between the speakers and participants.

The webinar featured two distinguished keynote speakers:

- Dr. Hazariah Mohd Noh shared valuable perspectives from her experience in leadership and youth development within the logistics industry.

- Ts. Dr. Abdul Khabir Bin Rahmat, Head of Postgraduate Studies at MTRANS (UiTM), delivered insights on advancing supply chain capabilities through education and research.

The session highlighted the critical role of next-generation talent, academic-industry collaboration, and continuous innovation in building resilient and future-ready supply chains.

The webinar concluded with an engaging Q&A session, where speakers shared practical advice for aspiring professionals entering the logistics industry. Key takeaways included the importance of building strong foundational knowledge, avoiding common beginner mistakes such as overlooking operational details, and staying adaptable in a fast-evolving environment. Emphasized the value of mastering relevant tools and technologies to remain competitive and industry-ready in today's digital logistics landscape.



NEXTGEN *Malaysia*

POST-EVENT HIGHLIGHTS: WEBINAR ON "FUTURE OF LOGISTICS: BUILDING THE NEXT GENERATION SUPPLY CHAIN"

The recent webinar initiative under the Next Gen CILT - Malaysia, provided a timely and impactful platform for knowledge sharing, particularly in advancing emerging technologies and sustainable practices within supply chains and aviation.

From my perspective, this initiative brings significant value to the development of Next Gen CILT Malaysia members, especially those currently in studies. Its equipping them with the insights needed to navigate an increasingly complex and technology-driven industry.

The exposure to concepts such as Digital Twin, mixed reality training, and intelligent MRO ecosystems allows young professionals to better understand how digitalization is transforming logistics operations. More importantly, it bridges the gap between theory and real-world application an essential step in preparing future leaders who are not only knowledgeable but also industry-ready.

Equally important is the emphasis on sustainability. As aviation and logistics sectors move towards greener operations, Next Gen members are encouraged to think beyond efficiency and consider environmental responsibility as part of their decision-making mindset. This aligns closely with global expectations and positions them to contribute meaningfully to sustainable development goals.

Beyond technical knowledge, the webinar fosters confidence, networking, and global exposure key elements in shaping well-rounded professionals. It creates opportunities for Next Gen members to engage with experts, exchange ideas, and build connections that extend beyond borders.

Ultimately, initiatives like this reinforce CILT's commitment to nurturing future talent. By continuously investing in such platforms, CILT Malaysia is not only preparing its Next Gen members for future challenges but also empowering them to become innovators, leaders, and change-makers in the evolving landscape of logistics and supply chain management.



NEXTGEN *Malaysia*

POST-EVENT HIGHLIGHTS: WEBINAR ON "FUTURE OF LOGISTICS: BUILDING THE NEXT GENERATION SUPPLY CHAIN"

One of the key shifts highlighted is the transition from efficiency-driven supply chains towards resilience-focused systems. In today's environment, organisations are placing greater emphasis on risk mitigation, supplier diversification, and operational continuity. This reflects a broader recognition that highly optimised systems, while efficient, can also be fragile.

At the same time, digitalisation continues to accelerate across the sector. While many organisations are actively investing in advanced technologies such as artificial intelligence, automation, and data analytics, the real challenge lies not in the availability of these technologies, but in their effective integration. Bridging the gap between systems, processes, and people remains a critical issue in achieving meaningful transformation.

Another important dimension is the growing influence of sustainability. Environmental considerations are no longer peripheral, but are increasingly shaping logistics strategies, driven by regulatory pressures, market expectations, and global commitments.

From a regional perspective, ASEAN presents a diverse landscape in terms of logistics capability and digital maturity. While countries like Singapore demonstrate high levels of integration and technological advancement, others, including Malaysia, are in a strong position to progress further, provided that efforts are made to enhance digital capability and talent development.

Looking ahead, the future of logistics will be characterised by greater complexity, connectivity, and speed of change. However, one key takeaway remains clear: technology alone will not define the success of supply chains. Rather, it is the ability of human talent to manage, integrate, and adapt these systems that will ultimately shape the industry.

In this regard, the role of the next generation becomes increasingly significant. Preparing future professionals with the right combination of technical understanding, systems thinking, and adaptability will be essential in navigating the evolving logistics landscape.



NEXTGEN *Malaysia*

Don't hesitate to be part of this program.
You can click the link below to show your interest !

<https://forms.gle/UVq4nR9fDrZaYTS9>



The Chartered Institute of Logistics and Transport

NEXT GEN CILT MALAYSIA
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SPEAKERS

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- TO CREATE A PLATFORM FOR DIALOGUE BETWEEN INDUSTRY EXPERTS, ACADEMIA, AND YOUTH.

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

#CILTNextGen #CILTMalaysia #LogisticsLeadership
#TransportInnovation



Professional Reflections

SIMULATION

By DATO' CAPTAIN HJ. ABDUL RAHIM
BIN ABD. AZIZ FCILT

WHY SIMULATION MATTERS

Ship simulation refers to maritime simulators which are used for training, research and entertainment in maritime environments, replicating ships, ports, weather and traffic to provide realistic experiences.

Professional simulators are found in maritime schools and academies for training officers and other related personnel. Simulation training isn't new. Aviation, healthcare and military have relied on it for decades. What's changing is the sophistication of simulation technologies and their application to maritime logistics.

Ports are incredibly complex ecosystem with thousands of workers, countless moving parts, heavy machinery, shifting weather and unpredictable vessel traffic.

Unlike classroom training, simulation can replicate this complexity in real time, letting staff practice responses to disruptions before they happen.

ADVANTAGES OF SIMULATION

- safe, cost effective, repeatable training environment, cheaper than direct onboard training
- diverse scenarios set up
- fuel saving, ship preparation and equipment costs
- repeatability and consistently providing identical scenarios thus giving all participants the same opportunities
- meeting individual needs and close monitoring
- provide close scenarios as at sea
- environmentally friendly as there are no fuel consumption and burning
- improving technical skills

DISADVANTAGES OF SIMULATION

- high initial capital costs
- lack of real world feelings like vessel true motion, noise, human stress
- reliance on instructors
- potential game mood
- restrict real watchkeeping



Dato' Captain Hj. Abdul Rahim bin Abd. Aziz is an experienced maritime professional with over 40 years in shipping, port management, and maritime advisory. He currently serves as Director of Projects and Senior Marine Consultant at Kasi Maritime.

He began his career with MISC and rose to Master before taking on key leadership roles at Port Klang Authority and as CEO of Penang Port Commission. He later served as Special Maritime Advisor to the Ministry of Transport and CEO of Pengerang Marine Operations. He holds an MBA from Ohio University and is a Fellow of the Chartered Institute of Logistics and Transport (CILT). His distinguished career has earned him multiple national honours, reflecting his significant contributions to Malaysia's maritime industry.

Stay inspired - Never stop creating.

Professional Reflections

WHEN GROWTH DIVIDES: UNDERSTANDING MALAYSIA'S K-SHAPED ECONOMY BY DATUK TS DR HJ RAMLI AMIR FCILT CILTM PAST PRESIDENT

Malaysia's economy, by most conventional measures, appears to be on a stable footing. Growth has resumed, employment remains high, and official indicators point to resilience after years of global disruption. Yet beneath these reassuring averages lies a quieter, more uncomfortable truth: many Malaysians feel financially stretched, anxious, and uncertain about the future. This disconnect is not merely a matter of perception. It reflects the reality of a K-shaped economy.

A K-shaped economy describes a situation in which different segments of society move in opposite directions simultaneously. The "upper arm" of the K points upward, representing households and sectors that are advancing—those with stable incomes, assets, and access to opportunity. The "lower arm" slopes downward, capturing those whose wages lag behind rising costs, whose savings are thin, and whose economic exposure is largely to prices and debt.

At the upper end of Malaysia's K-shape are asset owners, professionals, and business operators in capital-intensive or export-linked sectors. Rising property values in prime urban areas, resilient corporate earnings, and exposure to financial markets have strengthened balance sheets. For these households, the economic recovery feels real. Asset appreciation builds confidence, which in turn sustains spending on travel, services, dining, and other discretionary consumption. This spending feeds into GDP growth and reinforces the narrative of a healthy economy.

The lower arm tells a very different story. Many B40 households and a significant share of the M40 experience the economy primarily through the cost of living. Food prices, rents, utilities, transport, childcare, education, and healthcare have risen steadily, and in many cases permanently, since the pandemic. While wages have increased in nominal terms, they have often failed to keep pace with these recurring expenses. Employment may be available, but income security is increasingly fragile.

This divergence explains why headline indicators can look strong while household sentiment remains subdued. GDP measures total output and spending, not how income and opportunity are distributed. When higher-income households spend more—fuelled by asset gains or business income—the economy grows even though a large share of the population is cutting back or relying more heavily on credit to maintain basic consumption.

