

**Supply Chain Security
in Singapore: Where
Are We Now?**
BY DENNIS WEE

**Preventing Disruption:
The Shift from
Supply Chains to
Decision Chains**
BY MARTIN HUBERT

AI in Logistics
BY SOFIJA JOTIS

**AI IS GREAT FOR YOUR
COMPANY. TOO BAD
YOU'LL PROBABLY LOSE
YOUR JOB.**
BY ERIC PONG



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The background is a futuristic, high-tech illustration of a port at night. It features large cargo ships stacked with colorful containers (red, blue, green), and several gantry cranes. The scene is illuminated with blue and white light, creating a digital, data-driven atmosphere. In the foreground, there are silhouettes of people walking on a reflective surface, and various geometric shapes and lines are overlaid, suggesting a complex network or data flow.

**Supply Chain Security in
Singapore: Where Are We Now?**

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Tell us about what you think about CargoNOW and the Logistics and Supply Chain industry in general

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FROM THE EDITOR

Natasia Jerah

Dear Readers,

We're all obsessing over whether to cling to our 9-to-5s or go all-in on a side hustle before the AI axe falls. But honestly? The articles in this edition suggest that 'security' is a ghost at this point.

The only people with a prayer are the ones who can actually unlearn and re-skill without complaining about it. But here's the scary part: we're so busy 'optimizing' with AI that we're forgetting how to actually think for ourselves. We're outsourcing our brains to an algorithm and calling it 'productivity.' When you combine that mental laziness with the fact that nobody can focus for more than six seconds anymore, the real question isn't about job security. It's also about what we are doing to expedite the removal of security.

So in an ironic fashion: this world of unpredictability, lack of precedence, volatility - may be a blessing in disguise. Without a set historical precedence to feed into machine learning algorithms, we should remind ourselves of the limits of AI. That AI's recommendations aren't always the best, or the most accurate. That you cannot always just copy and paste an AI answer and have that be your response to the situation. My hope then is that AI will be the starting point for our ideas, maybe play a role in finessing the end-point of our ideas - but the connection between the starting and end point, is something we will force ourselves to own, and never outsource.

Before I wrap up, a big thank you to the editors. This edition is a breath of fresh air. They didn't hold back on the hard takes, but in a world of AI noise, these are the kinds of human lessons we actually need to pay attention to.

Natasia Jerah
Editor-In-Chief
CargoNOW

Supply Chain Security in Singapore: Where Are We Now?

By Dennis Wee





Here is something I have been noticing lately. Singapore is investing heavily in smart ports, automated warehouses and AI-driven logistics. Tuas Port will be one of the world's most advanced container terminals. Companies across the island are racing to adopt the latest technology. On paper, we look ready for the future. Over the past few months, I have had many conversations with supply chain leaders across Singapore. In my line of work, I also see firsthand struggle to find the right people to bring these investments to life. And from where I sit as a recruiter specialising in this industry, I am observing a growing gap. The machines are arriving. The people to

run them? Not quite.

The Middle Layer Is Changing

In January, news broke that Amazon is cutting 30,000 corporate roles globally. These are not warehouse workers. These are the planners, the coordinators, the managers, the very people Singapore built its logistics hub status on. For years, Singapore prospered by being where multinationals parked their regional brains. We provided the people who managed complex flows across Asia. But from where I sit, I see that middle layer changing. The roles my clients used to ask me to fill from regional logistics managers, supply chain coordinators, operations planners are

quietly shifting. The job scopes look different from what they were a few years ago.

The Skills Gap

We often treat supply chain security as a technology problem. We buy better software, install more sensors, encrypt more data. All of that matters. But the real vulnerability is simpler. A KPMG survey released this year found that nearly 60 per cent of Singapore businesses see skills mismatches as a major barrier to building capable teams. When it comes to adopting AI, talent gaps are the single biggest obstacle.

I encounter this often in my day to day work. A client invests in a new AI-powered planning tool. They ask me to find someone who can run it. But what they really need is someone who can question it, who can tell when the algorithm is wrong, who can translate what the machine says into what the operations team actually needs. Those people are rare. And they are not applying for jobs on job portals.

What This Means for Security

Think about what this means. Imagine an AI system flags something unusual in a shipment. If there is no one around who understands both the technology and the business context, that alert could easily be ignored. A compliance warning pops up for a supplier in a sensitive region. Without a procurement professional who can interpret the data and make a judgement call, the shipment might just move through anyway.

The machines can detect. Only humans can decide. If we do not have enough humans who can make those decisions, our supply chains are not secure. They are just expensively monitored.

What the Experts Are Saying

In January, Channel News Asia reported that routine-based jobs across industries are shrinking. Mr Alvin Goh, CEO of the Singapore Human Resources Institute, observed that roles requiring judgment, collaboration, and learning agility are growing. In the financial sector, entry-level analysts are no longer needed to prepare reports as AI now handles that. The demand is for employees who can interpret data and communicate insights to stakeholders.

This is exactly what I am hearing from my clients in logistics. They do not just want someone to

track shipments. They want someone to analyse shipment data and tell them why delays keep happening. They do not just want someone to process invoices. They want someone to look at procurement patterns and find cost savings the algorithm missed.

The Deliveroo Lesson

In late February, Deliveroo announced it would cease operations in Singapore after more than a decade. Its parent company DoorDash is also pulling out of Qatar, Japan, and Uzbekistan as part of a broader review of its international portfolio.

The official statement said the decision followed a review of “country-specific conditions” and a focus on investing where the company sees “the clearest path to sustainable scale and long-term leadership.”

Deliveroo confirmed

that “the whole team in Singapore will be impacted.” The National Delivery Champions Association and the Ministry of Manpower have stepped in to offer support, helping affected platform workers transition to other platforms or find permanent employment. This is not just a food delivery story. It is a signal. Global companies are making sharp, unsentimental decisions about where to place their bets. Singapore cannot assume it will always be the default hub for Asia. We have to earn that position—by building a workforce that can handle complexity, not just volume.

The Deliveroo exit reminds us that when parent companies review their portfolios, they look for markets with “sustainable scale and long-term leadership.” That does not mean being the cheapest place to operate. It means



being the place with the deepest talent, the sharpest thinking, and the most adaptable workforce.

Where Are These People?

This is the question I wrestle with daily. The honest answer is: they are not on job portals. They are not actively looking. They are too busy firefighting the very problems we need them to solve.

Companies that wait for these people to apply will wait forever. The only way to secure them is to go find them. And the only way to keep them is to give them work that matters.

A Final Thought

Stop treating workforce development as an HR problem. It is a security problem. It is the problem that will determine whether

Singapore remains a logistics hub or becomes just another node in someone else's network.

Invest in training, but not the classroom kind. Embed learning in daily work. Give your people time to experiment with AI, to question its outputs, to develop the judgment that no algorithm can replicate.

And when you hire, stop looking for candidates who fit yesterday's job descriptions. Look for people who can adapt, who can think, who can bridge the gap between what the machine says and what the business needs.

Because in the end, supply chain security is not about having the best algorithms. It is about having people who know when to trust them, when to question them, and when to override them. Those people are out there. But they will not come to you. You have to go find them. That is exactly what I do.



Dennis Wee

Dennis Wee is the founder of Harold Consultancy, a Singapore-based search firm focused on Supply Chain and Logistics. A former in-house HR professional, he combines operational insight with a confidential search process to help companies secure the leaders who make technology work and teams perform.

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A graphic of a human head profile in red, with three interlocking gears of different sizes inside the head.

