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BY SCOTT COPELAND

CARGONOW

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19-21 AUG WED-FRI HALL 98 BITEC 10.00-18.00 HRS. BANGKOK



DITP and RX BITEC Unlock ASEAN Supply Chains' Power Bringing 415+ Leading Logistics Solutions to "TILOG - LOGISTIX 2026"

The Department of International Trade Promotion (DITP), Ministry of Commerce, Thailand, in collaboration with RX BITEC, ASEAN's leading exhibition organizer, announces its readiness to stage "TILOG - LOGISTIX 2026", ASEAN's most comprehensive exhibition on technologies and services for warehouse management, loading, packing, material handling, and logistics services on August 19th - 21st, 2026, from 10.00 - 18.00 hrs., at Hall 98, BITEC, Bangkok.

Now in its 9th edition, **TILOG - LOGISTIX 2026** is being held at a pivotal time as businesses navigate evolving global trade dynamics and increasingly stringent trade regulations by restructuring supply chains and reassessing production strategies. Against this backdrop, Thailand's strategic position is gaining ground as foreign investment continue to grow and companies accelerating supply chain diversification into ASEAN. TILOG - LOGISTIX 2026 brings together comprehensive solutions across five key categories to help businesses improve operational efficiency and strengthen supply chain competitiveness: automated material handling and robotics including AGVs and AMRs; smart warehouse, storage, and loading technology; AI, IoT, and e-logistics software; end-to-end packing and palletizing systems; and a full spectrum of logistics service providers (LSPs), all to be showcased under one roof at Bangkok International Trade and Exhibition Centre (BITEC).

This year, TILOG - LOGISTIX 2026 will create opportunities for every participant to empower their logistics capabilities with innovations from over 415 leading brands, 25 countries, to showcase integrated solutions designed to effectively reduce costs, improve end-to-end logistics efficiency, and enforce sustainability.



Under the theme of "Empowering Global Trade with Generative Supply Chains," the exhibition will offer valuable opportunities for business professionals from a wide range of industries, including Automotive , Food & Beverage, E-Commerce & Retailers, Electronics, and Personal Care Products to empower their warehouse management and logistics endeavor with the right trade partners to pursue next-level technological and operational transformation.

Key highlights and major activities at this year's event include a range of special programs designed to support business networking and knowledge exchange, including:

Innovation Showcase
A special zone featuring cutting-edge innovations, smart technologies, and advanced logistics solutions driving the future of the logistics industry, enabling entrepreneurs to explore practical applications for their businesses.

ELMA 2026 Award Presentation Ceremony and Seminar
Recognition of winners of the Excellent Logistics Management Award (ELMA) during the official opening ceremony, followed by a special seminar session featuring award winners and distinguished committee members who will share achievement and encourage Thai LSPs to apply best practices in logistics management in realities of business operation.

Trade Logistics Symposium
To be held on August 20th, 2026 in both morning and afternoon sessions, featuring updates and insights from representatives of the Stock Exchange of Thailand, leading logistics executives, and experts from global organizations with extensive experience in modern logistics and supply chain management. The symposium aims to prepare businesses for fundraising opportunities and support expansion into global trade.

Thailand Logistics Industry Exhibition
A dedicated showcase presenting in-depth insights into three key dimensions: an overview of the capabilities of Thailand's logistics service industry, future industry trends and directions, and success stories from ELMA award winners.

World Transport & Logistics Forum (WTLF)
Organized in collaboration with global organizations such as The World Bank Group, this forum will discuss and provide insights into the Logistics Performance Index (LPI) and its role in enhancing industry competitiveness and operational efficiency.

Business Matching Program
A complimentary service for visitors to find exhibitors online in advance to make appointments to meet them at the event's Business Matching Lounge or at exhibitors' booths.

"TILOG - LOGISTIX 2026"
is free and open to industrial entrepreneurs and the public. Pre-registration is open at www.tilog-logistix.com. For inquiry, please contact contactcenter@rxbitec.com.

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Co-organized by: DITP Department of International Trade Promotion, Ministry of Commerce, Thailand; RX BITEC

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Natasia Jerah

Dear Readers,

If there's one thing this past 6 months has reminded us, it's that the ground beneath global trade rarely stays still for long. From the accelerating promise of AI to the very real disruptions playing out at chokepoints like the Strait of Hormuz, we're navigating a world that is growing more regional, more complex, and - more unpredictable. And yet, that's exactly what makes this work so fascinating.

This issue is really an invitation to pause before we race ahead. Because while the technology boom is full of opportunity, the smarter question isn't can we use it - it's how we use it well. That thread of intentionality runs through everything we've explored here: the power of orchestration, the case for diversity - in route plans, service providers, and fresh perspectives on old problems.

We dig into alternative procurement models, evolving contract structures, and some of the costs that rarely make the headline but absolutely should - like the financial weight of delayed decisions, or the quiet overhead of dark stores in e-commerce. There's a lot to chew on, and I genuinely hope it sparks something for you. Enjoy the read.

Natasia Jerah
Editor-In-Chief
CargoNOW



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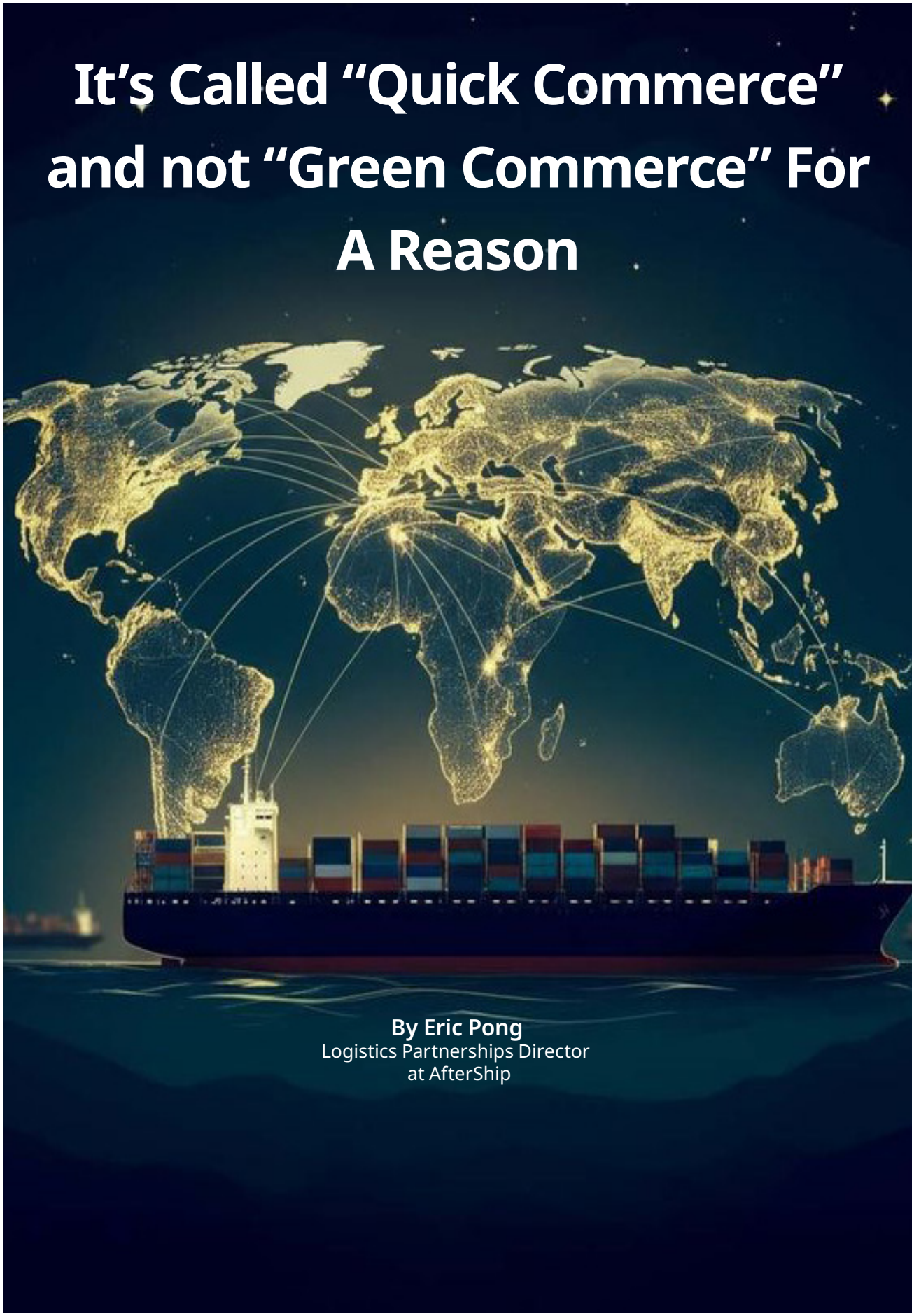
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It's Called "Quick Commerce" and not "Green Commerce" For A Reason