Malaysia's high household debt amplifies this effect. Consumption continues, but increasingly at the expense of thinner buffers and higher financial stress. Borrowing-driven spending still counts as growth, even when it leaves households more exposed to shocks. From a statistical perspective, the economy expands. From a lived perspective, resilience erodes.

Housing illustrates the K-shape particularly clearly. For existing homeowners in desirable locations, property remains a store of wealth. For younger Malaysians and renters, especially in urban centres, housing is an increasing burden. Rising rents and high entry prices turn shelter into a recurring source of stress rather than a pathway to security. This gap has generational consequences, shaping who can accumulate wealth and who remains perpetually vulnerable.

Professional Reflections

WHEN GROWTH DIVIDES: UNDERSTANDING MALAYSIA'S K-SHAPED ECONOMY

BY DATUK TS DR HJ RAMLI AMIR FCILT
CILTM PAST PRESIDENT

Labour market dynamics further widen the divide. High-skill, professional roles—often concentrated in the Klang Valley and major cities—offer better wage progression and greater flexibility. By contrast, workers in services, logistics, tourism, retail, and the informal economy face tighter margins and limited bargaining power. In Sabah and Sarawak, higher logistics costs and lower average wages mean that price increases bite harder, making the lower arm of the K even steeper.

Fiscal reform and subsidy rationalisation add another layer. While necessary for long-term sustainability, subsidy changes affect households unevenly. Higher-income groups are better placed to absorb price adjustments, whereas lower-income households feel them immediately, reinforcing the sense that economic adjustment carries unequal pain.

This is why public sentiment often diverges from official optimism. Policymakers speak in averages. Households live in specifics. National data smooths over differences, but people experience the economy through monthly expenses, debt obligations, and their ability—or inability—to save and plan ahead.

Ultimately, a K-shaped economy is not only about income inequality. It is about the inequality of exposure. Some Malaysians are exposed primarily to upside-down assets, opportunities, and flexibility. Others are exposed mainly to downside prices, debt, and shocks. Over time, this divergence weakens social cohesion and erodes trust, even when growth continues.

Understanding Malaysia's K-shaped economy matters because it reframes the policy question. The issue is no longer whether the economy is growing, but who that growth reaches and whether it strengthens resilience across society. Growth that remains narrowly shared may look successful in the short term, but it carries long-term social and economic costs.

When Malaysians say the economy is doing well but does not feel good, they are not rejecting the data. They are describing life on the lower arm of the K—where growth exists, but relief does not.



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

Stay inspired - Never stop creating.



Professional Reflections

Malaysia as a Maritime Logistics Nation: Where Logistics Actually Begins

By Capt. James Foong MBA FNI FCILT FCMI

I remember one particular night navigation watch very clearly.

The weather forecast had looked manageable earlier in the day. By midnight, it was obvious the system had deepened faster than expected. Wind was building. Our vessel was loaded with time-sensitive cargo. The next port had a tight berthing window, and everyone ashore was expecting us to “maintain sailing schedule”.

Standing on the navigation bridge, it did not feel like a logistics discussion. It felt like a command decision.

Slow down and protect the ship, the crew, and the cargo — or push on and accept higher risk. There was no meeting, no escalation call, and no dashboard to hide behind — just experience, judgement, and responsibility.

People rarely describe moments like this as logistics.

But that is exactly what they are.

When logistics is discussed, the conversation usually centres on ports, highways, rail links, and automation. Infrastructure dominates the narrative. These investments are important, but from a mariner’s perspective they represent only part of the system. What keeps trade moving when conditions are not ideal is not infrastructure alone, but the professionals trusted to make decisions when plans begin to fail.

Shipping professionals understand a simple reality that rarely appears in strategy papers:

“No Shipping = No Shopping”

Malaysia is a maritime nation by geography whether we choose to emphasise it or not. Our waters sit along one of the busiest sea lanes in the world. Long before logistics became a recognised profession, ships were already moving cargo through this region.

Today, more than 80 per cent of global trade by volume still moves by sea. Every factory schedule, energy shipment, and supermarket shelf ultimately traces back to a vessel arriving safely at port.

When that happens smoothly, nobody notices.

Yet the operational reality of maritime logistics is rarely as neat as planning documents suggest. Over the years I have seen many port calls where everything appeared correct on paper, yet small misalignments created real delays — a document not ready, a berth window quietly adjusted, or a cargo plan that worked in theory but not in practice.

From the shore office, these situations may appear as operational inefficiency.

From onboard, they are reminders that logistics lives or dies in execution.

A ship is not simply a means of transport. It is the first moving warehouse in the supply chain and often the first place where mistakes become expensive. Cargo damaged at sea cannot be cheaply repaired downstream. A poor weather decision cannot be corrected with an email.



Stay inspired - Never stop creating.

Professional Reflections

Malaysia as a Maritime Logistics Nation: Where Logistics Actually Begins

By Capt. James Foong MBA FNI FCILT FCMI

There is no pause button at sea.

When conditions change — and they always do — navigation officers must adapt immediately. Decisions are made with incomplete information and real consequences. I have had to explain more than once why slowing down was the correct decision even when it disrupted commercial expectations.

Those conversations are rarely comfortable.

But logistics is not about making reports look good. It is about protecting outcomes.

This is why mariners are, by necessity, risk managers. Every passage balances time, cost, safety, fuel consumption, emissions, and crew welfare. Every cargo operation protects economic value that belongs to someone else. Every port call involves overlapping commercial, regulatory, and operational pressures.

None of this is routine manual work. It is judgement exercised continuously where mistakes can be costly and sometimes irreversible.

For a brief period during the COVID-19 pandemic, the public caught a glimpse of this reality. Ships continued moving while borders closed and regulations changed overnight. When ships slowed, factories felt the impact almost immediately.

Yet as conditions stabilised, attention quickly returned to last-mile delivery and digital convenience. The first mile — where maritime logistics actually begins — faded back into the background.

For Malaysia, this first mile matters greatly

Malaysia's reputation in global shipping has never been built on slogans or announcements. It has been built gradually through the conduct of its professionals — deck officers on the bridge, marine engineers in engine rooms, cargo planners in logistics centres, and operators in ports and terminals.

In international logistics, reputation is not created through marketing campaigns. It is built quietly through consistency.

The same standards that guide navigation officers at sea must also guide leadership across the logistics sector. Professional competence, ethical conduct, and sound judgement remain the foundations of resilient supply chains.

This is why professional institutions such as the Chartered Institute of Logistics and Transport Malaysia play an important role in the nation's logistics ecosystem. By upholding professional standards and recognising development across the industry, they help ensure that operational experience continues to inform leadership.

As global supply chains become more complex and more exposed to disruption — from geopolitical tensions to climate volatility — governance, professional judgement, and operational discipline will become even more important.

Malaysia's long-term strength as a maritime logistics nation will depend not only on infrastructure investment, but on cultivating professionals who understand consequence — people capable of making sound decisions when information is incomplete and outcomes uncertain.

Because in the end, the true strength of a maritime nation is not only the ports it builds.

It is the people trusted to keep the system moving when conditions become difficult.

About the Author

Capt. James T. H. Foong MBA FNI FCILT FCMI is a proud Malaysian Master Mariner whose work bridges global maritime operations, logistics strategy, and industry governance. A graduate of Akademi Laut Malaysia and a sponsored cadet of MISC Berhad, he later obtained his Master Mariner Class 1 Certificate in New Zealand and an MBA in Shipping and Logistics from the United Kingdom. Actively sailing on container vessels trading worldwide, he brings rare first-mile operational insight into supply chain resilience, maritime risk, and logistics decision-making. Beyond sea service, he contributes to industry dialogue on professional standards, maritime governance, and the human dimension of global supply chains. Through his professional writing and public engagement, he reaches more than 40,000 followers on LinkedIn across the global professional community.

Through both operational practice and thought leadership, he advocates stronger links between maritime professionalism, logistics strategy, and responsible industry governance.



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Professional Reflections

When Geopolitics Disrupts: Air Cargo, Chokepoints and the Fragility of Global Supply Chains **By Prof Dr Nor Aida Abdul Rahman CMILT**

In an increasingly interconnected global economy, the stability of cross-border supply chain is no longer just an operational concern, it is fundamental to firm performance, household well-being, and even financial market stability. Yet this stability is becoming harder to sustain. Escalating geopolitical tensions, ranging from trade disputes to military conflicts, are introducing new layers of uncertainty that are reshaping how global supply chains function. What is particularly striking today is not just the frequency of these disruptions, but the speed at which they spread across interconnected systems.

This is especially evident across both maritime and air cargo sectors, where disruptions are increasingly interconnected rather than isolated. Maritime transport, which carries the bulk of global trade, has been significantly affected by ongoing disruptions along the Red Sea–Suez Canal route, one of the world’s most critical corridors for containerised trade between Asia and Europe. Since late 2023, attacks on commercial vessels have forced major shipping lines to reroute away from the Suez Canal and divert around the Cape of Good Hope, leading to longer transit times, higher costs, and increased operational uncertainty.