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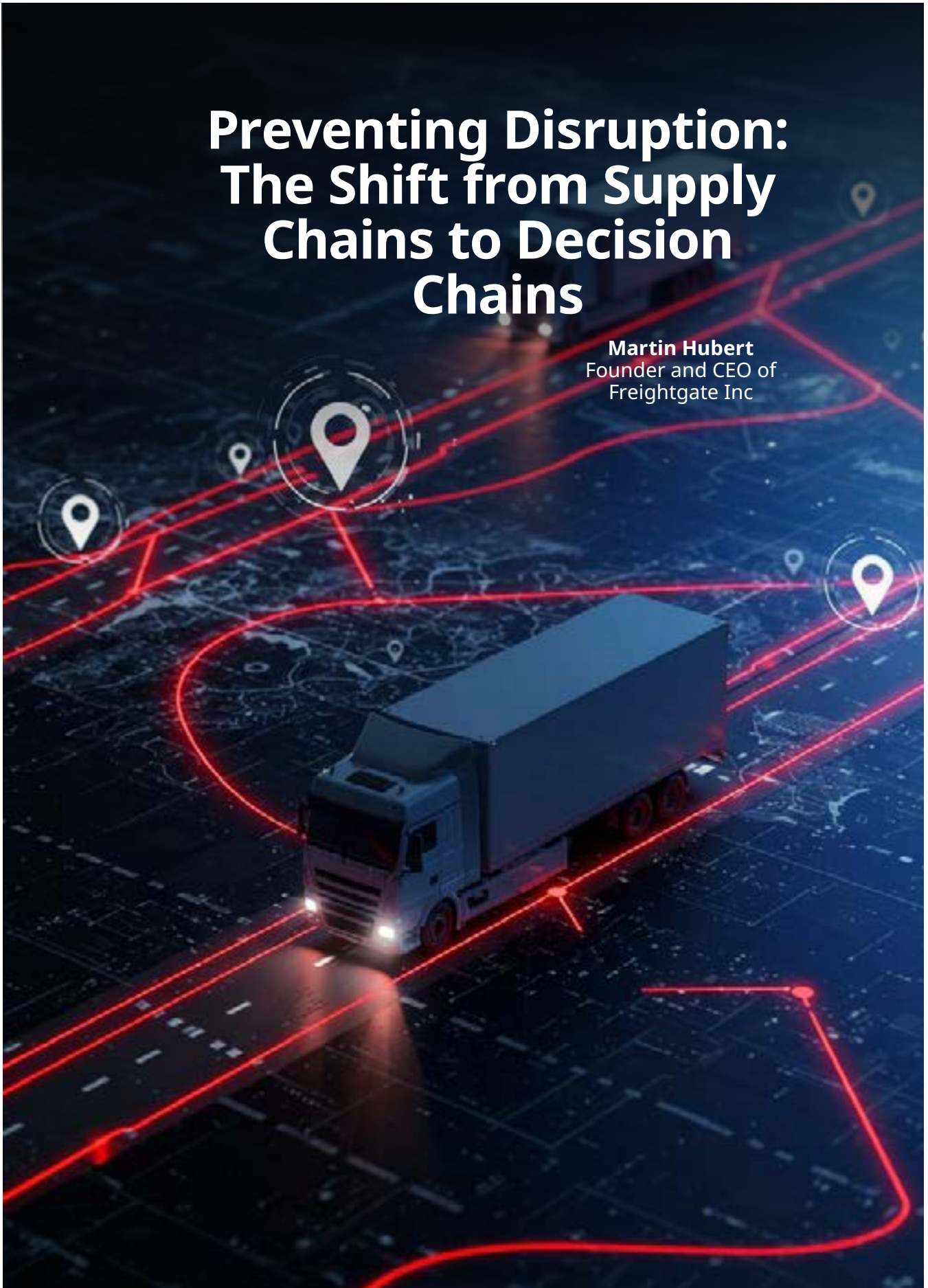
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Preventing Disruption: The Shift from Supply Chains to Decision Chains

Martin Hubert
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Freightgate Inc





For decades, supply chains were engineered for efficiency. Today, they must be engineered for survival. In advising multinational shippers and logistics providers across volatile trade corridors, one pattern has become unmistakable: disruption is no longer episodic — it is structural.

Global logistics no longer operates within temporary cycles of instability. Volatility in trade policy, geopolitics, infrastructure capacity, and transportation markets has become a permanent operating condition. In this environment, supply chain security can no longer be defined as protecting cargo or hardening infrastructure. Security now means continuity —

ensuring goods continue to flow even when underlying assumptions fail.

The organisations outperforming today are not those attempting to predict every disruption. They are those capable of recalibrating decisions in real time as conditions shift. This shift marks the emergence of what can best be described as the **Decision Chain**.

From Supply Chains to Decision Chains

Traditional supply chains were linear systems optimised around cost and predictability. Routing guides were negotiated annually. Supplier strategies were fixed for years. Transportation flows followed predefined paths.

That model depended on stability.

Recent years have demonstrated how fragile that stability has become. Tariff structures can change overnight. Regional conflicts can reroute maritime traffic. Ports experience sudden congestion. Capacity shifts unpredictably across ocean, air, rail, and truck. Insurance costs spike without warning. Weather events close corridors that were assumed reliable.

Under such conditions, static routing guides become obsolete almost immediately after distribution. The organisations outperforming in this environment are not those with the most detailed annual plans, but those with execution architectures capable of recalibrating

decisions continuously. Competitive advantage has therefore shifted away from static planning and toward continuous decision-making. Modern supply chains are evolving into dynamic decision systems, networks capable of recalculating sourcing, routing, and modal strategies as conditions evolve.

In essence, supply chains are becoming decision chains.

Disruption Starts Upstream

Many of today's most costly disruptions originate long before cargo enters physical transit.

Consider tariff exposure. A sourcing strategy optimised purely for manufacturing cost can quickly become economically unsustainable when trade policy shifts alter total landed cost economics. A supplier that appeared cost-efficient yesterday may become uncompetitive tomorrow once duties, compliance requirements, or sanctions are applied.

Forward-looking

organisations now conduct scenario analysis before purchase orders are placed. They evaluate sourcing alternatives across multiple countries simultaneously, factoring in:

- Tariff exposure and treaty participation
- Historical trade stability
- Political and regulatory risk
- Transit variability
- Inventory financing costs

The objective is no longer to find the lowest unit price, it is to build sourcing portfolios resilient to policy volatility. This shift reframes sourcing from a procurement exercise into a capital allocation decision. Decision latency at this stage directly impacts margin stability and working capital exposure.

Geographic diversification is therefore not redundancy. It is risk engineering. The most resilient organisations no longer depend on a single country, corridor, or trade lane. They build optionality into supplier

networks from the outset.

Geographic Optionality as Strategy

Geopolitical developments increasingly influence logistics reliability. Maritime chokepoints, sanctions regimes, and regional conflicts have demonstrated how quickly established trade lanes can become constrained.

Rather than reacting to congestion or shutdowns, forward-thinking companies now design networks with embedded flexibility:

- Multiple ports of discharge
- Alternative transshipment hubs
- Diversified inland gateways
- Parallel carrier relationships

The objective is not duplication for its own sake. It is controlled flexibility, ensuring viable alternatives are pre-modeled before they are urgently required. This approach transforms resilience from a reactive



capability into a structural design principle. Geographic diversification alone does not create resilience. Without real-time execution intelligence, diversification can simply multiply complexity.

Multi-Modal Flexibility in Volatile Markets

Transportation strategy represents another critical dimension of disruption prevention. Historically, modal decisions were primarily cost-driven. Ocean freight dominated planning assumptions. Air or rail were viewed as exceptions reserved for emergencies. That hierarchy no longer holds.

Integrated execution platforms now allow organisations to continuously compare sea, air, rail, barge, and truck options against live performance, compliance, and cost data, enabling modal substitution decisions at the shipment level. When market conditions threaten production continuity or revenue timing, companies can rapidly substitute modes while balancing cost, speed, and risk.