By Eric Pong
Logistics Partnerships Director
at AfterShip

If you live anywhere in Asia, you have witnessed first hand the explosion of Quick Commerce gig delivery simultaneously across the region. In the densest metros, you can no longer cross the street without bobbing and weaving through delivery drivers whisking meals, groceries, and electronics to impatient consumers who want everything "Now!"

As Quick Commerce continues to accelerate, it's only now becoming clear that it is changing the dynamics of urban infrastructure in ways not previously imagined and putting city planners to the test.

The gig economy has turned public sidewalks and bicycle lanes into a high velocity thoroughfare for delivery workers, and soon, robots. Pedestrians, cyclists, and motorists alike are now competing for the same space. In many cases, pedestrians can feel pressured to give way to high speed bikes, EVs, or delivery workers for fear that if they don't move they might be run off the walkway.

While in China, EV's dominate Quick Commerce fleets, in large parts of South East Asia and India, petrol powered motor bikes and mopeds mean serious noise and air pollution pouring directly into peoples' faces.

And that's just the delivery problem. There's also the problem of dark stores.

In an age where AI is predicted to demand more energy than power grids can deliver, dark stores present a new power hungry challenge. Typically requiring refrigeration 24/7 and operating late into the night, not only is the total energy consumption material, but their placement in areas not originally designed for commercial use can place strain on their local grid infrastructure and compete with residential energy users.

Spaces previously reserved for the community such as retail shops and restaurants are now being repurposed as micro-fulfillment-centers where inventory is stored for these hyper local deliveries. In some communities these hubs are eyesores, bringing



with them pallets, boxes, plastic bags, and other rubbish strewn across the street.

In others, the constant arrival and departure of trucks, and the subsequent loading and unloading of cargo, along with the incessant coming and going of individual motorbikes, or even the lingering of delivery drivers waiting for orders have turned quaint and pleasant street corners and neighborhoods into an extension of industrial centers that do not belong.

Some cities are starting to fight back by introducing zoning laws, activity windows, and emission controls. However, as with most things, the private sector often moves faster than regulators, meaning those dark stores and delivery drivers are probably here to stay. Milk anyone?

About the Author



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.

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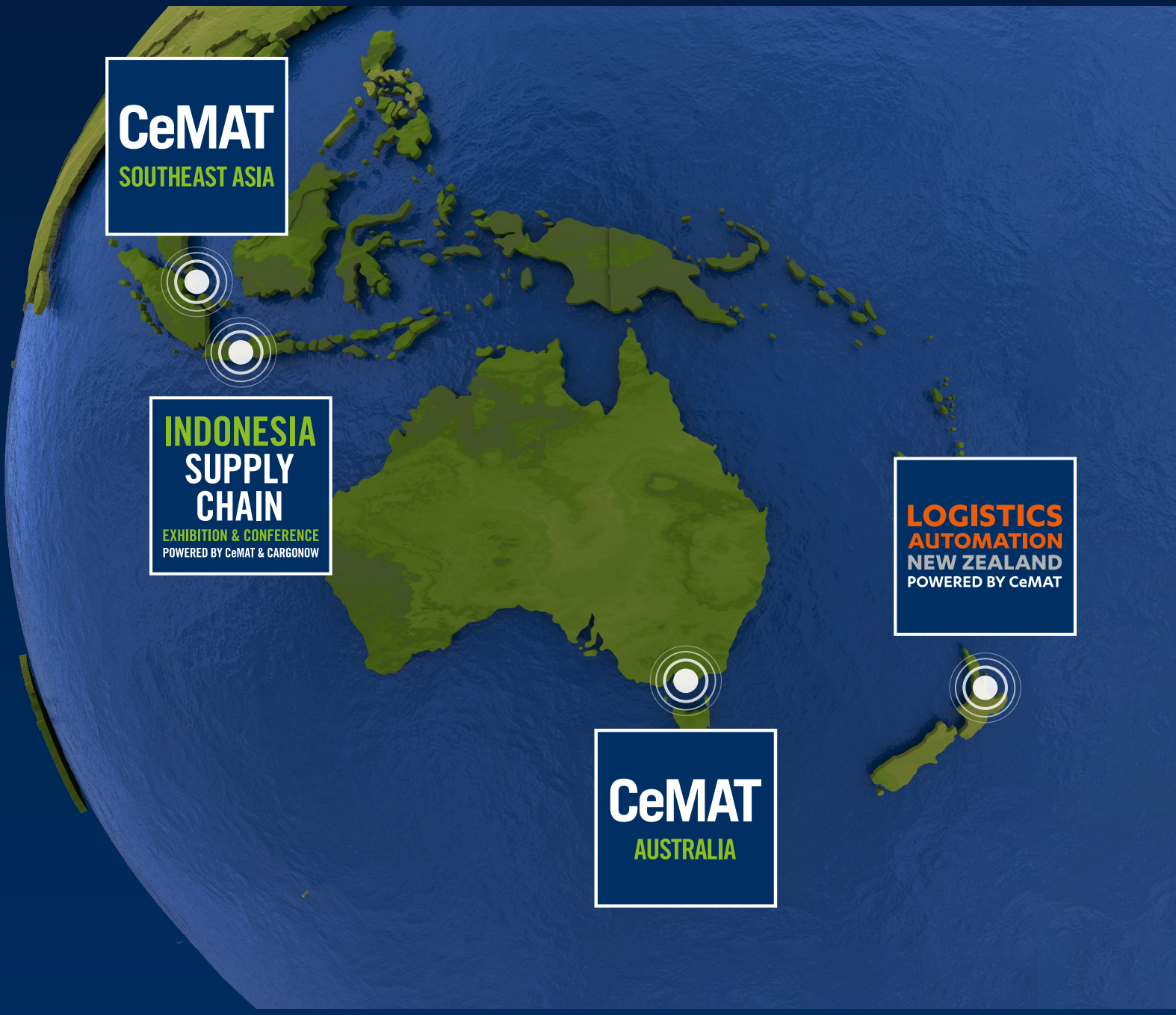
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The Trade Shows for Intralogistics, Robotics and Automation, and Supply Chain Management.