At the same time, the Strait of Hormuz remains a key energy chokepoint, with roughly one-fifth of global petroleum supply passing through it, making any potential disruption highly consequential for global fuel markets. This is particularly critical for aviation, where fuel can account for up to 30–40 percent of total operating costs. Any disruption in oil supply quickly translates into aviation fuel price volatility, directly affecting air cargo rates, route planning decisions, and overall network efficiency. Together, these maritime and energy vulnerabilities have generated cascading effects across global supply chains, extending far beyond the region itself. In response, many firms have shifted urgent shipments to air cargo, where impacts are felt almost immediately. However, this shift introduces new pressures, as air cargo capacity is limited and highly sensitive to geopolitical shocks. The Russia–Ukraine war, for instance, led to widespread airspace restrictions that forced airlines to reroute flights, increasing fuel consumption, extending transit times, and raising operational costs.

What is increasingly evident here is the emergence of a “domino effect” across global supply chains. Disruptions in one part of the system, whether along maritime chokepoints such as the Suez Canal, energy corridors like the Strait of Hormuz, or restricted airspace, do not remain isolated. Instead, they trigger a chain reaction across interconnected logistics networks. Delays in shipping lead to shifts towards air cargo, rising fuel costs increase operational expenses, and limited capacity further amplifies congestion and price volatility. As these pressures accumulate, disruptions in one mode of transport begin to reinforce challenges in another, creating a compounded and system-wide impact. As a result, disruptions in maritime routes and energy corridors are now closely intertwined with air cargo operations, reshaping the movement of high-value and time-sensitive goods such as pharmaceuticals, electronics, and critical industrial components.

Hence, what does this mean in practice? It suggests that supply chain disruption is no longer a temporary shock, but an embedded feature of today’s geopolitical environment. Businesses can no longer rely on stable routes, predictable costs, or uninterrupted flows of goods. Instead, volatility, whether in maritime corridors, airspace access, or fuel prices, has become part of day-to-day operations. For industries that depend heavily on air cargo, this creates a constant balancing act between speed, cost, and reliability.

Professional Reflections

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At a broader level, this also highlights the need to move beyond viewing transport modes in isolation. Disruptions in maritime routes, energy supply, and airspace are now closely interconnected, requiring a more integrated and system-wide approach to supply chain management. The traditional focus on efficiency is no longer sufficient. Instead, firms must anticipate how shocks in one part of the system can trigger cascading effects elsewhere, and plan accordingly through better coordination, real-time visibility, and stronger contingency capabilities. Looking ahead, both short-term adaptation and long-term transformation are necessary. In the short term, firms must prioritise flexibility through dynamic rerouting, diversified sourcing, and strategic inventory buffers to absorb immediate shocks. Over the longer term, supply chains must be redesigned for resilience through regionalisation, digitalisation, and reduced dependence on high-risk chokepoints (Hassan and Rahman, 2023a; Hassan and Rahman, 2023b). For Malaysia, this also underscores the need for stronger coordination between government and industry to enhance air cargo capacity, strengthen logistics infrastructure, and ensure continuity in times of disruption.

Beyond physical disruptions, a growing concern lies in digital vulnerability. Modern air cargo and logistics systems depend heavily on real-time data, digital platforms, and automated processes. Any cyberattack or system failure could disrupt operations almost instantly, effectively creating a new form of “digital chokepoint” that can paralyse supply chains even without physical conflict. Ultimately, in an era where geopolitical tensions can disrupt both sea and air simultaneously, resilience in logistics particularly in air cargo will become a defining factor of economic stability. The challenge is no longer whether disruptions will occur, but how prepared we are to manage them. In this new reality, resilience is no longer a competitive advantage it is a necessity for survival.

Prof Dr Nor Aida Abdul Rahman
Professor in Supply Chain and Strategy
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Professional Reflections

Beyond Freight Rates: How Middle East Disruption Is Rewriting Project Bid Logistics

By Amnurrasyid bin Rasedin FCILT, Manager Logistics and Trade Compliance, Mcdermott International

Geopolitical instability in the Middle East is reshaping global freight markets through route disruption, rising marine insurance premiums and vessel capacity distortions. These developments require project bid teams to reassess logistics assumptions, contractual risk allocation and execution strategies across multi-year project timelines.

Tensions affecting the Suez Canal and the Strait of Hormuz are influencing global freight routes, shipping capacity and marine insurance premiums. This article examines how such disruptions reshape logistics budgeting for project bid proposals and highlights the importance of integrating technical scope, contractual obligations, supply chain structure and geopolitical risk into long-term logistics planning.

How Middle East Disruption Is Rewriting Project Bid Logistics

A recent request from my boss, who is Regional Senior Director of SCM Department prompted an important discussion within the logistics team. The request was straightforward to analyse the current developments in the Middle East and evaluate how they could affect freight markets, shipping routes and project logistics costs.

For organisations involved in international engineering and construction projects, such requests are becoming increasingly common. Geopolitical developments that initially appear distant from project execution can rapidly reshape global shipping markets and influence logistics assumptions embedded in project bid proposals.

Large engineering, procurement, construction and installation (EPCI) projects typically require logistics strategies and cost estimates covering execution periods of three to five years. During that timeframe, freight markets may fluctuate due to vessel supply, trade demand, fuel costs and geopolitical stability. When instability affects key maritime corridors such as the Suez Canal or the Strait of Hormuz, the consequences extend well beyond regional shipping lanes. They influence global freight pricing, marine insurance premiums, vessel deployment strategies and ultimately the financial exposure of project contractors.

For logistics professionals supporting bid proposals, the challenge today is therefore broader than estimating freight costs. It involves understanding how geopolitical developments may reshape the global shipping ecosystem and translating that uncertainty into responsible logistics planning.

Logistics as a Strategic Discipline in Bid Preparation

In complex international projects, logistics planning begins during the bid development phase. At this stage, logistics teams analyse the technical scope of work, identify potential supply chain routes and develop preliminary cost estimates that will form part of the commercial tender submission.

Subsea SURF, SPS and gas export pipeline projects illustrate the complexity of this process. Cargo may include subsea structures, manifolds, reels of flexible pipelines, umbilicals and offshore modules. These items vary significantly in size, weight and handling requirements. Transporting such equipment often requires specialised vessels, heavy lift equipment and carefully coordinated port infrastructure.



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The logistics model therefore follows the technical execution model of the project. Fabrication schedules determine shipment timing, while offshore installation campaigns dictate when materials must arrive at staging ports or offshore sites. Marine spreads and installation vessels operate under strict mobilisation schedules, leaving little tolerance for logistics delays.

At the same time, the logistics team must interpret the commercial framework of the tender documentation and draft contract. Delivery Incoterms determine where responsibility for cargo transfers between contractor and client. Tax clauses influence import duty obligations and value-added tax exposure. Customs provisions may determine whether project equipment qualifies for temporary import regimes or duty exemptions.

Failure to interpret these contractual conditions accurately during the bid stage may expose contractors to significant financial risks during project execution.

Forecasting Freight Costs in a Volatile Market

Historically, logistics teams relied on freight market intelligence from sources such as Drewry, Clarkson Research and BIMCO when developing transportation cost estimates.

However, freight markets today are increasingly influenced by geopolitical developments. Shipping lines frequently redesign service networks in response to security risks or regional disruptions. When instability affects major shipping corridors, vessels may be rerouted, services suspended and transit times extended.

These adjustments influence not only freight rates but also schedule reliability and vessel availability across global shipping networks.

For projects that will be executed several years after bid submission, logistics planners must therefore adopt scenario-based planning rather than relying on a single deterministic freight estimate.

Maritime Chokepoints and Global Supply Chain Exposure

Recent geopolitical developments have highlighted the vulnerability of key maritime chokepoints that underpin global trade flows.

The Suez Canal

The Suez Canal remains one of the most important maritime trade routes connecting Europe and Asia. According to UNCTAD, approximately twelve percent of global maritime trade passes through this corridor annually. When disruptions occur, vessels may reroute around the Cape of Good Hope in South Africa which will increase transit times by up to two weeks.

Longer voyages increase fuel consumption and reduce effective vessel capacity within the global fleet. This tightening of capacity frequently results in higher freight rates and reduced schedule reliability.

The Strait of Hormuz

The Strait of Hormuz presents an even more sensitive chokepoint. This narrow maritime corridor connects the Persian Gulf with global markets and serves as the primary maritime gateway for several Gulf economies.

According to Drewry Maritime Research (2026), approximately 15–30 percent of global seaborne energy trade passes through this corridor, including crude oil, refined petroleum products, LNG and petrochemicals.

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While container volumes represent only around 3.5 percent of global port handling, the strait remains vital because it represents the only maritime gateway for countries such as Qatar, Kuwait, Bahrain and Iraq.

The Persian Gulf region handles approximately 33 million TEU annually, with Jebel Ali handling about 15.5 million TEU and Khalifa Port approximately 6.6 million TEU. Both ports sit entirely behind the Strait of Hormuz chokepoint.