For example, a sudden port labor disruption may trigger partial modal substitution to rail or air for high-value SKUs while lower-margin goods remain in ocean transit. Rather than absorbing a blanket delay, organisations can segment response strategies based on margin sensitivity and customer commitments. Resilience now depends not on optimising within a single

mode, but on maintaining optionality across modes.

Data Discipline as Financial Leverage

An often underestimated component of supply chain resilience is disciplined data governance.

Accurate execution records, shipment-level cost, classification codes, duty payments, transit history, create financial flexibility when regulatory or legal conditions change.

When tariffs are revised or later deemed unlawful, companies that maintain structured digital audit trails can systematically file for duty refunds and recover significant capital. Organisations operating with fragmented documentation frequently forfeit these opportunities. In practice, the difference often lies in whether trade compliance, classification, shipment execution, and financial settlement data reside within a unified digital environment or across disconnected systems.

Data transparency also enables:

- Precise landed cost modeling
- Working capital optimisation
- Inventory positioning adjustments
- Risk-adjusted sourcing comparisons

In this sense, data governance becomes more than compliance, it becomes a financial instrument.

Total Landed Cost as the True Metric

Freight-rate optimisation in isolation is no longer a

defensible strategy.

A lower ocean rate may appear attractive on paper, but if extended transit times increase inventory carrying costs or delay revenue realisation, overall profitability erodes. Similarly, a sourcing decision that reduces unit cost may increase tariff exposure or insurance premiums.

Modern optimisation models evaluate total landed cost in real time, incorporating:

- Freight rates
- Duties and taxes
- Inventory financing costs
- Transit variability
- Insurance exposure
- Service reliability

By integrating these variables, organisations can re-optimize sourcing and routing strategies quickly as market conditions shift. Logistics decisions thus become enterprise financial decisions. Boards and executive teams now expect supply chain leaders to articulate these decisions in terms of margin protection, revenue timing, and return on invested capital, not freight savings alone.

Dynamic Routing and Real-Time Optimisation

Perhaps the most profound shift lies in the move from static routing guides to dynamic routing engines. Instead of prescribing fixed transportation paths months in advance, advanced execution platforms operating as unified decision engines continuously evaluate:

- Carrier performance metrics
- Congestion data
- Port dwell times
- Geopolitical exposure



- Modal availability
- Cost fluctuations

Routing decisions are optimised at execution time, not predefined during annual bid cycles. When a major Asia-Europe corridor experienced sudden congestion in recent years, organisations operating with dynamic routing architectures were able to rebalance volume across alternative ports and carriers within hours. Those dependent on static routing guides absorbed weeks of delay. This fundamentally alters how uncertainty is managed. Alternatives are pre-calculated and scenario impacts visible before disruption materialises. Decision latency is reduced from weeks to hours. In a world defined by volatility, speed of response becomes a competitive differentiator.

The Compression of Decision Windows

One defining feature of modern disruption is time compression. Events unfold faster than traditional governance models can respond. Trade policies shift within days. Infrastructure disruptions ripple globally in hours. Market sentiment affects capacity almost immediately. Organisations requiring prolonged committee cycles to adjust sourcing or routing strategies will consistently lag behind competitors operating with real-time decision intelligence. The advantage no longer belongs solely to the largest networks. It belongs to the fastest decision-makers. Scale without decision speed becomes structural inertia.

IoT and the Feedback Loop

Physical visibility has evolved beyond simple location tracking. In advanced Decision Chain environments, IoT telemetry functions as a real-time risk signal rather than passive

data.

When integrated into execution systems, sensor inputs can automatically trigger rerouting, compliance workflows, or intervention protocols when thresholds are breached. For high-value or regulated goods, this closed-loop feedback protects both product integrity and revenue realisation.

AI as Decision Augmentation

In supply chain environments, artificial intelligence is most powerful not as automation, but as decision augmentation. Executives now have the ability to model multiple future scenarios simultaneously:

- What if tariffs increase by 10% next quarter?
- What if a major port closes unexpectedly?
- What if transit variability increases by five days?

Rather than relying on historical averages, AI-

driven systems continuously challenge assumptions, recalculating optimal strategies as variables shift. However, AI-driven optimisation is only as effective as the structured execution and trade data that feeds it. Organisations operating across fragmented data environments frequently overestimate their readiness for intelligent scenario modeling. The role of technology therefore shifts from executing predefined plans to stress-testing them in real time.

AI becomes less about automation and more about augmented leadership visibility.

The Future of Supply Chain Security

The next generation of supply chain security will not be defined solely by protection mechanisms, locks, guards, insurance, or cybersecurity safeguards.

It will be defined by preparedness.

Organisations capable of dynamically evaluating sourcing, routing, and transport alternatives will maintain continuity even amid persistent volatility. Those dependent on static planning models will increasingly struggle to adapt.

The question is no longer whether disruption will occur. It is whether your organisation can reconfigure itself before disruption becomes material.

Conclusion: The Emergence of Living Trade Networks
Global supply chains are transitioning from efficiency-driven networks

to intelligence-driven ecosystems. Preventing disruption requires more than contingency planning. It requires continuously optimised execution environments powered by advanced analytics, real-time data, and scenario modeling. Security, in this context, means ensuring that commerce continues to flow regardless of shifting conditions.

The future belongs to organisations that treat supply chains not as fixed structures, but as living decision systems, capable of sensing change, recalculating strategy, and adapting in real time. For leadership teams, this requires investing not only in contingency planning, but in the digital execution infrastructure capable of sensing change and activating alternatives within hours, not weeks.

In an era where volatility is structural rather than exceptional, resilience is no longer a defensive posture. It is the ultimate competitive advantage.