CeMAT Southeast Asia	12–14 May 2026	Singapore Expo, Singapore	cematseasia.com
CeMAT Australia	23–25 June 2026	MCEC, Melbourne , Australia	cemat.com.au
Logistics Automation NZ	10–11 Nov 2026	Auckland Showgrounds, New Zealand	logisticsautomation.co.nz
Supply Chain Indonesia	25–27 Nov 2026	NICE, Jakarta, Indonesia	supplychainindo.com

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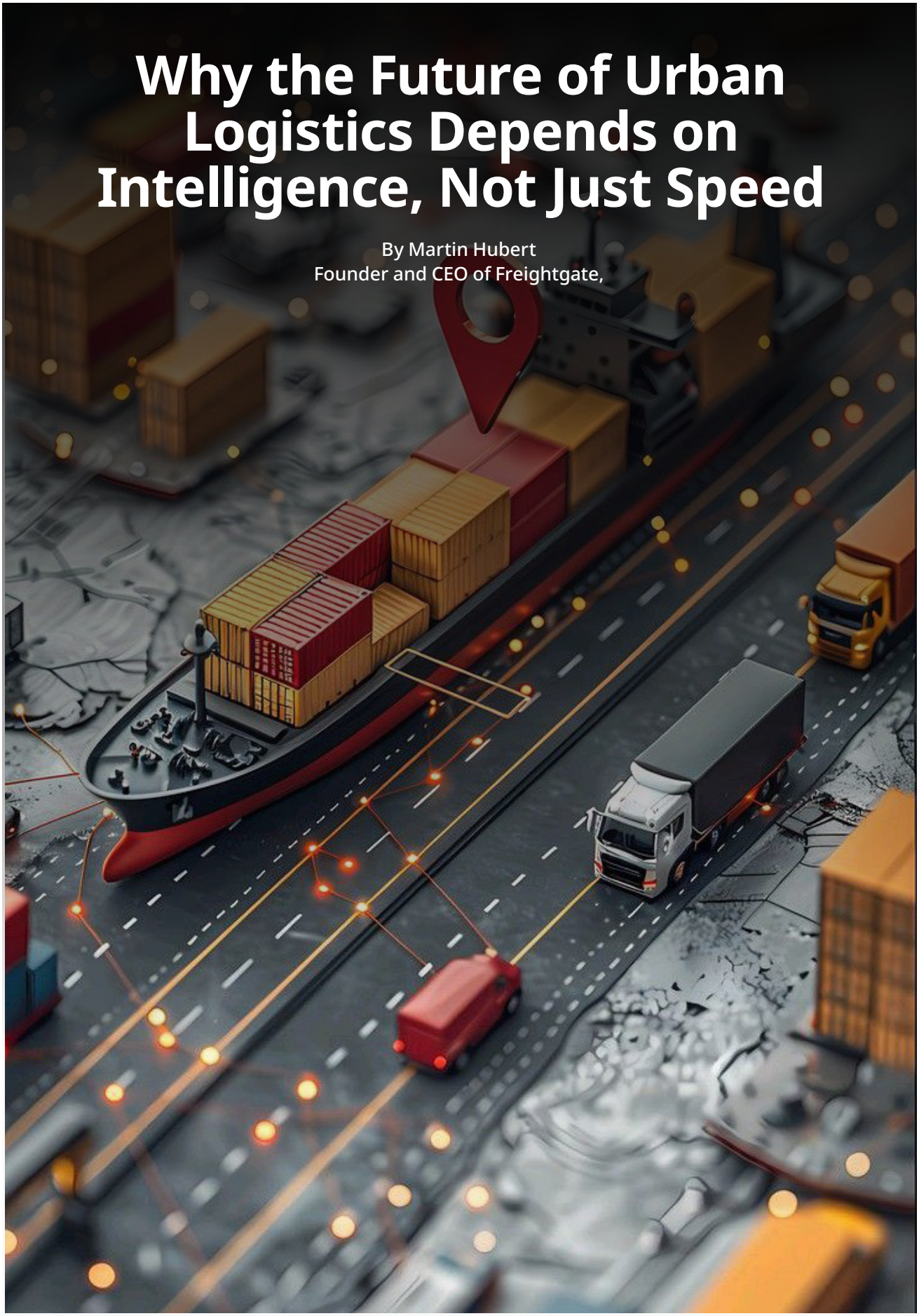
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Why the Future of Urban Logistics Depends on Intelligence, Not Just Speed

By Martin Hubert
Founder and CEO of Freightgate,



For the better part of a decade, my conversations with shippers and carriers have followed a familiar arc. Speed dominates the agenda. Compressed delivery windows. Faster fulfillment. Tighter last-mile execution. And for good reason — consumer expectations have been reshaped by the Amazon era, and meeting those expectations became a legitimate competitive necessity.

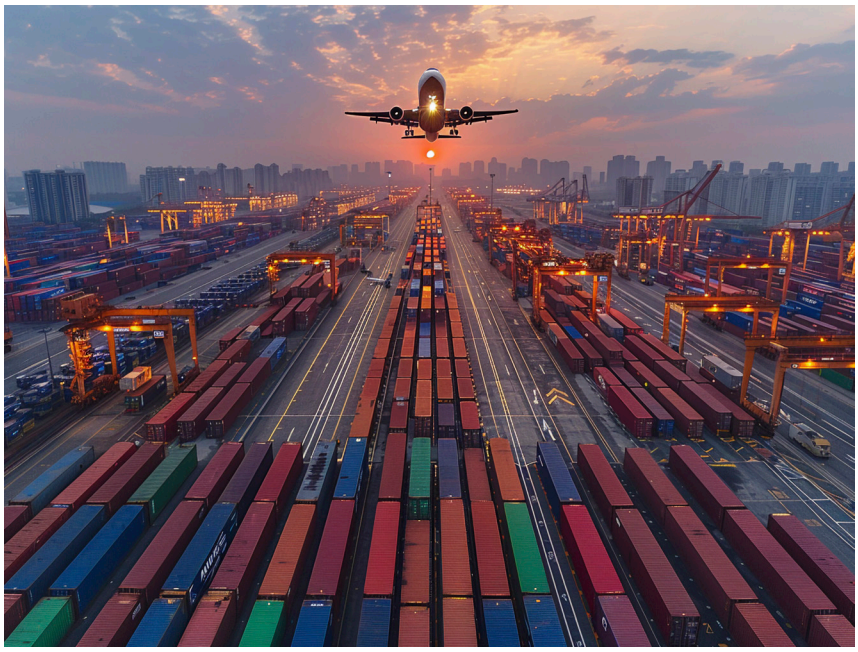
But I've watched that conversation shift over the past two years. The cost of chasing speed has caught up with the industry, and the operating model that delivered same-day at scale is starting to buckle under its own weight.