Drewry's analysis indicates that if the strait were closed, more than three-quarters of regional liner connectivity would effectively disappear, creating severe supply chain disruption.

Alternative Port Capacity and Inland Logistics Constraints

Drewry's March 2026 assessment evaluated whether alternative ports could absorb cargo volumes displaced by a Hormuz disruption.

Ports such as Khorfakkan, Sohar and Salalah offer theoretical spare capacity exceeding 20 million TEU annually. However, geographic realities significantly limit their effectiveness as replacement gateways.

Khorfakkan offers the most practical bypass option due to its proximity to Dubai and existing road links to Jebel Ali and Abu Dhabi. UAE authorities have implemented emergency customs procedures enabling containers arriving at east-coast ports to move inland via simplified clearance processes.

Sohar also offers an alternative route with road access to the UAE.

Salalah presents a more complex scenario. Although it offers approximately 3 million TEU of spare capacity, it lies over 1,700 kilometres from Dubai, making overland transport expensive and logistically challenging.

These constraints demonstrate how maritime chokepoint disruption quickly becomes an inland logistics challenge.

Marine Insurance and War-Risk Premiums

Geopolitical instability also influences marine insurance markets.

Ships operating in conflict-exposed regions must obtain war-risk insurance coverage in addition to standard hull and cargo insurance policies. When insurers designate certain maritime zones as war-risk areas, vessels transiting those zones must pay additional premiums.

War-risk insurance protects shipowners and cargo owners against losses resulting from armed conflict, terrorism or hostile acts. During periods of heightened tension, these premiums can increase dramatically. Insurance rates that normally represent a small percentage of vessel value may rise several times over within a short period.

For high-value vessels and cargoes, these increases translate into substantial operational cost exposure.

Shipowners and charterers typically pass these additional costs down the supply chain through war-risk surcharges or increased freight rates, directly affecting project logistics budgets.

Supply Chain Exposure and Contractual Risk

Another important factor that logistics teams must consider during bid preparation is the structural exposure of global supply chains.



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In many offshore and subsea projects, procurement supply chains originate from manufacturing hubs in Europe and the United States, while fabrication and integration activities take place in Far East yards such as Batam, Qidong and Shanghai. These logistics flows often represent nearly 70 percent of supply chain management activity within large EPCI projects.

This supply chain configuration creates a logistics model that relies heavily on long-distance maritime transport between Western manufacturing centres and Asian fabrication yards before final delivery to project locations.

Under normal conditions, such routes can be forecast with reasonable accuracy. However, when geopolitical developments disrupt major shipping corridors, freight markets may change rapidly.

Logistics teams frequently encounter situations where freight forwarders and carriers return with revised quotations reflecting higher freight rates, war-risk surcharges or longer routing distances.

While such increases may be justified from a shipping perspective, the project contract may not always provide a mechanism for cost recovery.

In many project agreements, force majeure clauses allow schedule adjustments but do not automatically permit price escalation for freight cost increases. Contractors may therefore face financial exposure when logistics costs rise beyond the assumptions embedded in the original bid.

This situation also raises questions regarding insurance coverage.

Standard marine cargo insurance protects cargo against physical loss or damage during transport. War-risk insurance may cover losses resulting from conflict-related incidents. However, these policies typically do not compensate for freight rate escalation, route diversions or commercial logistics cost increases resulting from geopolitical instability.

For logistics planners, this distinction is critical. Insurance may protect cargo value, but it does not necessarily protect project profitability.

Scenario-Based Logistics Budgeting

Because geopolitical disruptions cannot be predicted with certainty, logistics teams increasingly rely on scenario-based planning during bid preparation.

Rather than assuming a single freight outcome, planners evaluate multiple logistics scenarios reflecting different market conditions. These may include relatively stable shipping markets, moderate disruptions with increased insurance premiums, or severe corridor disruptions requiring route diversions.

Risk registers help document these potential disruptions and evaluate their financial implications.

By modelling these scenarios, project teams can better understand potential logistics exposure and ensure that bid strategies remain commercially sustainable.

Closing Reflection

The evolving geopolitical landscape highlights a fundamental reality of modern logistics that supply chains are deeply interconnected with global political and economic developments.

Events occurring far from a project site can reshape freight markets, insurance costs and shipping routes almost overnight.

Professional Reflections

Beyond Freight Rates: How Middle East Disruption Is Rewriting Project Bid Logistics

By Amnurrasyid bin Rasedin FCILT, Manager Logistics and Trade Compliance, Mcdermott International

For logistics professionals supporting project bids, the role now extends beyond estimating freight costs. It requires interpreting geopolitical signals, understanding supply chain exposure and designing logistics strategies capable of withstanding uncertainty.

In today's environment, logistics planning has become both a technical discipline and a strategic capability.

Freight markets may fluctuate, shipping routes may shift and geopolitical tensions may evolve. Yet the responsibility of the logistics profession remains constant: ensuring that complex projects can move forward safely, efficiently and sustainably despite global volatility.

SELAMAT HARI RAYA MESSAGE

To fellow members of the Chartered Institute of Logistics and Transport Malaysia and readers of this newsletter:

Selamat Hari Raya Aidilfitri, Maaf Zahir dan Batin. May this festive season bring peace, reflection and renewed strength as we continue contributing to the advancement of the logistics and transport profession.

Author Biography

Amnurrasyid bin Rasedin, FCILT, is Manager, Logistics and Trade Compliance for Subsea and Floating Facilities in the Asia Pacific region, supporting complex SURF, SPS, GEP and EPCI projects. With over 15 years of experience in international project logistics, marine coordination and regulatory compliance, he has led cross-border logistics strategies across Southeast Asia, Australasia, Africa and Europe. A Chartered Fellow of the Chartered Institute of Logistics and Transport (CILT), he contributes regularly to professional discourse on logistics governance, risk management and sustainable leadership in complex project environments.

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International Energy Agency. World Oil Transit Chokepoints.
International Maritime Organization. Global Maritime Trade Report.



Professional Reflections

By : *Ts ChLT Daniel Doughty FCILT, APR*
Chairman CILTM Sabah Section
Chairman Labuan Chamber of Commerce



Daniel Doughty

BUSINESS - 28/03/2026 09:43 PM

Diesel Price Gap Reflects Structural Realities, Supports National Policy Framework - CILTM Sabah

By Jailani Hasan

ABUAN, March 28 (Bernama) -- The Chartered Institute of Logistics and Transport Malaysia Sabah Section (CILTM Sabah) has expressed its support for the federal government's approach to addressing the diesel price differential between Peninsular Malaysia and East Malaysia, emphasising that the pricing structure reflects underlying structural and logistical realities rather than preferential treatment.

CILTM Sabah chairman Daniel Doughty said Sabah operates in a fundamentally different supply chain environment, where the cost of distributing fuel is significantly higher due to geography, network fragmentation and lower economies of scale.

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<https://www.bernamabiz.com/news.php?id=2538568>

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BUSINESS - 28/03/2026 09:43 PM

Daniel Doughty Re-Elected CILTM Sabah Chairman

By Jailani Hasan

ABUAN, March 28 (Bernama) -- Daniel Doughty has been re-elected chairman of the Chartered Institute of Logistics and Transport Malaysia (CILTM) Sabah Section at its 2025 annual general meeting (AGM), reflecting continued confidence in his leadership.

Deputy chairman Mohd Faizal Malik also retained his position.



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Professional Reflections

Building Bridges: How Logistics Professionals Are Essential to Malaysia's Sustainable Future

By Khairuddeen Bin Shamshuddin CMILT
Member of CILTM KL Section

As a member of CILT Malaysia and manager donor acquisition with WWF-Malaysia, I occupy a unique vantage point. At first glance, the worlds of a chartered logistics professional and a conservation fundraiser might seem to exist on different planes—one focused on the efficiency of freight, the other on the preservation of forests. Yet, in my daily experience, I've discovered they are not just similar; they are fundamentally interconnected. Both are, at their core, about systems—how we design them, how we manage them for optimal performance, and how we take responsibility for their long-term impacts.

For those unfamiliar, WWF-Malaysia is part of the global WWF network, one of the world's largest and most respected independent conservation organisations. Our mission is to stop the degradation of the planet's natural environment and to build a future in which people live in harmony with nature. In Malaysia, this means working on the front lines to protect our incredible biodiversity. We are the voice for our endangered Malayan tigers and elephants in the Royal Belum State Park, the guardians of the Ulu Muda Forest Reserve—a water catchment that quenches the thirst of millions—and key partners in promoting sustainable practices for palm oil, forestry, and fisheries in Sabah and Sarawak.

My role at WWF is to translate this vital fieldwork into a compelling case for public support. I help people understand that a forest is not just a collection of trees, but the engine room of our economic stability, providing clean water and regulating our climate. An ocean is not just a scenic backdrop, but the foundation of our food security. This is where the parallel with logistics becomes so clear.