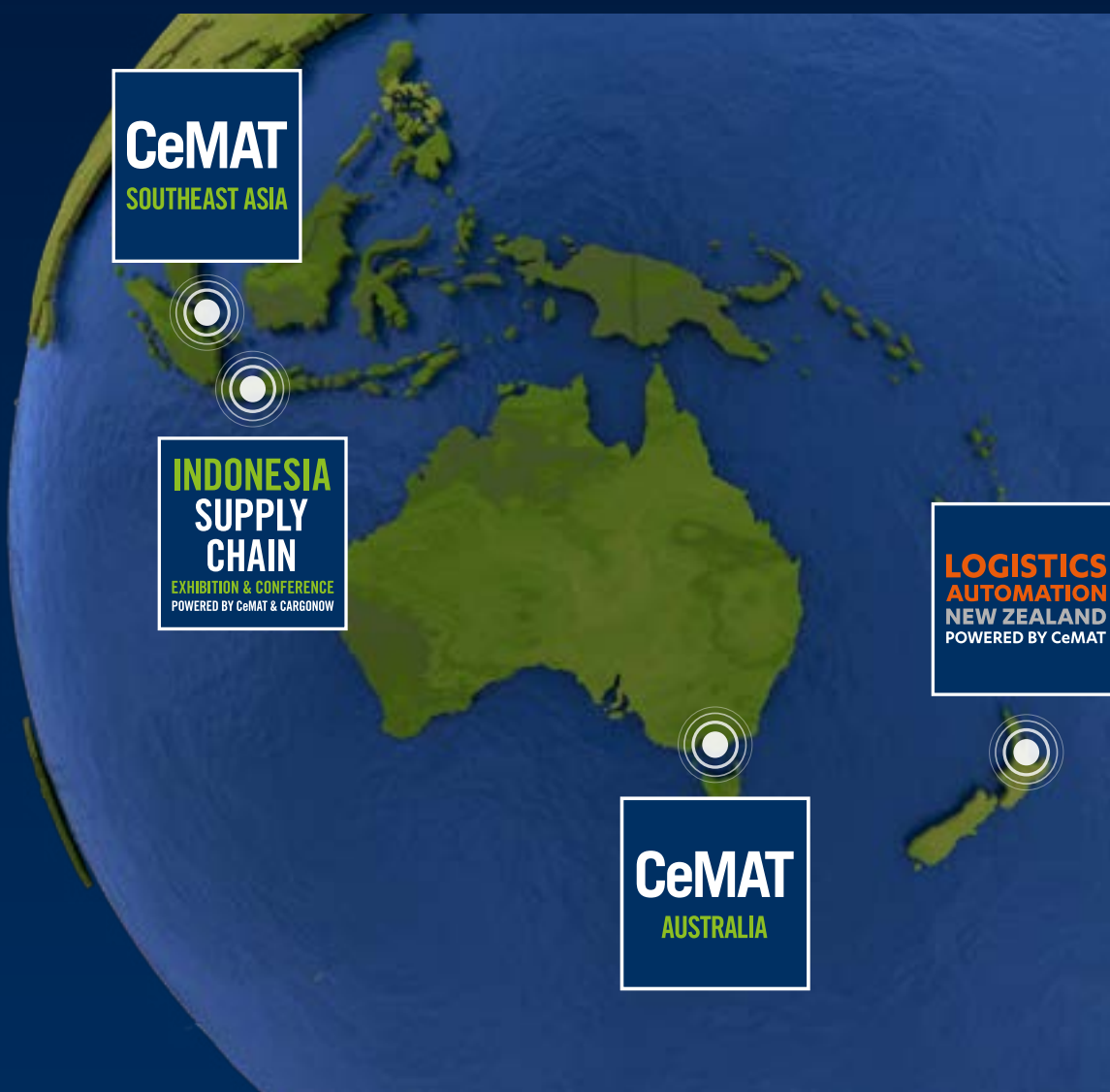


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Founder and CEO of
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Neste extends relationship with World Fuel Services ensuring the availability of sustainable aviation fuel (SAF) at over 100 airports in Europe

Neste and World Fuel Services (World Fuel) have extended their existing relationship with a five-year agreement that will expand the availability of Neste-supplied sustainable aviation fuel (SAF) at more than 100 airports across World Fuel's UK and European network.

The extended agreement helps support World Fuel's ability to secure SAF supply and comply with regulatory requirements, including the ReFuelEU Aviation Regulation and the UK SAF mandate. Through World Fuel's European network, SAF will be available to its commercial, business and general aviation customers, ensuring

a reliable supply of SAF for these customers.

The agreement builds on a long-standing collaboration between the two companies, combining World Fuel's established aviation fuel supply distribution and infrastructure capabilities with Neste's established SAF production and supply capabilities. This includes Neste's renewable fuels refinery in Rotterdam, the Netherlands, currently capable of producing up to 500,000 tons of SAF annually.

"By combining our extensive European network with Neste's growing SAF production, we are strength-

ening the supply foundation our customers rely on as regulatory requirements accelerate across the region. This agreement enhances our ability to deliver consistent, scalable access to SAF where it's needed most," says Duncan Storey, World Fuel's Senior Vice President, EMEA.

"We are excited to extend the relationship with World Fuel Services. These kinds of collaborations are crucial to supporting the aviation industry in reducing greenhouse gas emissions and meeting SAF mandates, such as the ReFuelEU Aviation Regulation. As Neste is scaling its SAF production

capability from 1.5 to 2.2 million tons per annum in 2027, leveraging World Fuel's extensive network of airports in Europe will increase the availability and flexibility of SAF supply for airlines," says Carl Nyberg, Senior Vice President, Commercial, Renewable Products at Neste.

Sustainable aviation fuel

Sustainable aviation fuel (SAF) is a renewable aviation fuel that is a lower-GHG-emission alternative to conventional, fossil-based jet fuel. For example, with the use of neat (i.e. unblended) Neste MY Sustainable Aviation Fuel™, greenhouse gas (GHG) emissions can be reduced by up to 80%* over the fuel's life cycle compared to using conventional jet fuel. Neste's SAF is made from 100% renewable waste and residue raw materials, such as used cooking oil and animal fat waste. SAF is certified for commercial use and can currently be blended up to 50% with conventional jet fuel and works seamlessly with existing aircraft engines and fueling infrastructure. Today, Neste's global SAF production capability is 1.5 million tons (around 515 million gallons) per annum, and it is set to grow to 2.2 million tons (around 750 million gallons) in 2027.

*) When used in neat form (i.e. unblended) and calculated with established life cycle assessment (LCA) methodologies, such as CORSIA methodology

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World Fuel Services: Please contact Pete Stevens, pstevens@world-kinect.com



Neste in brief

Neste (NESTE, Nasdaq Helsinki) is the world's leading producer of renewable diesel and sustainable aviation fuel (SAF), with production on three continents. The company's renewables production capacity is expected to reach 6.8 million tons annually in 2027. Neste also produces high-quality oil products at its Porvoo refinery in Finland. The company has a network of nearly 1,000 fuel stations with expanding service offering, such as EV charging, in Finland and in the Baltics.

Neste's strategy focuses on growth in renewable fuels, which help its customers to reduce their greenhouse gas emissions. Neste is included in many international indices for its sustainability performance. In 2025, Neste's revenue stood at EUR 19.0 billion. Read more: neste.com

World Fuel

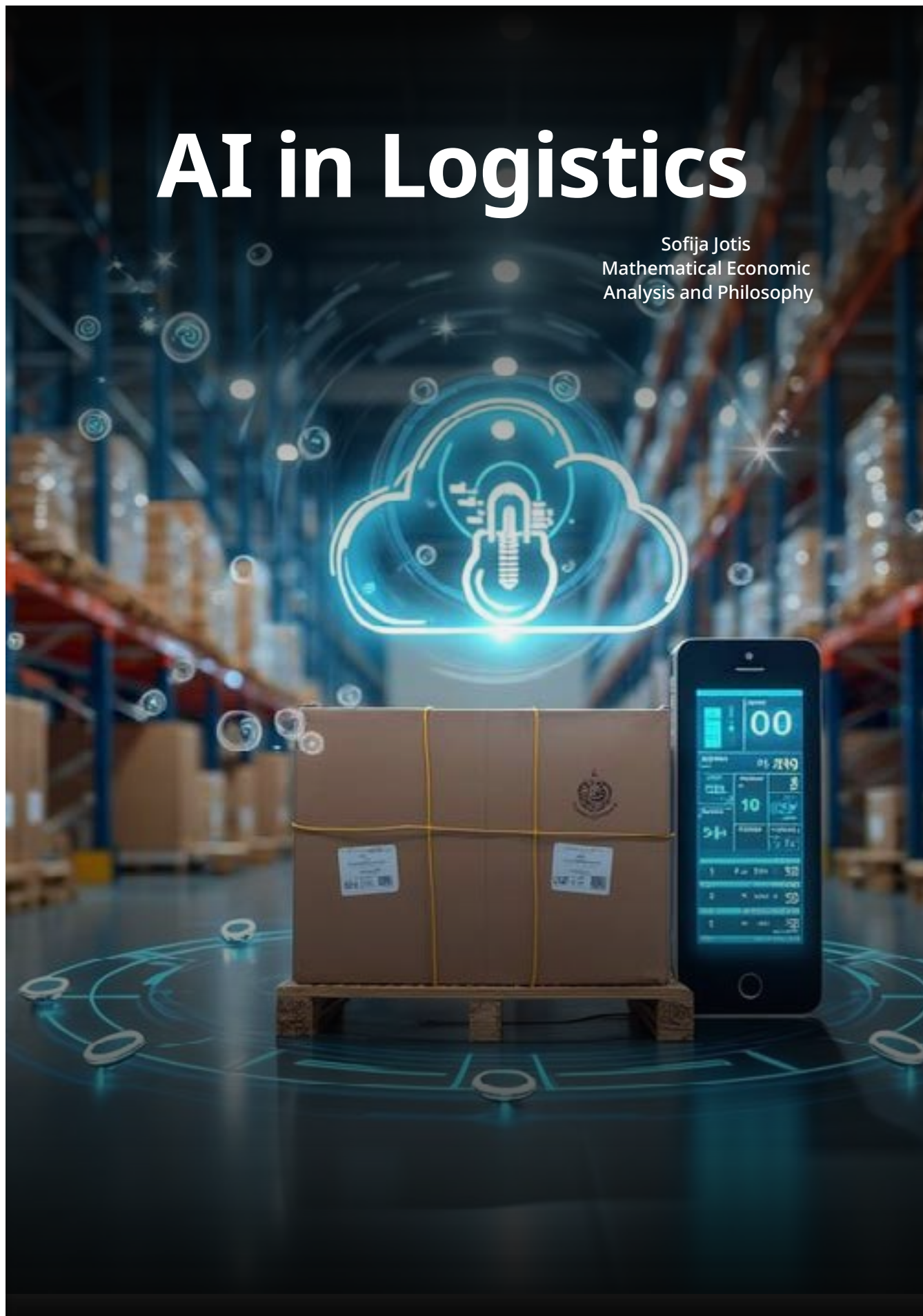
Headquartered in Miami, Florida, World Fuel Services is a World Kinect (NYSE: WKC) company. World Fuel Services sells and delivers liquid fuel, fuels operational services, technology, renewable energy, and other sustainability solutions to its marine and aviation divisions. For more information, visit www.world-kinect.com.