Last-mile delivery now accounts for roughly half of total shipping costs in many urban markets.[^1] Failed delivery attempts, redundant routes, partially loaded vehicles, and reactive transportation decisions have become the price of speed — and that price keeps climbing. Layer in congestion, parking constraints, labor shortages, and tightening emissions regulations, and the math behind instant delivery looks increasingly fragile.

The problem, in my view, isn't delivery speed itself. It's that the supply chain was never designed to support it.

The Real Cost of Disconnected Networks

Most logistics operations I see today still run as a collection of independently



optimized functions. Warehouses prioritize throughput without full visibility into transportation constraints. Carriers optimize routes without complete awareness of inventory positioning. Retailers promise delivery windows without real-time insight into upstream fulfillment capacity or network disruptions.

The result is a supply chain optimized for isolated tasks rather than end-to-end performance.

You can see the consequences in any major urban market. Two trucks from the same retailer running parallel routes through the same neighborhood. Warehouses operating at peak capacity while transportation sits idle three miles away. Customer service teams managing delivery exceptions that could have been predicted hours earlier if the right data had been connected to the right decision.
These aren't technology failures. They're coordination failures.

Automation Has Outpaced Orchestration

The industry's response to this complexity has been heavy investment in automation — robotics, automated storage, AI-enabled warehouse tools, advanced routing software. These technologies are genuinely important, and the throughput gains are real.

But automation alone isn't the answer.

What I'm seeing across our customer base is that automated facilities still struggle when transportation scheduling is reactive. Sophisticated routing platforms still fail when inventory data is incomplete. Speed inside individual functions doesn't create an intelligent supply chain — it just allows fragmented systems to move faster.

That's why orchestration has

become the conversation that actually matters.

Orchestration isn't another software layer. It's the ability to synchronize decisions across warehouses, carriers, suppliers, inventory, and delivery operations in real time — what I describe to our customers as the digital nervous system of modern logistics. It connects the data and workflows that today sit in silos, so the network can adapt continuously as conditions change.

Consider a simple but common scenario: a tier-one carrier cancels a delivery window at 11 AM in a dense urban market. In a siloed environment, that triggers a sequence of reactive scrambles — phone calls, manual rebooking, customer-service flags, missed delivery promises. In an orchestrated environment, the network identifies the gap, reallocates capacity from a partner carrier with available routes nearby, repositions inventory if needed, and updates customer ETAs automatically — often before anyone in operations has been alerted.

That difference, repeated thousands of times a week, is what separates the supply chains that scale profitably from the ones that don't.

Resilience Is the Real Competitive Advantage

The case for orchestration goes beyond cost and efficiency. Over the past several years, supply chains have absorbed an unusual run of disruption — port congestion, labor actions, geopolitical instability, severe weather events, and demand volatility that broke most static planning models.

Organizations operating with real-time visibility and connected workflows have consistently weathered those disruptions better than those relying on static plans. They've maintained service continuity, contained cost exposure, and protected customer relationships when competitors couldn't.

That resilience is rapidly becoming the real competitive moat in logistics. Cities will keep getting denser. Sustainability regulations will keep tightening. Consumer expectations will keep evolving. The companies that can adapt their networks dynamically will pull ahead of the ones that can't — regardless of who promises the fastest delivery window at checkout.

Rethinking What Success Looks Like

For too long, the industry has measured itself on speed alone. Faster fulfillment became the defining benchmark of competitiveness, especially in urban e-commerce. I understand why. But speed without efficiency isn't innovation — it's accelerated complexity.

The companies that lead the next generation of urban logistics won't necessarily be those promising the shortest delivery windows. They'll be the organizations capable of orchestrating supply chains with the greatest intelligence, agility, and coordination — operating warehousing, transportation, inventory, suppliers, and delivery as a single synchronized network rather than a collection of independent functions. That's the shift I'd encourage every supply chain leader to start preparing for now. The next competitive advantage in logistics won't come from delivering faster. It will come from delivering smarter.

About the Author



Martin Hubert is the Founder and CEO of Freightgate, a global logistics technology company focused on supply chain visibility, transportation management, and AI-driven logistics orchestration. With extensive experience in international trade, freight operations, and digital supply chain transformation, he has helped organizations improve efficiency, resilience, and sustainability across complex logistics networks. Martin is recognized as a thought leader in connected supply chains, predictive logistics intelligence, and urban logistics innovation. His work focuses on helping enterprises modernize operations through real-time visibility, collaborative ecosystems, and intelligent orchestration technologies that support more agile and sustainable global supply chains.

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Hyster unveils lithium-ion power solutions designed to provide turnkey, seamless experience from a single source

Unified system addresses compatibility risks and delivers an integrated experience between battery, charger and forklift





SINGAPORE (May 8, 2026)

Hyster announces lithium-ion batteries and chargers that are purpose-built for Hyster forklifts, providing a unified system that delivers peak performance and efficiency, backed by the one-stop-shop convenience and expertise of Hyster® dealers. The integrated power solutions reduce the risk of software mismatches, faults and charging errors that can be common with third-party power systems, and enable integration with Hyster Tracker™ telemetry to provide near real-time battery data alongside other fleet and equipment information.



"Global electric forklift sales data makes it clear that more operations are looking to electrify their materials handling equipment. But while the motive power they depend on might be changing, their expectations for performance and dependability are non-negotiable," said Ken Schreiber, Senior Product Director, Electrical Energy Solutions, Hyster. "Over the years, customers have come to trust Hyster dealers and equipment to provide a seamless experience and performance they can count on — and we're delivering on that promise by helping to ease their electrification journey with these integrated lithium-ion power solutions."
The batteries and chargers are specifically designed to work with Hyster® lift trucks, with each element validated by the factory to work as a fully integrated ecosystem that delivers the power and durability required in the world's most demanding operations.

- Battery technology: Lithium iron phosphate (LFP) chemistry offers high energy density, superior temperature tolerance, long lifespan and fast charging, enabling batteries to meet the demands of multi-shift applications. Modular battery design enables service of individual modules, rather than requiring replacement of entire battery pack.

- Charging infrastructure: Operators can simply plug the charging cable into the easy-access port — no need to open the forklift's hood or take other steps to charge — and built-in interlock sensors prevent operators from moving the truck while plugged in. The high-speed chargers can be placed anywhere, including high-traffic areas, to encourage opportunity charging that keeps operations moving.