The recent tragic loss of an elephant calf along the East-West Highway served as a stark, painful reminder of this intersection. For us in CILT, a highway is a triumph of connectivity—a vital artery for trade, regional development, and economic efficiency. For a conservationist, that same road can be a barrier, fragmenting ancient habitats and severing the wildlife corridors that species have used for generations. Both perspectives are valid. The challenge, and the opportunity, lies in reconciling them through the very thing CILT members excel at: systems thinking and strategic planning.

This is the crucial point I want to share with my fellow CILT members: You are not just operators of the economy; you are already key players in its environmental future.

Every day, logistics and transport professionals make decisions that have a profound impact on our natural world.

- Route optimisation reduces fuel consumption and emissions.
- Modal shifts from road to rail lower carbon intensity.
- Infrastructure design influences land use, energy demand, and water management for decades.
- Reverse logistics systems enable circular economy models and reduce waste leakage into rivers and oceans.

These are not just "green" initiatives; they are levers of operational excellence and resilience. Consider the supply chains for palm oil and timber in Sabah and Sarawak. WWF works tirelessly with companies to ensure these products are sourced responsibly. But a company's commitment to sustainable practices are only as strong as its supply chain transparency. This transparency depends entirely on the robust, well-managed logistics networks that you oversee. Without reliable data on the movement of goods, traceability is impossible.

Furthermore, look at the Ulu Muda forest. By protecting its watershed, conservationists are safeguarding a resource that is fundamental to industrial operations and transport infrastructure. A healthy forest prevents floods and ensures a stable water supply, which directly benefits supply chain continuity and reduces the risk of disruption to our highways and ports. A healthy ecosystem is not a separate entity from operational resilience; it is a fundamental pillar that supports it.

In my fundraising conversations, I often explain that environmental challenges like climate change are rarely caused by a single, isolated action. They are embedded throughout complex value chains—from the extraction of raw materials, to manufacturing, to the final mile of delivery. A company's largest carbon footprint (its Scope 3 emissions) is almost entirely contained within its supply chain. This means that logistics professionals are not just moving boxes; you are managing the very pathways of our climate impact.



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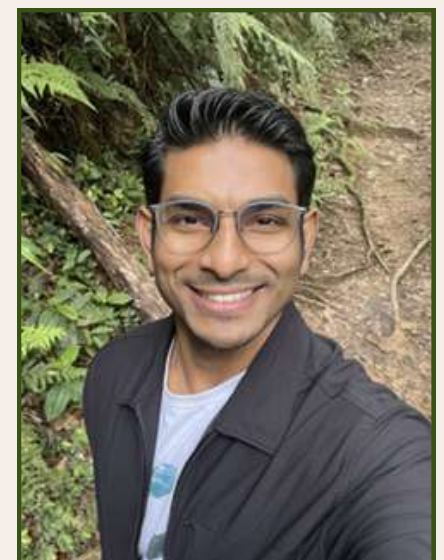
Professional Reflections

Building Bridges: How Logistics Professionals Are Essential to Malaysia's Sustainable Future By Khairuddeen Bin Shamshuddin CMILT

Working at WWF has only deepened my appreciation for the structured, data-driven, long-term planning that CILT members practice daily. Conservation requires rigorous data, precise coordination, and a long view—just like logistics. The emotional response to a wildlife tragedy is powerful, but it is temporary. Creating lasting, structural change requires the expertise of professionals who know how to redesign the systems that led to that tragedy in the first place.

My experience has taught me that empathy for our natural world must be paired with the expertise to act. CILT members are the master system designers of the modern Malaysian economy. WWF-Malaysia works to ensure the ecological systems that underpin that economy remain healthy and resilient. When our two communities align—when the pursuit of logistics efficiency goes hand-in-hand with environmental stewardship—we can build a Malaysia that is not only competitive on a global stage, but truly resilient and sustainable for generations to come. I am proud to be a member of both.

If you would like to learn more about WWF-Malaysia's conservation efforts and discover how you can be part of it, visit wwf.org.my and join us in safeguarding Malaysia's natural heritage.



Professional Reflections

From Shelves to Systems: How AI is Reshaping Supply Chain Management

By Ts Mohd Azlan Bin Abu Bakar CMILT
Lead, AI Klass/ Member of CILTM KL Section

Not everyone wonders how goods arrive on the shelves, whether they come locally or internationally. Traditional supply chain management covers typical activities stretching from raw materials to production, all the way until delivery reaches the customer. It has long been a behind-the-scenes operation, complex, interconnected, and often underappreciated until something goes wrong.

We are now not talking about the awareness of AI, but how AI contributes to all of these activities to make them more effective and efficient. We are moving into how we can leverage AI in planning, predictive demand and supply, delivery schedules, and optimizing storage space. The question is no longer whether AI belongs in the supply chain, the question is how fast organizations can meaningfully adopt it.

From Reactive to Predictive

For decades, supply chain decisions were driven by experience, spreadsheets, and periodic reports. A procurement manager would review last quarter's numbers and make a judgment call. A warehouse supervisor would manually assess stock levels. These methods worked until the world became faster, more volatile, and more demanding than any human team could track alone.

AI changes this fundamentally. Machine learning models can now analyze years of sales data, seasonal trends, supplier performance, and external signals such as weather disruptions and global port congestion simultaneously. What once took a team of analysts days to compile, an AI system processes in minutes and with considerably greater accuracy. Demand forecasting becomes sharper. Procurement decisions become smarter. Delivery routes become leaner.

The Malaysian Reality

In the Malaysian context, industries ranging from manufacturing to retail and logistics are feeling the pressure to modernize. As a nation deeply embedded in global trade, supply chain efficiency directly impacts competitiveness and economic resilience. Disruptions in global supply networks in recent years have exposed the weaknesses of traditional, reactive approaches and underscored the urgency of transformation.

AI-powered demand forecasting is helping businesses anticipate market shifts before they become costly surprises. Intelligent route optimization is reducing delivery times and fuel costs across increasingly congested urban corridors. In warehousing, AI combined with automation is maximizing storage capacity and accelerating order fulfillment capabilities that are no longer exclusive to large corporations but are becoming accessible to growing mid-sized businesses as well.

The government's push toward digital transformation through national initiatives has further signaled that AI adoption in supply chain is not a distant aspiration it is an immediate strategic priority.

The Human Side of the Equation

Yet technology alone does not transform an organization. Readiness is one part, but implementation and the ability of leaders to genuinely drive this digital transformation is where many organizations fall short.

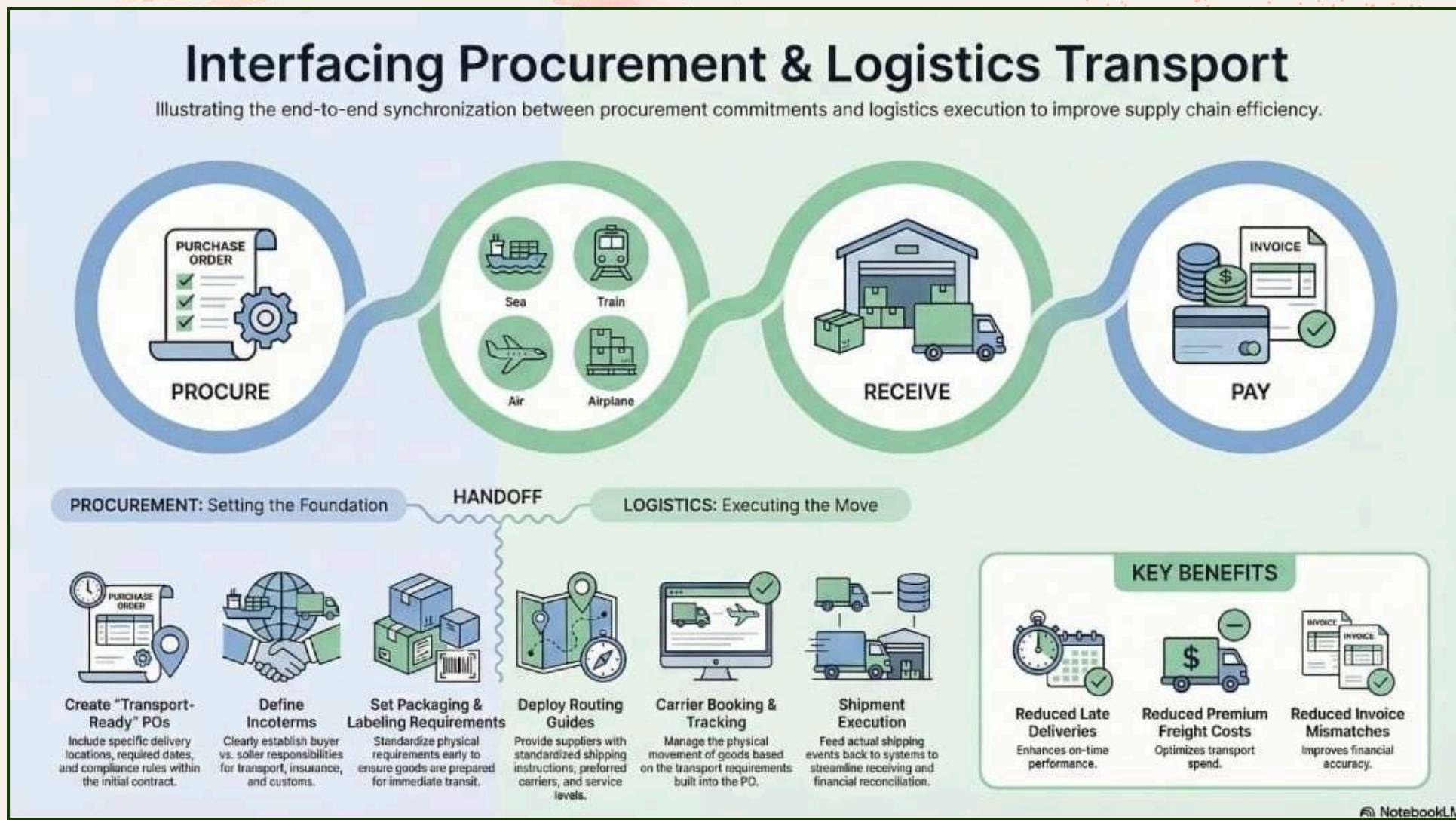
Leaders do not need to become data scientists. But they must develop AI literacy the ability to ask the right questions, interpret recommendations critically, manage change effectively, and build organizational cultures where data-driven decisions become the norm. Training and leadership development in this space are therefore not optional extras. They are the very foundation upon which successful AI adoption is built.