Tags:

SAF Neste MY Sustainable Aviation Fuel

AI in Logistics

Sofija Jotis
Mathematical Economic
Analysis and Philosophy





Artificial Intelligence, once an inconceivable idea found only in science fiction films, is now a staple of daily life. Each online search, each smartphone navigation, and each social media scroll is molded by AI software. This fact is never more true than in the logistics industry. AI has seeped into every element and process, driving efficiency, forecasting accurately, and optimizing routes. As the logistics sector faces mounting pressure to move faster, smarter, and more efficiently, AI has emerged not only as a tool, but as a force reshaping the supply chain.

AI as a Strategic Advantage in Modern Logistics

Beyond automation, AI represents a strategic shift in how logistics organizations

operate and compete. Traditional logistics models rely heavily on static planning, manual oversight, and reactive decision-making. AI replaces these limitations with systems that continuously learn, adapt, and improve as new data becomes available.

By synthesizing information from disparate sources such as shipment history, sensor data, market indicators, and external disruptions, AI creates a unified, real-time view of supply chain operations. This visibility allows decision-makers to move away from intuition-based judgments toward evidence-driven strategies. The result is faster response times, improved cost control, and greater operational transparency.

AI also plays a critical role in scalability. As logistics networks expand across regions and modes, manual processes become increasingly difficult to manage. Intelligent systems enable organizations to scale without a proportional increase in labor or overhead. In this way, AI not only improves efficiency but also supports sustainable growth in an industry facing rising complexity and persistent workforce constraints.

Demand Forecasting

AI-driven demand forecasting is powering logistics: enabling companies to predict future needs with precision. By analyzing significant historical data in tandem with real-time variables (geopolitics, market trends, consumer behavior),

AI models can anticipate demand fluctuations before they occur. AI-driven demand forecasting has been shown to reduce stockouts up to 65% and lower cut errors by 30-50%.

This level of foresight empowers inventory-level optimization, enhances resource allocation efficiency, and prevents overstock and stockouts. Machine learning algorithms continually learn from new data, ensuring accuracy and agility. In this, AI reinforces the supply chain in an increasingly unpredictable global economy.

Risk Management

Disruptions in operation are not only a time sink, but can be exceedingly expensive. Machine learning programs work to counter this, identifying potential risks before they occur. Much like for demand forecasting, an

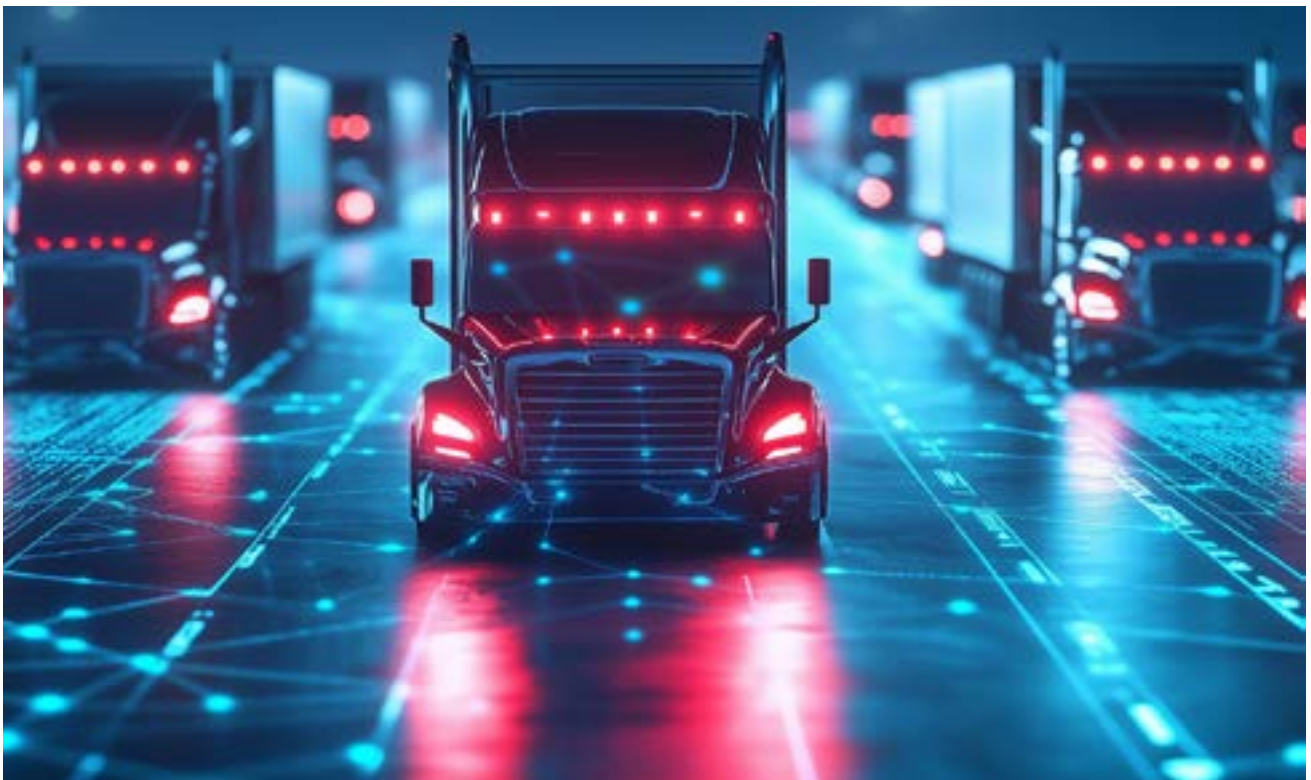
AI program will analyze data: monitoring and assessing risk factors across the entire supply chain. These factors range from track congestion to supplier delays to adverse weather. These systems collect data from various sources, identifying patterns and anomalies.

Risk Management programs are not only reactionary; instead, they perform a key strategic function: precautionary assessments. These precautionary measures are implemented through data-driven simulations, in other words, acting out risk scenarios to develop contingency plans and respond with speed and precision. As a result, businesses can minimize downtime, reduce financial losses, and maintain service reliability even in volatile environments.

Dispatching

Artificial intelligence is revolutionizing dispatching, enabling real-time, data-based decision-making. This decision-making empowers route optimization, fuel cost reduction, and delivery time improvement: dynamically assigning and rerouting deliveries for maximum efficiency.