- Lift truck integration: System-level integration enables the battery to communicate with other truck systems, offering a unified view of truck and battery data via Hyster Tracker telemetry, as well as targeted alerts regarding battery status that can enhance lift truck safety and performance, such as low charge or high temperature.

The Hyster dealer network provides complete, end-to-end support for this OEM battery and charging solution, streamlining support for equipment, batteries and charging infrastructure from a single point of contact. This eliminates the service headaches that can come from piecemeal battery, charger and lift truck solutions, including warranty administration and support.



Hyster Company is a division of Hyster-Yale Materials Handling, Inc., a wholly owned subsidiary of Hyster-Yale, Inc. (NYSE:HY) which is headquartered in Cleveland, Ohio and operates globally.

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Hyster is a leading worldwide provider of Hyster® forklift truck and container handling solutions for the toughest, most intense industries on earth. The company designs and manufactures an industry leading, comprehensive range of material handling equipment, meeting the unique demands of everything from fast-paced industrial warehouses and manufacturing facilities to the most demanding, heavy-duty applications like ports and terminals. Backed by a dedicated, global dealer network and nearly a century of material handling experience, Hyster is the trusted resource customers can count on for technology tough enough for their worksites and proven solutions that keep critical operations moving.

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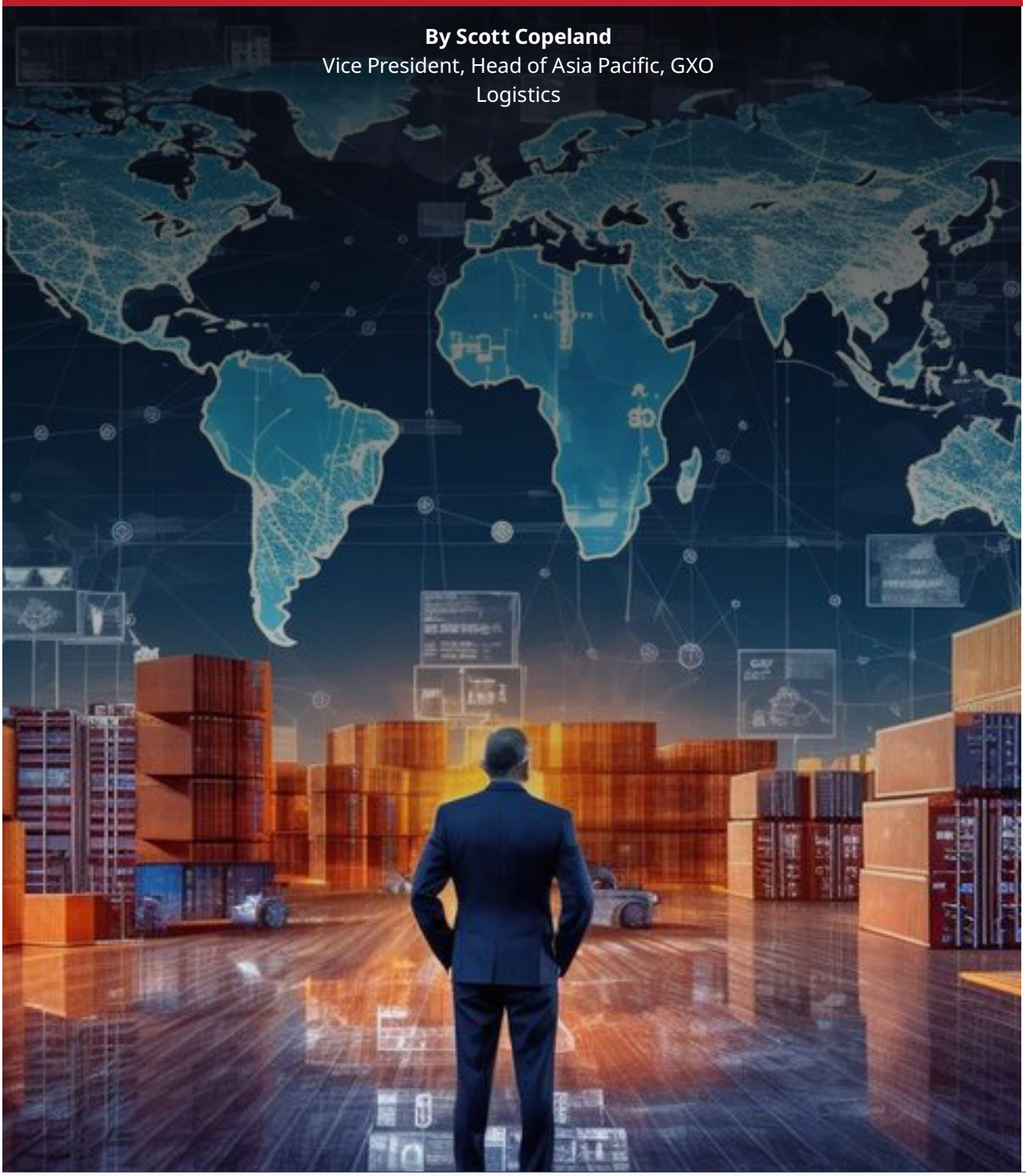
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Beyond the Factory Floor: Asia Pacific's Shift to Regional Supply Chain Networks

By Scott Copeland
Vice President, Head of Asia Pacific, GXO Logistics



For decades, Asia Pacific (APAC) was widely understood as the manufacturing engine of the global economy. Supply chains were designed to optimize scale and cost, with products flowing from factories across Asia to consumers in Europe and North America. That structure no longer reflects reality.

Today, APAC sits at the center of a fundamental shift in how global supply chains are designed and operated. Geopolitical risk, supply disruptions, and growing sustainability expectations have accelerated regionalization; the deliberate move away from dependence on single markets toward more diversified, resilient regional networks. At the same time, consumer demand within APAC has grown dramatically, reshaping trade lanes and fulfillment models.

Regionalization is not a temporary response to disruption. It represents a structuralevolution in how companies think about production, inventory, and customer proximity. In APAC, this shift is particularly pronounced, and it demands a new approach to logistics, network design, and cross-border collaboration.

Shifting Trends: Consumerism, Ecommerce, and the End of a Pure Export Model

One of the most significant forces driving regionalization in APAC is the rise of regional consumerism. Historically viewed as the world's factory floor, the region is now one of the fastest-growing consumer markets globally. Direct-to-consumer and ecommerce channels have expanded at pace, particularly across Southeast Asia and India, fundamentally changing demand patterns.

COVID accelerated this transformation. Consumers across the region rapidly adopted online purchasing and home delivery, and those behaviors have proven durable. The result is a shift away from bulk export movements toward higher-velocity, smaller order fulfillment models that prioritize speed, accuracy, and flexibility.

This does not mean manufacturing is leaving APAC, quite the opposite. Core manufacturing capabilities remain deeply embedded and difficult to





replicate elsewhere at scale or with the same cost or quality. What is changing is where value is added. Increasingly, manufacturers are separating upstream production from downstream configuration, assembly, and fulfillment. Late-stage customization, labeling, kitting, and packaging are being positioned closer to consumption markets, allowing companies to reduce inventory risk and respond more accurately to demand.