The businesses that will lead tomorrow's supply chain landscape are not necessarily those with the deepest pockets they are those with the most informed, courageous, and forward-thinking leaders at the helm.



✓ *Stay inspired - Never stop creating.*

Professional Reflections



Abdul Malik Azman Alhaj, CMILT

Principal Consultant, HRDC Training Consultant and Chartered Member Institute of Logistic and Transport (CMILT).

Formerly serving as Chief Procurement Officer (CPO), I bring extensive hands-on experience in procurement, materials management, tendering and contract management. Since 2018, I have successfully facilitated and coached over 300 participants across in-house and public programs, working with universities, public-listed companies and both local and international corporations.

My expertise lies in designing and delivering high-impact training and consulting solutions that strengthen organizational performance, enhance compliance and drive measurable results.

Core Capabilities & Solutions Offered.

- Cost Optimization & Savings Measurement.
- Total Cost of Ownership (TCO) & Life Cycle Costing (LCC).
- Procurement Performance Management & KPI Development.
- Inventory Forecasting, Demand Planning & Reduction.
- High-Impact Procurement Negotiation.
- Strategic Vendor Management.
- Procurement Ethics, Bidding & Tendering Processes.
- Procurement Transformation Programme.



Procurement Transformer
#FromPractitioner2Practitioners



This infographic details the essential integration between purchasing activities and transportation management to ensure a seamless supply chain. It emphasizes that a successful interface requires aligned operational processes and synchronized data systems to bridge the gap between placing an order and physical delivery. By embedding specific logistics requirements into purchase orders, such as Incoterms and standardized routing guides, companies can significantly reduce shipping delays and unexpected costs. These protocols establish clear accountability for both buyers and sellers, making inbound freight more predictable and easier to track. Ultimately, the source advocates for a unified workflow where procurement decisions directly inform and optimize the subsequent distribution and payment cycles.

Professional Reflections

Hari Raya Reflection: Transportation Strain and Road Safety Challenges in Malaysia

By Ts Dr. Nur Fathin Roslan CMILT
Senior Lecturer, UniKL MITEC, PASIR GUDANG, JOHOR

As Malaysia has just concluded the Hari Raya Aidilfitri celebrations, the annual “balik kampung” travel surge once again placed significant strain on the nation’s transportation system. While the festive period fulfilled its cultural role in reconnecting families, it simultaneously revealed persistent systemic issues most notably severe highway congestion, overstretched public transport capacity, and a concerning rise in road accidents and fatalities. The festive travel period once again highlighted the vulnerability of road users, with numerous reports of fatal accidents occurring across the country. Despite ongoing enforcement efforts such as Ops Selamat, the concentration of crashes during this period remains a serious concern. The combination of high traffic volume, long-distance travel, driver fatigue, and risky driving behaviours continues to contribute to tragic outcomes on Malaysian roads.

These challenges must be viewed within the broader context of Malaysia’s road safety landscape, where festive seasons tend to amplify existing risks. The identification of multiple high-risk locations nationwide further underscores that these incidents are not random, but rather part of a recurring and predictable pattern that requires sustained intervention. In parallel, highway congestion during the festive period reached critical levels. Major corridors such as the North-South Expressway experienced prolonged delays, with travel times significantly extended during peak travel windows. The continued reliance on private vehicles remains a key factor driving this congestion, reflecting limited modal shift despite ongoing infrastructure investments.

Public transportation systems, while improving, continue to face structural constraints during peak demand periods. Train and express bus services are often fully booked well in advance of Hari Raya, leaving many travellers with limited alternatives. Capacity limitations, service frequency, and insufficient connectivity to rural destinations further compound the imbalance between supply and demand. Transport hubs and urban centres also experienced operational strain. Airports, bus terminals, and key interchange points were congested, while gaps in first- and last-mile connectivity reduced the overall efficiency of multimodal journeys. These inefficiencies not only inconvenience travellers but also contribute to safety risks, particularly as extended travel durations increase fatigue and the likelihood of human error.

While enforcement initiatives remain necessary, the persistence of congestion and accident rates suggests that short-term measures alone are insufficient. A more comprehensive and integrated approach is required one that includes improved demand management strategies, such as staggered travel, as well as temporary capacity enhancements during peak periods. From a policy perspective, greater emphasis must be placed on strengthening intercity public transport resilience and improving multimodal integration. Investment in reliable, high-capacity alternatives to private vehicle use is essential to reducing congestion and mitigating safety risks during future festive seasons.



Equally important is the role of technology and behavioural change. The use of real-time traffic management systems and coordinated communication platforms can improve overall system efficiency. At the same time, sustained public awareness efforts are needed to address unsafe driving practices that continue to contribute to fatal accidents. In conclusion, the Hari Raya travel period continues to serve as a national stress test for Malaysia’s transportation system.

The convergence of heavy traffic, infrastructure limitations, and recurring safety concerns highlights the urgency for long-term, structural solutions. Moving forward, the success of festive travel should not only be measured by mobility efficiency, but by the ability to ensure that every journey is completed safely.



Professional Reflections

CAUTION OVER CAMOUFLAGE PAINTED MILITARY VEHICLES ON PUBLIC ROADS

By Lt Kol Kogilabalan Nair a/l Gunasekaran CMILT

Based on Road Transport Department reported data as of early 2026, there are over 41 million vehicles registered in Malaysia, there are very high possibility of civilian road users coming across camouflage painted military vehicles. The camouflaged military vehicle poses a significant hazard to civilian road users due to reduced visibility, which can lead to increased road risks and greater severity if involved in road collisions. These risks are further enhanced by the vehicle's design, which in military intention was intended to be camouflaged into the environment as for military roles than to distinct itself to be easily seen on public roads. In this short article will expose to the readers about some key hazards and safety issues.

Reduced Visibility

The intention of the military vehicle camouflage paints is to break up the outline of the vehicle, thus it making it harder for enemy to identify them, especially in low light condition, at night or in rural or forested areas. Military vehicle which moves in bad weather (thunderstorm or heavy rain) makes it further hazardous to other road users.

Reduced Lighting and Older Technology

Due to the nature of the military logistics operations under the cover of darkness, older or specialized military vehicles often have reduced lighting systems, making them harder to be seen at night. The intention is to provide safer movement from the prying eyes of the enemies during war time but however it was hard to be noticed during peace time.

Speed Disparity

Military vehicles often cannot maintain the same speed as modern civilian road user due the movement in convoy or the nature of the vehicles, thus creates dangerous speed differentials. This is imminent risk at one lane roads and also at highway road. The older or specialized military vehicles may have outdated transmission and braking systems, which eventually makes them less maneuverable and harder to stop than modern civilian vehicles on challenging road condition such as slippery and hilly roads.

Oversized Loads and Vehicles

Some of the military loads and vehicles may also be oversized than civilian logistics vehicles thus become a hazard when making turns at junction or using more than 1 lane. This becomes riskier with camouflaged pattern pattern which made other road users becoming unnoticed of the vehicle then causing collision or scrapping the vehicle parts.

Mitigation efforts

In order to mitigate the mentioned safety risk posed by the camouflaged military vehicles, some military units have begun using warning signs to enhance visibility and warn other road users. The enhanced visibility and warning are such as :

-Reflective materials to aid in visibility during the night

-Warning messages probably in animation or led blinking lights such as "Alert!, Vehicle Stopped. Give way".