AI-powered dispatching systems integrate seamlessly with truck telematics, providing real-time visibility into vehicle location and driver behavior. This technology allows for adaptive scheduling, automated delay alerts, and continuous optimization as conditions change. AI tools have historically resulted in fuel savings ranging 15% or more. Machine learning tools enable high-volume operations to reach their full potential, minimizing empty miles and idle time.



As labor shortages and consumer expectations rise, the value of AI in logistics only continues to grow. The competitive advantage earned through machine learning tools forges streamlined operations and agile responses.

Contracting

Contracting, a once highly manual and tedious process, can be refined and accelerated with AI. Natural language processing enables machine learning models to review and generate contracts, identify key terms, flag adverse clauses, and ensure consistency with legal standards. These models can also analyze past agreements to benchmark average prices, terms, and performance metrics, allowing companies to negotiate with advantage.

AI can track contract cycles,

alerting stakeholders to renewed deadlines and compliance requirements. By automating these routine tasks, AI empowers logistics teams to manage agreements more effectively, reduce risk, and improve supplier relationships.

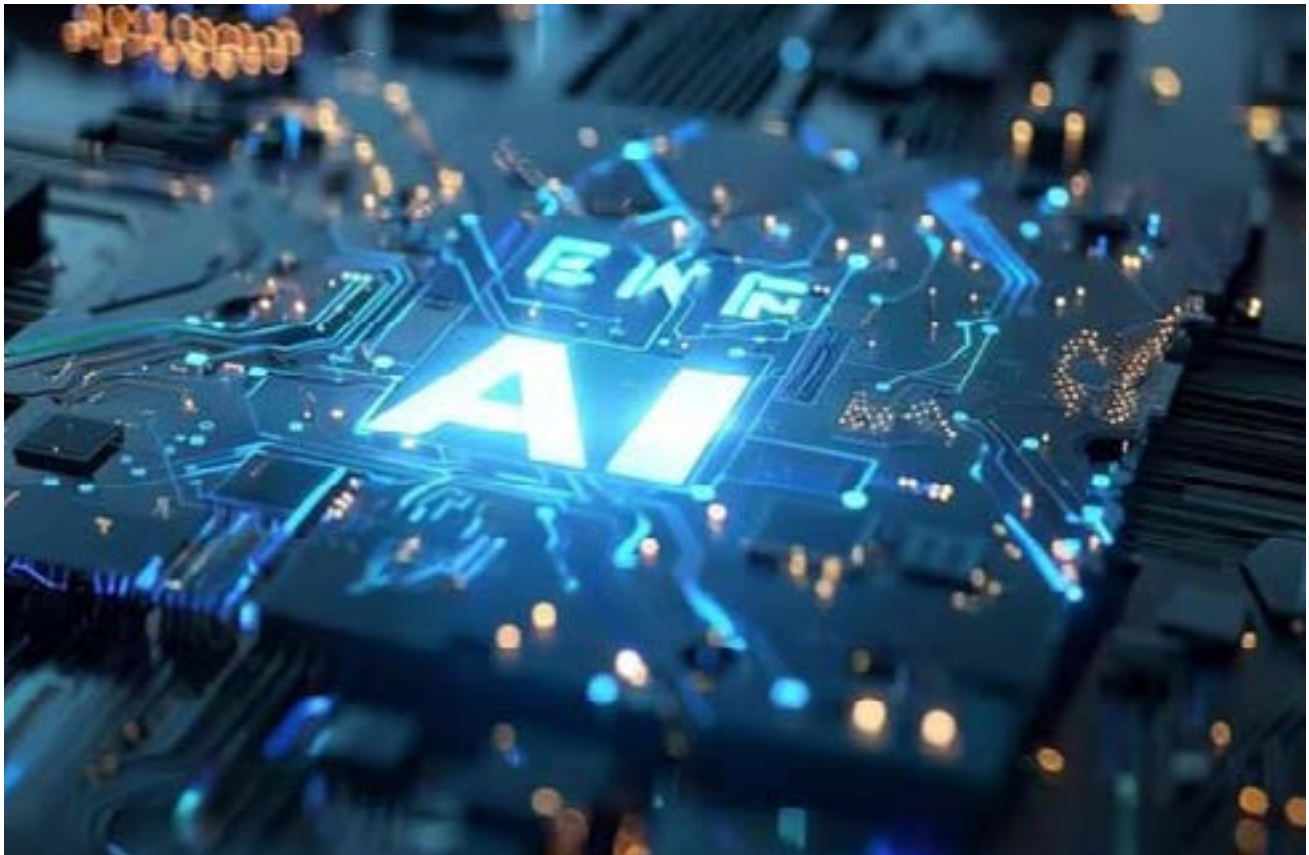
Compliance, Maintenance, & Safety

Compliance and safety aren't negotiable; they are life or death. Trucking accidents can result in lost freight, lawsuits, and, most grievously, loss of life. AI is tasked with reducing these losses. Predictive diagnostics and real-time sensor telemetry allow companies to detect and address equipment issues before they escalate. Subtle irregularities in engine wear, brake systems, or tire pressure can be flagged early (often weeks in advance), enabling proactive repairs. This data-

driven approach improves fleet reliability, safety, and punctuality. Safety risks can be monitored and alleviated with dashcams and telemetric tools. With these, AI can track driver behavior, identifying signs of fatigue, distraction, or unsafe driving in real-time.

These dangers can trigger direct alerts, log incidents, and trigger corrective actions.

On the compliance front, AI automates the monitoring and enforcement of regulatory requirements across jurisdictions. From scanning carrier certifications to reviewing customs/ border documentation, Artificial Intelligence ensures adherence through real-time audits and alerts. Simultaneously, machine-learning models can flag potential violations before



they are penalized. Together, these AI-driven advancements forge a logistics environment that is faster, safer, and fully compliant.

TMS Software

Artificial intelligence has fundamentally reshaped the world of Transportation Management System (TMS) software. Once stagnant programs are now adaptive, proactive, and intelligently designed. Traditional TMS platforms primarily emphasize planning and freight movement.

AI-enhanced systems, on the other hand, can go far beyond, learning from vast datasets and making real-time, data-driven decisions.

With machine learning, TMS software can optimize routes, predict delays, automate carrier selection, and negotiate rates based on market conditions. Natural language processing empowers users to simplify their workflow, automating menial tasks and minimizing manual input. AI-powered analytics can provide deeper insights into performance, costs, and risks, allowing logistics teams to execute strategic decisions with greater agility.

Data Quality and Human Collaboration

While AI offers powerful capabilities, its effectiveness depends heavily on data quality and human oversight. Accurate, timely, and well-structured data is essential for machine learning models to deliver reliable insights. Poor data inputs can limit performance, reinforcing the importance

of strong data governance practices across logistics organizations.

Equally important is the role of human collaboration. AI systems are most effective when paired with experienced professionals who understand operational nuance and can interpret results in context. Rather than replacing logistics teams, AI augments their capabilities by reducing manual workloads and surfacing insights that may otherwise go unnoticed.

This collaboration enables organizations to strike a balance between automation and accountability. Human expertise guides strategic decision-making, while AI handles pattern recognition, optimization, and continuous monitoring. Together, this partnership creates a more resilient, responsive, and intelligent supply chain capable of adapting to evolving market demands.

The Future of AI

The global logistics AI market is projected to reach \$5.75 billion by the end of 2025, growing at a compound annual growth rate (CAGR) of roughly 42.6%. This growth is matched with development as providers scale intelligent forecasting and optimization solutions. Every day, machine learning is shaping the logistics industry; are you ready to follow suit?