For supply chains, this represents a move from linear, factory-to-port models to integrated regional ecosystems that combine manufacturing, fulfillment, and consumption within the same geography.

Regionalization Through Country Collaboration

Unlike some parts of the world, regionalization in APAC is not unfolding as a zero-sum competition between countries. Instead, it is increasingly shaped by collaboration, with each market leaning into its strengths and contributing to a broader regional supply chain structure.

Singapore continues to play a critical role as a strategic control center, offering advanced infrastructure, regulatory stability, and strong connectivity to global trade networks. Malaysia provides scalable, high-quality logistics and assembly infrastructure at a more competitive cost base. Thailand remains a manufacturing leader in automotive and electronics, while Vietnam and Indonesia bring growth capacity and rising consumer demand. India continues to expand across automotive, pharmaceutical, and technology sectors.

This complementary model allows supply chains to be designed regionally rather than country by country. Manufacturers can source, assemble, customize, and distribute across borders without duplicating infrastructure in every market. Governments have supported this shift through special economic zones, free trade agreements, and improved cross-border processes.

The result is a regional ecosystem in which resilience is built through diversity, not redundancy.

Creative Transportation Solutions Across Borders

As regionalization deepens, transportation strategies are evolving alongside it. Intra-Asia trade lanes have

long existed, but their role has expanded significantly. What were once primarily industrial supply routes are now also supporting final fulfillment, ecommerce replenishment, and rapid market response.

Southeast Asia, in particular, benefits from strong multimodal connectivity. Short-haul road transport between Singapore, Malaysia, and Thailand complements dense port networks and growing sea-air and sea-land routing options. This enables companies to balance speed, cost, and reliability while maintaining flexibility in the face of disruption.

Regionalization has also changed how companies think about risk. Instead of relying on a single long-haul route, supply chains can be dynamically rerouted across ports, borders, and modes. Inventory can move regionally to where demand emerges, rather than remaining fixed in one national market.

Executing these strategies successfully requires deep operational knowledge. Customs processes, regulatory scrutiny, and cultural norms vary widely across APAC. The ability to design routing options is only valuable if paired with the expertise to execute them consistently.

Hub-and-Spoke Models as the Foundation of Regional Efficiency

At the heart of effective regionalization is the hub-and-spoke model. Rather than replicating full distribution networks in every country, companies are increasingly consolidating inventory in strategically located regional hubs, supported by smaller spoke operations closer to end consumers.

This approach delivers several advantages. Centralized hubs allow inventory pooling, reducing overall stock levels and working capital. They also enable late-stage





differentiation, so products can be customized once demand signals are clearer. Spoke locations then focus on proximity-driven activities such as final quality checks, compliance, and last-mile delivery.

In Southeast Asia, the Singapore–Johor Special Economic Zone illustrates the power of this model. Regional hubs located in southern Malaysia combine proximity to global trade infrastructure with a more competitive cost structure, serving multiple markets from a single inventory base. From there, inventory can be replenished into higher-cost markets such as Singapore, Japan, or Australia quickly and efficiently.

Well-designed hub-and-spoke networks improve resilience by allowing inventory to be rebalanced across markets as conditions change. They also provide scalability, enabling companies to enter new markets without rebuilding their supply chain from scratch.

Technology as the Enabler of Regionalized Networks

Regionalization increases complexity, and technology is what makes that complexity manageable. Visibility, analytics, and orchestration tools are essential to operating multi-country networks efficiently.

Advanced forecasting, real-time inventory visibility, and order orchestration allow companies to make informed decisions while goods are still in motion. Inventory can be redirected, reprioritized, or reallocated across markets in response to demand shifts. At GXO we have started scaling GXO IQ, an AI-powered, intelligent logistics platform that orchestrates more productive warehouse operations. This capability becomes especially valuable in a region where forecast accuracy can vary, and consumer trends change rapidly.

Automation also plays a growing role. Rising labor costs, demographic shifts, and workforce expectations have accelerated the adoption of robotics and warehouse automation across APAC. Automation is no longer viewed as optional or applicable only in high-cost markets. It is increasingly a prerequisite for scalability, consistency, and workforce sustainability.

Crucially, technology must be deployed in a way that balances global standardization with local flexibility. Systems must support multiple languages, regulatory environments, and operating practices while maintaining a single source of truth across the network.

The Strategic Importance of a Strong Logistics Service Provider

As supply chains regionalize, the role of the logistics solutions provider has evolved from executional support to strategic partnership. Navigating APAC requires far more than infrastructure. It requires local expertise, cross-border experience, and the ability to translate regional complexity into actionable, customer-specific solutions.

A strong service provider brings perspective that individual companies may lack, insight into how different markets interact, which trade lanes perform reliably, where regulatory friction may arise, and how inventory should be positioned to balance cost and service. This experience is particularly important when designing hub-and-spoke networks, determining where late-stage customization should occur, or deciding which activities truly need to be close to the consumer.

Equally important is flexibility. Regionalization is not a one-time redesign. Consumer behavior, trade policy, and geopolitical conditions will continue to evolve. A capable logistics partner helps companies reassess and adapt their networks over time, rather than locking them into static structures that quickly become outdated.

In this environment, logistics becomes a strategic advantage, not merely an outsourced function.

Looking Ahead: Regionalization as a Long-Term Strategy

Over the next decade, regionalization across APAC will continue to deepen. Consumer growth, sustainability expectations, digital adoption, and geopolitical complexity all point toward supply chains that are more regional, more flexible, and more closely aligned to demand.

At GXO, we believe success depends on the ability to design networks that leverage country collaboration, use creative transportation solutions, and deploy hub-and-spoke models supported by technology and strong execution. Companies that treat logistics as a strategic differentiator, supported by experienced partners, will be best positioned to navigate this new reality.

Regionalization is not about retreating from global trade. It is about building smarter, more resilient networks that reflect how the world now operates. In APAC, that evolution is already well underway.

About the Author



Scott Copeland is the Head of Asia Pacific at GXO Logistics, based in Singapore, where he is responsible for driving growth, operational excellence, and strategic network development across one of the world's most complex and dynamic logistics regions. With more than 25 years of international supply chain and contract logistics experience, Scott has held senior leadership roles across Asia Pacific, Europe, and emerging markets, including executive positions at Dyson, Schneider Electric, and DHL Supply Chain.

His career has been defined by leading largescale logistics transformations, building resilient regional supply networks, and advancing technology enabled fulfillment and distribution models to support evolving consumer and ecommerce demand. Scott brings deep expertise in network optimization, automation, and crossborder operations, and is recognized as a trusted voice on the future of supply chains in Asia Pacific.

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Sustainable Migration Solutions (SMS)

An initiative by Felix Relocations



Sustainable Migration Solutions (SMS), an initiative by Felix Relocations, represents a progressive evolution in modern logistics, where operational excellence is seamlessly aligned with environmental stewardship and social responsibility. SMS is leading the transformation of the relocation industry by redefining how assets are managed, moved, and re-integrated within an increasingly ESG-driven global economy.