Conclusion

Whilst the camouflaged military vehicles are designed for combat environments, their presence on public roads requires specialized caution from both the vehicle operators and civilian motorist. The risks are reduced visibility, reduced lighting and older technology, speed disparity, oversized loads and vehicles. The possible mitigation efforts are in a from alert and notification using reflective stickers and blinking lights.

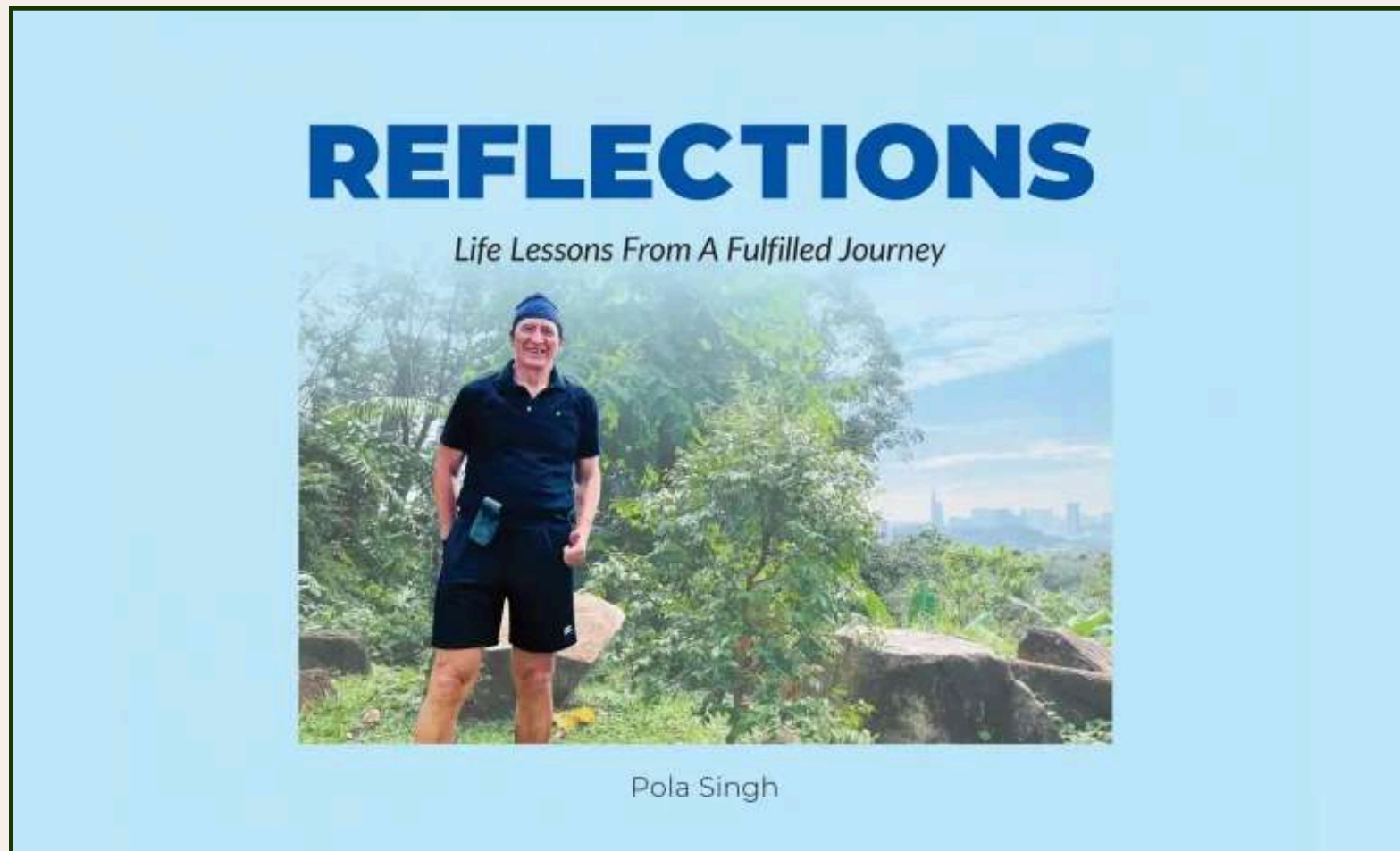
ABOUT THE AUTHOR

Lt Kol Kogilabalan Nair a/l Gunasekaran was commissioned into Royal Service Corps, Malaysian Army on 28 Dis 2005 after graduating from Akademi Tentera Malaysia (Intake 2000). Throughout his military service, he held notable appointments such as Staff Officer Grade 1 Service Corps at Headquarters 1st Infantry Division (Sarawak), Head of Regimental and Movement Wing, RSC Training Centre (Perak) and Company Commander at PUSASDA (Negeri Sembilan). He had also attended Combined Logistics Officer Advance Course (CLOAC) Class 26-15 at Combat Service Support School, Philippine Army with added tertiary education from UTM (Johor), UNITAR International University (KL) and UPNM (KL). He is currently the Commanding Officer of 73 Battalion RSC (Melaka) managing logistical human resource and supply chain.



Professional Reflections

Review of Dr Pola's latest book
Dr Pola Singh's new book explores legacy,
lessons and the power of persistence -
<https://go.shr.lc/3N7cDuV>

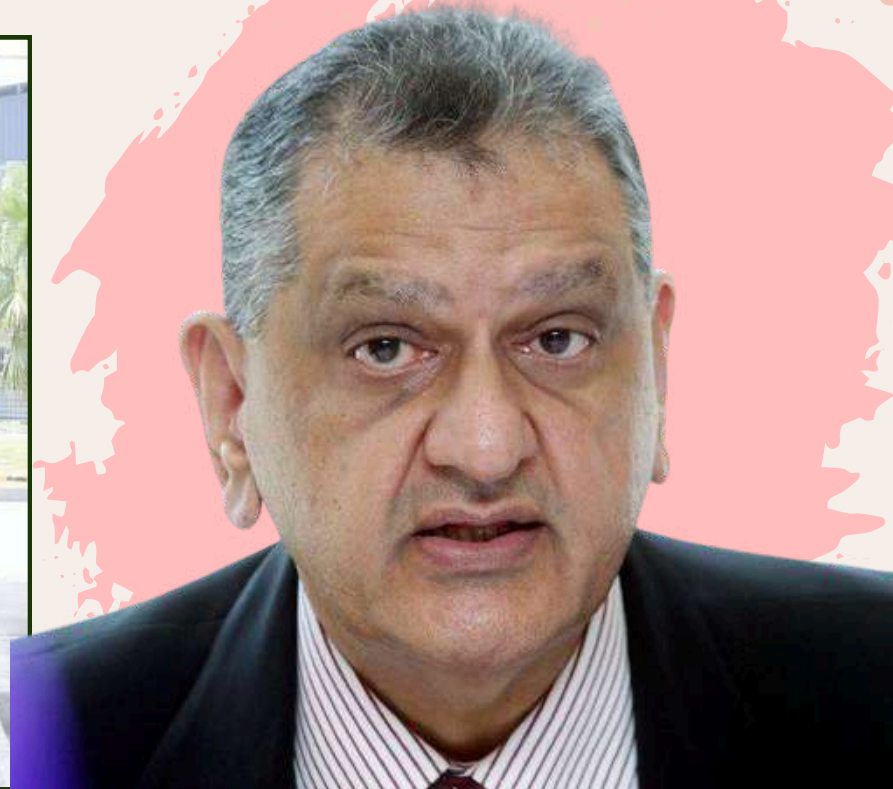


Dr Pola Singh has lived a full life, creating countless memories and bringing happiness to many. His third book – Reflections: Life Lessons From A Fulfilled Journey – offers a lasting message for readers today and for generations to come.

Professional Reflections

Diesel purchase caps may disrupt long-haul bus service schedules

By: Datuk Ts Mohamad Ashfar Bin Mohamad Ali FCILT



New diesel purchase limits in East Malaysia could force long-haul bus operators to make extra refuelling stops, potentially disrupting tight service timetables.

PETALING JAYA: The introduction of diesel purchase caps is set to pose timetable challenges for bus operators, with additional refuelling stops likely to disrupt tightly scheduled long-haul services in East Malaysia.

Pan Malaysian Bus Operators Association president Datuk Mohamad Ashfar Ali told theSun that under the government's new cap of 150 litres per purchase, bus operators would still be able to operate but would need to make additional stops at petrol stations to refuel.

"Normal buses typically have fuel tank capacities of around 200 to 250 litres while 150 litres of diesel can allow a bus to travel approximately 450km.

However, newer buses have much larger tanks of up to 400 litres.

"Short-distance bus services are unlikely to be significantly affected but long-haul routes will require more careful planning as they depend on higher diesel consumption and fixed schedules.

"Mohamad Ashfar also raised concerns over whether petrol stations along highways would have sufficient diesel supply, particularly during peak travel periods.