Sofija Jotis

Sofija Jotis is educated in Mathematical Economic Analysis and Philosophy at Rice University. She has a strong foundation in analytical thinking and ethical reasoning. Her Serbian background brings a global perspective to her work in logistics and transportation. Through her work with Amous TMS, Sofija collaborates alongside industry experts, conducting research on supply chain operations and exploring how data, innovation, and technology are reshaping modern logistics. Her writing bridges philosophical insight with practical strategy, offering thoughtful perspectives on the future of transportation systems.



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Chapman Freeborn Named International Air Cargo Charter Broker of the Year

Global charter specialist Chapman Freeborn has been awarded International Air Cargo Charter Broker of the Year, recognizing its long-standing leadership in global air cargo charter solutions, operational excellence, and the delivery of complex and specialized charter operations.

Presented by STAT Publishing Group, the award acknowledges Chapman Freeborn's more than 50 years of experience in air cargo chartering since its founding in 1973, as well as its ability to deliver highly tailored solutions across diverse and demanding operational environments.

Operating independently, Chapman Freeborn retains the flexibility to source the most suitable aircraft and work with trusted operators worldwide, ensuring that each air cargo charter solution is fully aligned with the specific technical, regulatory,

and operational requirements of its clients.

"Being shortlisted for the International Award for Excellence in Air Cargo is a testament to our team's unwavering commitment to innovation, reliability, and customer-centric service," says Bernardo Nunes, Group Chief Operating Officer at Chapman Freeborn. "This recognition reflects our dedication to setting the highest standards in global logistics and ensuring that our partners can keep their fleets flying with confidence."

The award reinforces Chapman Freeborn's reputation as a trusted partner in global air cargo charter operations, underpinned by a commitment to reliability, compliance, and operational excellence across every mission.

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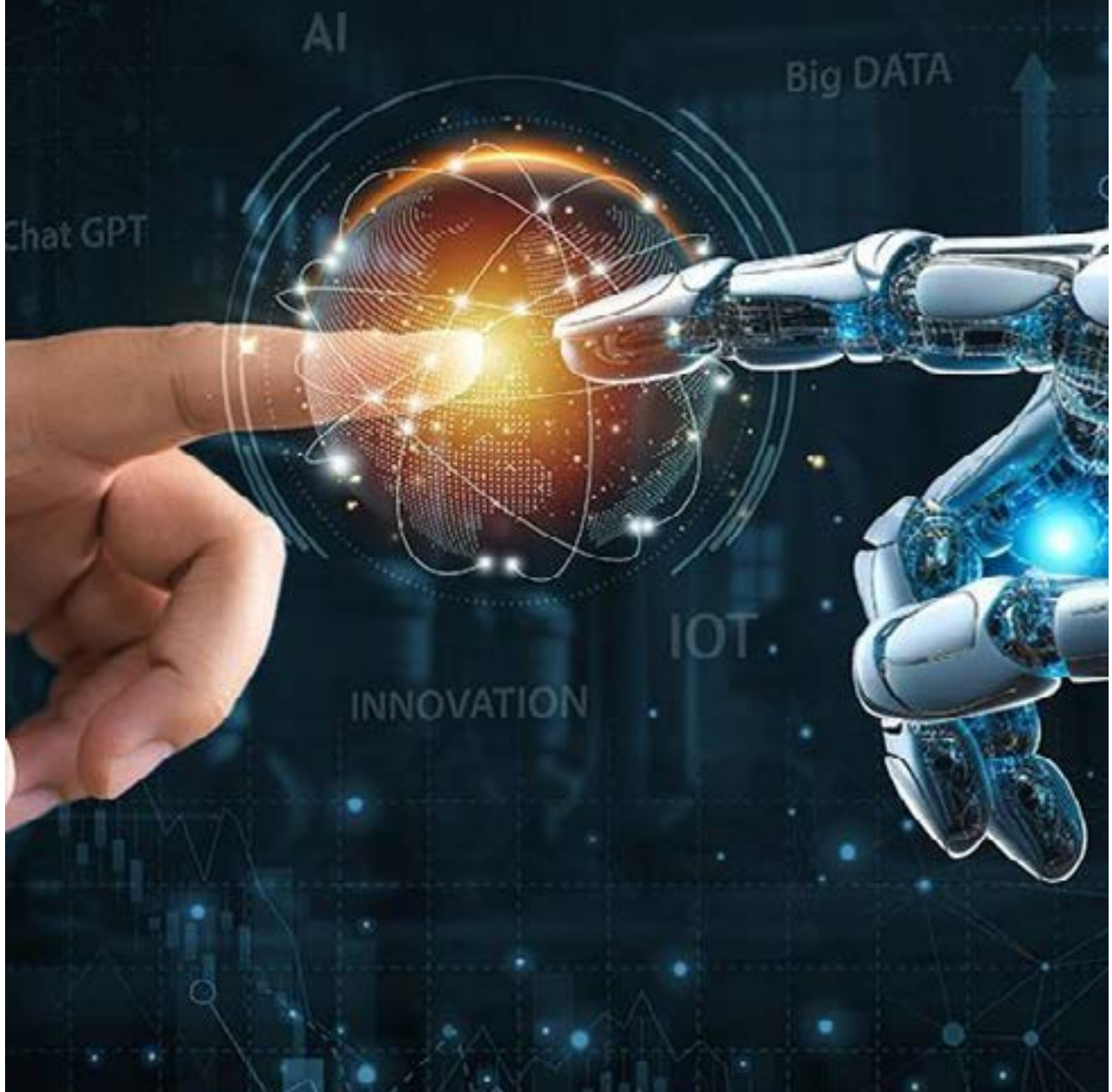
About Chapman Freeborn

With more than 50 years of experience and extensive global coverage, Chapman Freeborn provides private air passenger and cargo charter services for major corporations, governments, NGOs, relief agencies, and high net-worth individuals. The company is part of Avia Solutions Group, the world's largest ACMI (Aircraft, Crew, Maintenance, and Insurance) provider, operating a fleet of 145 aircraft worldwide and the parent company of over 250 subsidiaries. The group offers a wide range of aviation solutions, including MRO (Maintenance, Repair, and Overhaul), pilot and crew training, ground handling, and other related aviation services. Supported by 14,000 highly skilled aviation professionals, the group operates across six continents.

For more information, please visit www.chapman-freeborn.aero

AI Is Great for Your Company. Too Bad You'll Probably Lose Your Job.

By Eric Pong



Three years ago, I stood on a stage at the GS1 Summit in Hong Kong and told a room full of senior logistics professionals that AI was coming for their jobs. The response: a sea of deer-in-the-head-lights stares. The silence was uncomfortable. You could feel the collective thought

in the room: “Another tech guy who doesn’t get that our business can’t be automated.” The moderator quickly moved on. I was never invited back.

Fast forward to today: Cold hard numbers dance around

our screens informing us of large layoff announcements. Economists note continued reductions of professional white-collar job postings. At the same time, logistics companies post record earnings. Don’t take my word for it. Just look at the receipts from the last 18 months.

Company	Layoffs & Workforce Reductions	Revenue & Earnings	Automation & AI Investment
Amazon	~30,000+ corporate jobs cut [1]	Record \$716.9B revenue (2025) [2]	Multi-billion dollar investment in robotics and AI.
UPS	~76,000 net headcount reduction (2022-2025) [5]	Stable \$88.7B revenue (2025) [4]	\$9B automation plan; robots cutting package costs by 28%. [6][7]
FedEx	Closing 30%+ of facilities [8]	\$8.9B revenue (Freight, 2025) [9]	“Network 2.0” plan driven by AI and data to consolidate.
DSV/Schenker	13,000+ jobs at risk post-merger [10] [11]	71.7B DKK revenue (Q4 2025)	Merger synergies explicitly based on eliminating redundant roles.
Maersk	11,000+ jobs cut (incl. 15% of corporate staff) [12]	\$54.0B revenue (2025) [13]	Investing in autonomous robotics and AI for optimization.