Built on decades of relocation and move management expertise, SMS introduces a circular approach to asset lifecycle management. Instead of treating relocation as a linear process, SMS embeds a structured framework of resell, refurbish, donate, and responsible disposal. This approach ensures that assets are fully optimised across their lifecycle, extending usability, reducing landfill impact, and generating meaningful social value through community reintegration and responsible redistribution.

With a proven track record supporting global organisations such as Google and the World Bank in Singapore,

SMS has consistently demonstrated its capability to deliver complex, high-value relocations with precision, compliance, and sustainability at the core. These projects reflect SMS's ability to operate at international standards



while delivering measurable environmental and operational outcomes.

As a forward-thinking leader in sustainable relocation practices, SMS continues to expand beyond traditional move management. Strategic diversification into adjacent sectors such as total logistics solutions and construction waste management enables organisations to embed consistent sustainability principles across broader operational ecosystems and driving impact across the entire supply chain.

Strengthening its leadership in ESG integration, SMS also delivers advanced sustainability reporting solutions that convert operational data into clear, actionable intelligence. From carbon tracking to environmental impact visibility, these capabilities empower organisations to validate performance, meet regulatory expectations, and strengthen stakeholder confidence.

As industries advance toward greater transparency and responsible operations, SMS is defining the future of sustainable logistics. With innovation, accountability, and a fully integrated lifecycle approach at its core,

SMS is leading transformation across the relocation and logistics ecosystem.

About the Company

Felix Relocations is the leading moving company in Malaysia and Singapore which has been established since 1981.

We are full fledge relocations company. We handle outbound and inbound of expatriates move to/from any part of the world, besides domestic relocations and warehousing solutions. Quality and consistency are our top priority in every move we make.

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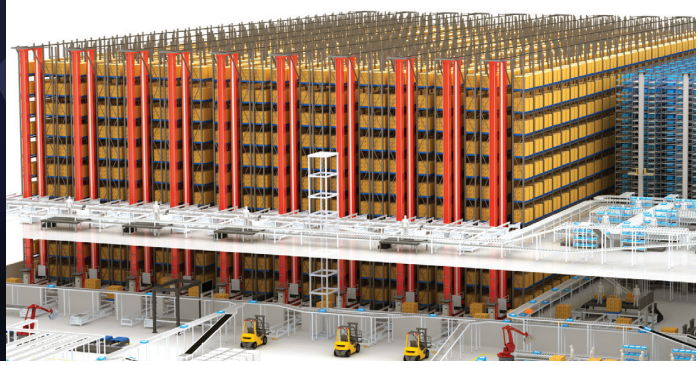
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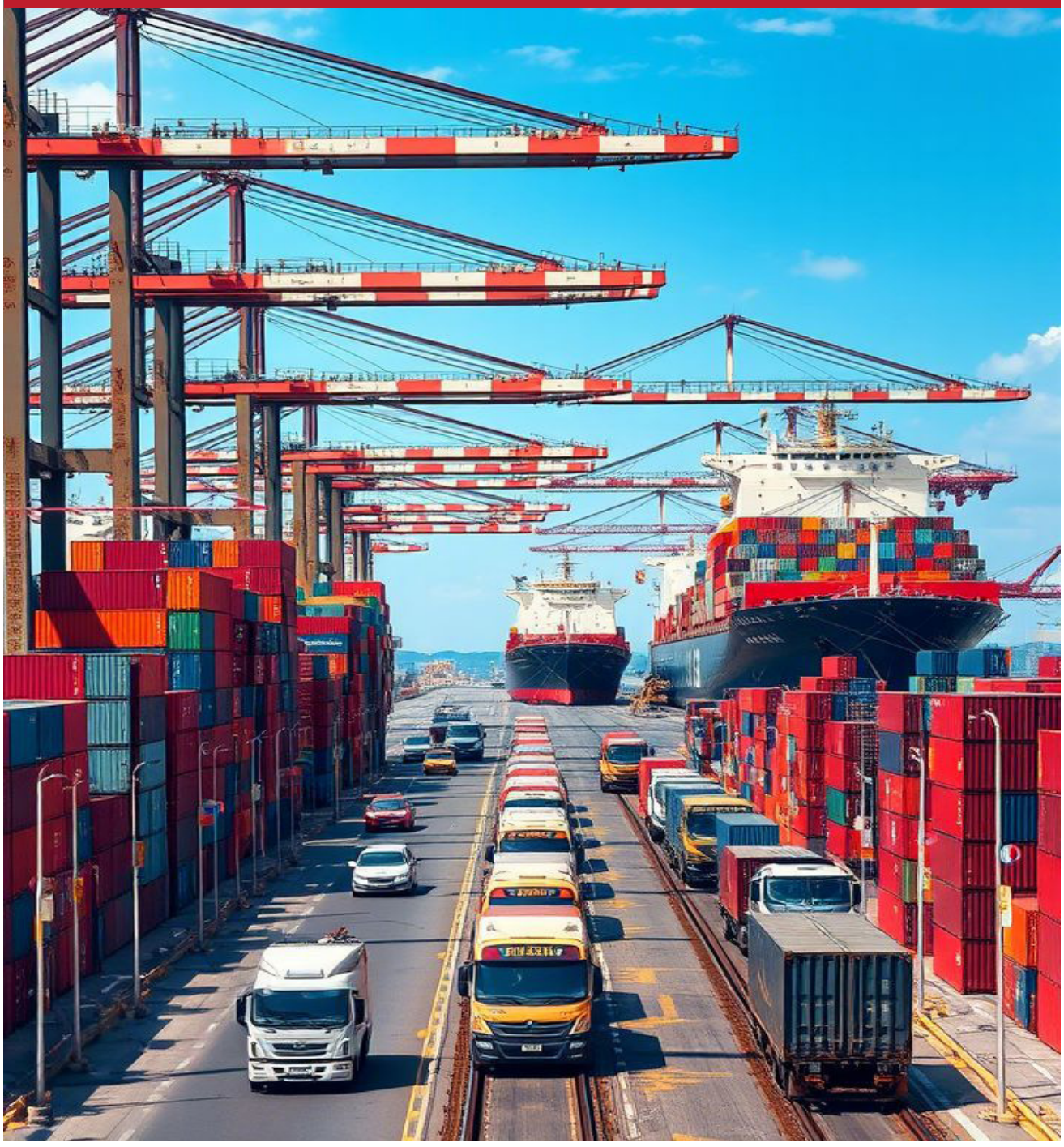
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When the Market Moves Between Tenders: The Case for Always-On Freight Intelligence

By Peter Sand
Freight Market Analyst



A legal expert specializing in freight contracts recently described many such agreements as “effectively non-binding under pressure”; a candid reflection of how often contracts are renegotiated, bypassed, or reinterpreted when market conditions shift.

For procurement teams, the remark captures a structural reality: control over freight costs is not determined at the point of contract signature, but by what happens after the market moves.

For decades, the annual freight tender anchored procurement strategy. Rates were negotiated, capacity secured, and predictability assumed. That model no longer reflects how freight markets actually behave.