He urged the government to ensure adequate diesel supply at highway stations to prevent any operational disruptions.

...for more info please click the link

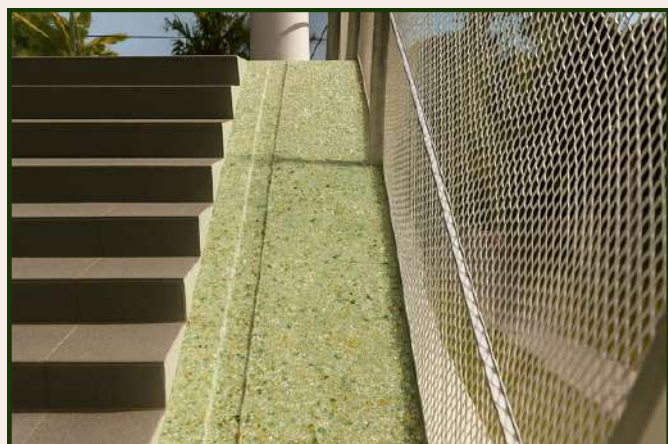
<https://thesun.my/news/malaysia-news/diesel-purchase-caps-may-disrupt-long-haul-bus-service-schedules/>



Professional Reflections

FROM LANDFILLS TO LANDSCAPES
A GROUND-BREAKING INNOVATION
BY: Perintis Alam Sdn Bhd

...for more info please scan the QR Code



Learning & Development Corner

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Advancing Professional Standards in Logistics & Transport

Established in 2003, CLLB Sdn Bhd (Center for Logistics Leadership in Business) is an Approved Training Provider of CILT Malaysia and CILT International. For over two decades, CLLB has delivered industry-focused programmes that strengthen operational competence, regulatory compliance, and professional credibility across Malaysia's logistics and transport sector. Our training portfolio spans Dangerous Goods compliance (IMDG Code, IATA DGR, ADR-aligned DG by Road), warehousing and distribution, international trade (INCOTERMS® 2020, Letters of Credit, border compliance), ESG and sustainability in logistics, cold chain operations, and sector-specific programmes including oil & gas supply chain management.

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- DG by Road – Transport Personnel
- ESG for Logistics & GHG Accounting

April 2026

- IMDG Code (Online & Klang Valley)
- DG Driver Training (CPC pathway)
- Executing International Trade: Incoterms & LCs
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For further information, please contact the relevant party as stated in the poster.



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UP COMING EVENT

Assalamualaikum & Greetings from CILT Malaysia

Salam Eid Mubarak

Dear Esteemed CILT Malaysia Member,

We are delighted to extend our heartfelt gratitude and invite you to the CILTM Jamuan Hari Raya Aidilfitri 2026 which will be held as follows:-

Event Details

Date: 3 April 2026 (Friday)

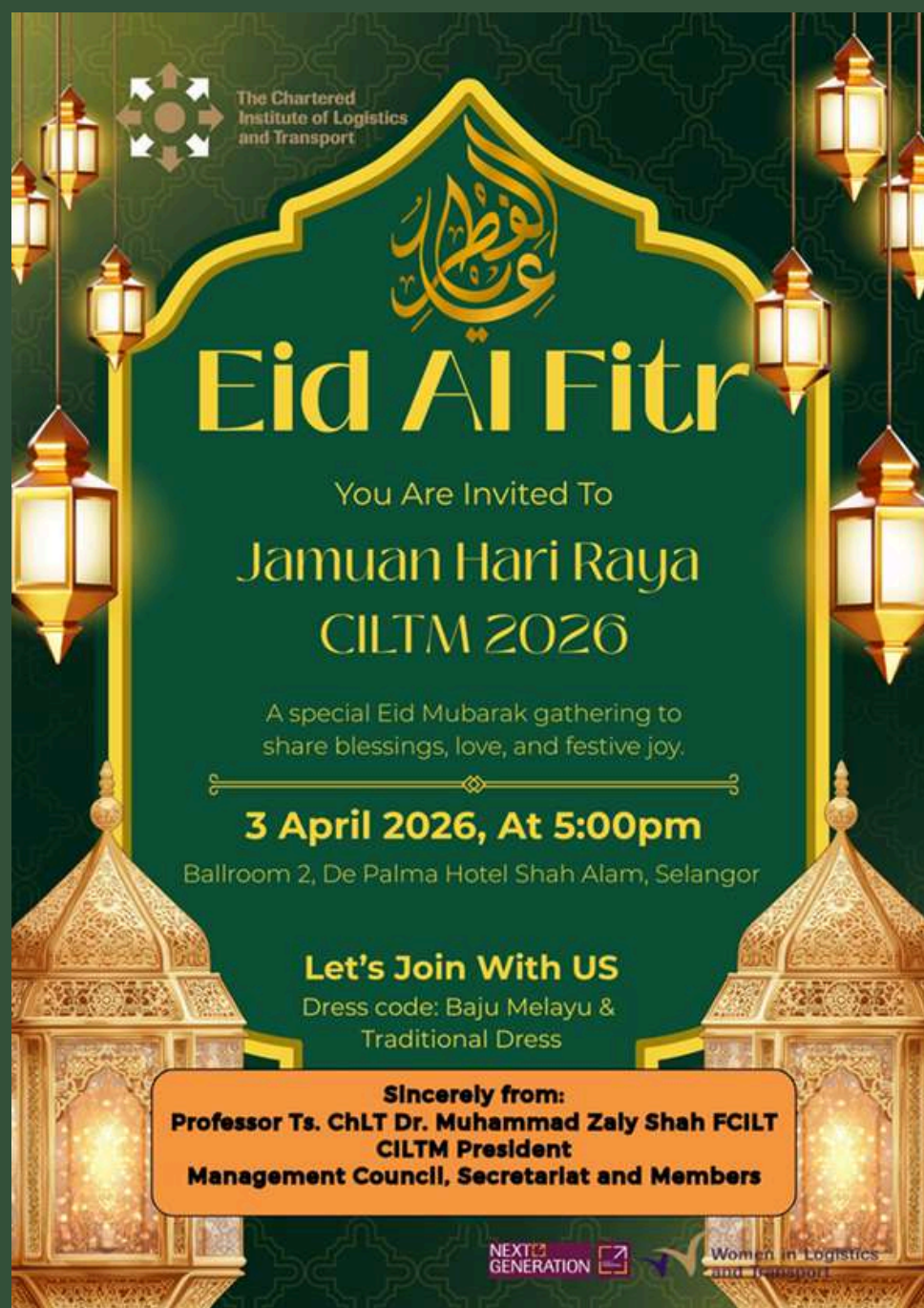
Time: 5:00 PM to 7:00 PM

Venue: Ballroom 2, De Palma Hotel Shah Alam,
Jalan Nelayan 19/15, Seksyen 19, 40300 Shah Alam, Selangor

Dress Code: Baju Melayu & Traditional Dress

RSVP: Kindly confirm your attendance by email to info@cilt.org.my on or before 31 March 2026, at 5:00 PM. Please note that to accommodate all our members, we kindly request that each member be limited to one seat only. We sincerely hope you will be able to join us for this meaningful event, and we truly appreciate your continued support.

Thank you, and we look forward to your esteemed presence.



03-55105275

info@cilt.org.my

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LogM JLC
LogM Junior Logisticians Club,
The Society of Logisticians, Malaysia
马来西亚青年物流师协会

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AK Academy

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Tuesday | 1:30 PM
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The Chartered Institute of Logistics and Transport
The **AK** Academy
The Society of Logisticians, Malaysia
Participation Fee: RM20 (Non-Refundable)

FOR MORE INFORMATION, PLEASE CONTACT : Zhi Yang @ 019-829 2532 or Jing Yi @ 019-839 9075

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Calling all dessert enthusiasts! Join us for an engaging and hands-on Tiramisu-Making Workshop, organised by our Junior Logisticians.

Participants will have the opportunity to learn the art of crafting this classic Italian dessert—from mixing and layering to creating your very own delicious tiramisu. It's a great chance to develop new skills while enjoying a fun and interactive session.

Event Details:

31 March 2026 (Tuesday)

1.30 PM

AK Academy

RM20 per person (non-refundable)

Seats are limited, so be sure to secure your spot early.

For registration and further inquiries, please contact:

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Calling all CILT Members!

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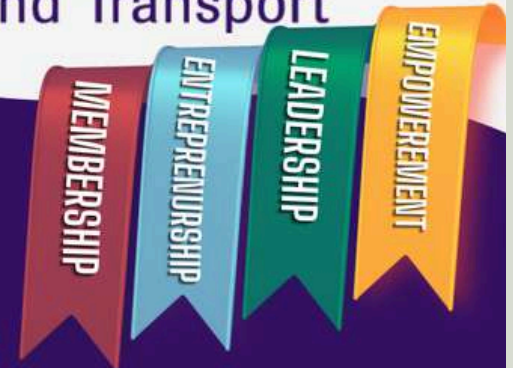
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