The message is undeniable: companies are making more money while adjusting their workforce. Amazon’s corporate workforce—the knowledge workers, the managers, the strategists—has been systematically reduced while the company’s revenue grew by over 40% since its headcount peak [3]. The warehouse workers largely kept their jobs. The office workers did not.

This culling is happening because the very fabric of the logistics profession is being disassembled. The job of a freight forwarder, once a complex dance of phone

calls, emails, and spreadsheets, paired with knowledge, experience, and wit, is now being broken apart into tasks that software can now perform flawlessly.

Rate and quote desks are being replaced by digital workers that turn a 30-minute hunt into a 30-second query. Documentation and customs clerks are watching as AI auto-fills bills of lading and validates customs entries. Customer service agents are being bypassed by CS bots that are always online, answer immediately, and never get angry.

Managers: you’re next. For years, innovation teams in logistics have been obsessed with the ‘digital twin’—building digital replicas of warehouses, container fleets, and entire supply chains to simulate, test, and optimize the flow of physical goods. But while we were all preoccupied with modeling our assets, our companies have inadvertently been laying the foundation of creating a digital twin of something far more valuable and far more vulnerable: YOU.

Every email you write, every document you create, every strategy presentation you

formulate is corporate property. This digital mental footprint is now the training data for your own replacement. Your experience, your knowledge, your very thought process—codified and owned by the company—can soon be used to build an AI that can do your job without your salary.

This is not a hypothetical. In October 2024, Business Insider reported that the cloud platform Vercel trained an AI agent on its top-performing salesperson, shadowed them for weeks, and then built an AI to replicate their entire workflow. The result? A 10-person sales team was transformed; one person now supervises the AI, while the other nine were reassigned to higher-value outbound prospecting roles [14]. As industry analyst Josh Bersin notes, when a senior employee leaves, their “digital twin”—their knowledge and persona—remains as a company asset [15]. Even the C-Suite is not immune; a New York Times report suggested 40% of a CEO’s work can be automated [16].

The consequence of this automation is a flood of talent into a shrinking job market. In 2024, the recruiting firm SCM Talent Group reported a 56% spike in resume submissions for supply chain roles [17]. The market is saturated with experienced professionals at the exact moment the number of senior roles is collapsing.

For the thousands of seasoned logistics professionals now finding their roles redundant, there is a silver lining. At least we have enough logistics experience that we will probably make great

food delivery carriers.

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Eric Pong

Eric Pong is the Logistics Partnerships Director at AfterShip, where he oversees more than 1,200 global logistics partnerships. A recognized authority in cross-border e-commerce, Eric serves on the Universal Postal Union (UPU) Consultative Committee Management Committee. He is a frequent speaker at major industry events, including Parcel Post Expo and the 3PL Value Summit, sharing insights on supply chain optimization and omnichannel retail strategies for over 20,000 global brands.



HAROPA PORT, Zhejiang Provincial Seaport Group, Bureau Veritas, China Waterborne Transport Research Institute, MSC and TiL join forces to develop the first green shipping corridor between China and France

HAROPA PORT, Zhejiang Provincial Seaport Group, Bureau Veritas Marine & Offshore (BV), China Waterborne Transport Research Institute, Mediterranean Shipping Company (MSC) and Terminal Investment Limited (TiL) signed, recently in Shanghai, a strategic agreement launching the creation of the first green shipping corridor between France and China.

This initiative aligns with the International Maritime Organization's (IMO) 2023 strategy for achieving car-

bon neutrality by or around 2050, the Paris Agreement (COP21), the United Nations 2030 Agenda for Sustainable Development, the Franco-Chinese initiative for a green and low-carbon maritime industry, as well as the Clydebank Declaration, of which France is a signatory.

China is HAROPA PORT's leading trading partner, accounting for 30% of its container traffic. Ningbo Zhoushan Port, the world's largest port by total cargo tonnage and the third largest in terms of container

throughput, represents 22% of this volume. Given the high level of trade between the two ports, this green corridor will contribute significantly to the decarbonisation of maritime transport.

A corridor based on concrete actions

This strategic agreement is a very tangible example of how ports, shipping lines, and terminal operators are working together to reduce the carbon footprint of maritime transport as much as possible. The strategic agreement notably provides

opportunities for:

- the deployment of shore-side electricity connections for vessels,
- the progressive electrification of terminals and port equipment using renewable or low-carbon energy sources,
- the establishment of supply chains for alternative fuels (such as LNG, bio-LNG, green ammonia, and green hydrogen),
- the development of low-carbon hinterland connections, particularly via inland waterway and rail transport,
- the exploration of implementation of on-board CCUS (carbon capture, utilisation and storage) pilot projects.

The strategic agreement serves as an operational framework for mobilising all stakeholders across the value chain.

“As France’s leading port for international trade and a strategic gateway for Asia–Europe flows, HAROPA PORT carries a key responsibility in driving the maritime energy transition. With this corridor, we are laying the foundations for a decarbonised sea route between China and France. Our ambition is to make the Seine Axis a benchmark hub for the bunkering and operation of zero-emission vessels, in close cooperation with our Asian and European partners,” said Benoît

Rochet, Chief Executive Officer of HAROPA PORT.

“As a major large-scale, comprehensive hub port in China, the Ningbo Zhoushan Port will actively participate in the cooperative practices of green shipping corridors. We are committed to continuously enhancing our green transformation and service standards, working hand in hand with partners across the value chain to promote the sustainable development of ports and shipping,” said Tao Chengbo, Chairman of Zhejiang Provincial Seaport Group and Ningbo Zhoushan Port Group.

“As a core technical partner, BV will provide technical



support for corridor development and emissions reduction. It will work with stakeholders to advance the corridor from initiative to implementation through certification and innovative solutions.” Matthieu de Tugny, Executive Vice President, Industrials and Commodities at Bureau Veritas, said, “This corridor will model international cooperation in green shipping, aligning with climate goals and enhancing China-Europe maritime ties. Bureau Veritas is dedicated to helping turn this vision into reality by supporting the entire value chain.”

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About HAROPA PORT

The ports of Le Havre, Rouen and Paris form the Seine Axis Major River and Maritime Port. As the fourth largest Northern European port, HAROPA PORT has connections to every continent based on an international maritime offering in the very first rank, reaching over 660 ports. It serves a vast hinterland centred on the Seine Valley and the Paris region, which together form France's biggest consumercatchment area. From Le Havre to Paris, the port complex can point to 2.5m sq. m. of logistics warehousing currently in operation. Today, HAROPA PORT provides a transport and logistics system capable of proposing holistic, end-to-end and decarbonised service offerings. It generates annual maritime and river traffic of over 100 million tonnes and representing around 160,000 jobs.

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Consumers trust recommendations from third parties more than they trust a brand itself. 70% of people will trust a review from a complete stranger as opinions and recommendations are by and large more influential when they do not come from the source itself. Additionally, most marketers include company logos and testimonials as proof on materials pages to strengthen trust and influence visitor behaviour.

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The combined magazine platforms of LogiSYM and CargoNOW offer one of the largest circulations globally and are the biggest in the Asia Pacific region. Coupled with this, LogiSYM and CargoNOW hold world-class symposiums in various parts of Asia and the Middle East and have been doing so for more than 8 years.

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- ✓ Surveys & survey analysis
- ✓ Advertisements in two of the largest circulation supply chain publications
- ✓ Online articles
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- ✓ White label reports and thought leadership articles
- ✓ eDMs
- ✓ Social media – LinkedIn, Facebook, YouTube



When working on the Influencer / Platform Partnership, partners have the opportunity to choose which options they feel will give them maximum reach and success and planning and pricing will be structured along the desired activities. Contact Harjeet@logisym.org for more information.