Across Asia-Pacific and global trade lanes, market data consistently reveals not just volatility, but asynchronous market movement. Rates, capacity, reliability, and routing no longer move together.

The result is not simply price fluctuation. It is a structural misalignment between contracted assumptions and operational reality, and a growing risk for organisations that have not updated their procurement approach to match.

The Illusion of Stability

The annual tender assumes that market conditions remain broadly stable over a contract period. That assumption is increasingly difficult to support with evidence.

Across major Asia-Pacific trade lanes, freight rates are not only volatile; they are inconsistent in how they move. Spreads between US West Coast and East Coast imports from Japan have ranged from USD 508 to USD 1,256 per FEU, shifting by as much as USD 748 in just two months. These are changes that occur well within a typical contract period, with no built-in mechanism for adjustment.

Schedule reliability, long treated as a secondary concern in freight procurement, has ranged anywhere from 0% to 50% across the same corridors, often with no correlation to the rates being paid. This means shippers may commit to premium rates while experiencing significant performance deterioration.

In practical terms, contracts remain fixed while outcomes do not. The issue is not volatility itself but the lag between when the market changes and when procurement decisions can respond.



A System Under Pressure

Recent geopolitical disruptions, including ongoing instability around the Strait of Hormuz, illustrate how rapidly this gap can widen and how directly global events transmit into regional freight markets.

For Asia-Pacific economies, this is not an abstract geopolitical concern. It is a direct supply chain shock with measurable consequences.

Approximately 84% of crude oil shipped through the Strait of Hormuz is destined for Asian markets. Japan routes 70% of its Middle Eastern crude through the strait; India sources approximately 60% of its oil imports from the region. LNG reserves across key Asian economies offer only a

limited buffer. South Korea, for example, holds less than two weeks of inventory under current consumption rates.

For smaller economies, the consequences are already acute. The Philippines, which imports 98% of its oil from the Middle East, has declared a national energy emergency, with domestic fuel prices more than doubling in the period following the disruption.

Energy shocks of this nature transmit rapidly into freight markets. Bunker fuel prices spike and diverge sharply (often exceeding USD 100 per ton across regions) raising operating costs for carriers. Carriers respond by adjusting routing and network structures in real time, while capacity tightens unpredictably across long-haul corridors as voyages lengthen.

These changes do not wait for tender cycles. They occur continuously, and they expose the limitations of procurement models designed for a more stable market environment.

Why Static Procurement Models Break

Under these conditions, the limitations of traditional procurement become apparent across three interconnected dimensions.

Contracts lock in assumptions, not outcomes. Agreements built on historical data and forward market expectations can become outdated within weeks when multiple variables shift simultaneously. The contracted rate becomes a benchmark that diverges from market reality, without any structural mechanism to correct it mid-cycle.

Market visibility is limited between cycles. Without ongoing benchmarking, procurement teams lack a clear view of how contracted



rates compare to live market conditions. Cost exposure builds between review periods, becoming apparent only at the next tender cycle.
Decision-making is delayed by design. Procurement cycles introduce structural inertia. The market moves continuously while organisations wait for scheduled review points, creating a compounding gap between change and response that carries material cost implications.

From Periodic Sourcing to Continuous Alignment

In response to these pressures, leading procurement organisations are shifting from cycle-based approaches toward continuous, data-driven market alignment. This does not require abandoning contracts, but rethinking how they function within a more dynamic operating model.

Blended contracting strategies are becoming more common. Rather than relying solely on long-term fixed rates, procurement teams are combining long-term contracts for baseline stability with short-term agreements for flexibility, and index-linked contracts that reduce the need for renegotiation by automatically adjusting to market conditions. This structure allows organisations to balance cost control with responsiveness, particularly in volatile lanes such as intra-Asia, where spot rates into ports like Nhava Sheva have doubled within weeks during recent disruptions.

Continuous market benchmarking provides ongoing answers to three critical questions: Are contracted rates currently above or below the market? Which specific lanes are diverging from expectations? Where are cost risks building before they become embedded in actual expenditure?

Translating freight data into strategic financial terms is the third dimension of this shift. A USD 100-per-ton increase in bunker fuel translates into significant, quantifiable cost pressure across long-haul contracts. A 30% drop in schedule reliability affects inventory planning and working capital requirements. Route diversions carry direct operational and financial consequences that require executive visibility. Freight is not simply a logistics cost; it is a financial and operational risk that demands continuous monitoring at a strategic level.

Why Asia Pacific Is Uniquely Exposed

Asia-Pacific sits at the centre of global trade flows and, increasingly, at the centre of disruption risk. The region's vulnerability is compounded by heavy reliance on long-haul trade lanes, deep integration with Middle Eastern energy supply routes, and the highly dynamic character of intra-Asia markets, where capacity and rates can shift rapidly and with limited advance warning.

Even within Asia, market movements are far from uniform. Trade lanes such as Shanghai to Ho Chi Minh City have, at times, exhibited greater volatility than many major global routes, while freight flows out of Thailand



and Singapore are being actively reshaped by carrier network adjustments. No two trade lanes move in sync, making broad assumptions about regional freight conditions an increasingly unreliable basis for procurement decisions.

The practical consequence is that contracts fall out of alignment quickly as conditions shift unevenly across lanes between tender cycles. The divergence between contracted rates and market reality can become significant within weeks of an agreement being signed, particularly during periods of geopolitical or operational disruption.

The Strategic Opportunity

The same market complexity that creates procurement risk also creates opportunity for organisations equipped to act on real-time information.

When rates fall below contracted levels, procurement teams with continuous market visibility can revisit agreements or reallocate cargo volumes to more cost-effective options. When capacity tightens or routing changes disrupt schedules, early identification of pressure points allows action before costs escalate or service levels deteriorate beyond recovery.

The competitive advantage lies in reducing three critical lags: between market movement and visibility, between visibility and decision, and between decision and execution. Organisations that compress these lags are better positioned to manage freight as the dynamic risk it has become, rather than the fixed cost it was once assumed to be.

Conclusion: From Procurement to Strategic Control

Freight markets no longer move in predictable cycles. They move continuously, driven by geopolitical events, energy price shifts, carrier network changes, and demand fluctuations that rarely align with annual procurement calendars.

In this environment, procurement models built around fixed review points are structurally misaligned with the reality they are designed to manage. The gap between contracted assumptions and market conditions does not close itself; it widens until the organisation acts.

The organizations best placed to manage freight cost and risk are those that treat market intelligence not as a periodic input to the tender process, but as a continuous operational capability, one that provides the visibility to detect change early and the analytical foundation to act before costs become embedded.

The question for procurement leaders is not whether freight markets will continue to move unpredictably. They will. The question is whether procurement strategy will evolve to match them.

About the Author



Peter Sand is a freight market analyst with more than 20 years of experience in shipping economics and container market intelligence. He specialises in rate benchmarking, market volatility analysis, and the strategic use of freight data across global trade lanes.

Peter is a frequent industry commentator and has contributed analysis to major shipping and logistics publications. He holds deep expertise across ocean freight procurement strategy, Asia-Pacific trade dynamics, and the evolving role of data in supply chain risk management.

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