The Magazine for Supply Chain & Logistics Professionals in Asia

SUPPLY CHAIN ASIA

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APRIL 2015

THE CHANGING FACE OF 3PL

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STEERING CLEAR OF SHIPPING ERRORS

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SAME DAY DELIVERY IN THE FRAGMENTED ASIA MARKET

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CHRIS PRICE

Chief Executive Officer (CEO), Asia Pacific, Agility

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RETAIL & E-COMMERCE ASIA

An event by Supply Chain Asia in collaboration with PARCELEXPO2015 DESPATCH • LOGISTICS • DELIVERY ASIA PACIFIC

DATE
13 May 2015, Wednesday

TIME
1300 - 1700hrs

VENUE
Suntec Exhibition
& Conference Centre,
Singapore

Participation fees
Members:
Free

Non-Members:
S$ 175 (Bef. GST)

1300 Registration
1400 Welcome | Supply Chain Asia
1410 A review of the development of e-Commerce in Asia | Supply Chain Asia

1430 Panel 1 – Industry Dialogue – Connecting the Digital Consumer Consumer
Moderator: Paul Lim, Founder/President, Supply Chain Asia
Panelists:
Roland Chong, Senior Director, Supply Chain Initiatives, Estee Lauder
Koh Jin Kiat, Regional Director, Sales & Operations, Harley Davidson
Lynn Huang Freeman, Head of Marketing & Strategy, APAC, Honeywell Scanning & Mobility
Mirek Dabrowski, CEO, oTMS
Prof Mark Goh, Industry Director, The Logistics Institute Asia Pacific

1530 Tea Break

1600 Panel 2 – Last Mile Challenges – The "Uberisation" of e-Commerce Last Mile Logistics Management
Moderator: Paul Lim, Founder/President, Supply Chain Asia
Panelists:
Bruce Stubbs, Director, Industry Marketing, Honeywell Scanning & Mobility
Steven Lam, CEO, GoGoVan
Noam Berda, Founder/CEO, RocketUncle
Lim Ann Nee, Senior Vice President, Logistics Business, SingPost
Roland Martin, VP, Swisslog
Richard Chua, MD, Yamato Asia

1700 Event Ends

Cocktail hosted by oTMS will be held at the end of the event (invited guests only).

TO REGISTER

Email: admin@supplychainasia.org
Website: http://supplychainasia.org/index.php/events/register-for-upcoming-events

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EDITORIAL

SUPPLY CHAIN ASIA TEAM

March has been an eventful month for the supply chain and logistics industry in Asia, particularly in Singapore. We had World Retail Congress Asia Pacific 2015 as well as Last Mile Fulfilment Asia 2015 in the same week, with both events stressing the importance of the region not only as a growing middle class market but also to contribute to the evolving industry on a global level.

Both events also touched on the importance of innovation and technology – elements that are strong footholds for many succesful start-ups today. Just look at RedMart, RocketUncle and EasyVan. These start-ups built their businesses around highly intuitive mobile apps and effective business operation models.

But will their successes spell the decline for major 3PLs and service providers in the far future? It is highly unlikely and even hard to imagine, despite some industry experts voicing their concerns. While shippers may engage different service providers for different parts of their supply chain, many still prefer to hire only one major 3PL to manage all of their logistics needs. Both strategies come with their own respective sets of pros and cons.

In fact, many logistics start-ups partner with 3PLs. They are a part of a network of collaboration, not necessarily rivals. For example, Pivot Freight, a US-based start-up providing software for shipping data and rates, works with FedEx and UPS, and consider them two of the company's strongest partners.

In any case, opportunities are ripe for the taking in the supply chain industry. No longer is it only a sector for big players, but growing ones too. The question is, will the industry be able to accommodate everyone? If not, who will lose in the end?

Cheers,
The Supply Chain Asia Team

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Supply Chain Asia

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Supply Chain Asia is a not-for-profit professional body dedicated to bringing supply chain and logistics professionals in Asia together. Our vision is to create platforms whereby members of the community can come together to network, share and learn from one another. Our focus is to enable the development of collaborative relationships and partnerships. Our mission is to make Supply Chain Asia your community of choice.

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PRESS RELEASES

Loscam plastic pallets improve supply chain hygiene

Loscam has recently deployed its new plastic hygiene pallets to Griffith Laboratories in Thailand, a well-known developer and manufacturer of food ingredient systems.

The hygiene pallets are ideal for food manufacturing environments where the use of plastic pallets form part of an overall food sanitation plan. The pallets have a smooth upper deck to enable easy cleaning, have anti-slip features and are accessed with forklifts on each side making them easy to handle in small spaces or within food production facilities.

Whilst wooden pallets are by far the more common of the pallets used within Asia Pacific supply chains, plastic pallets satisfy a niche within environments where higher standards of cleanliness are required. These environments include electronic, pharmaceutical and food production industries.

AEB helps GEA Westfalia Separator Group improve replacement parts service

GEA Westfalia Separator Group, one of the leading suppliers of industrial separators to the global maritime, energy, oil & gas, chemical, pharmaceutical, renewable raw materials and environmental technology sectors, has partnered with global trade and logistics software expert, AEB to manage its complex and high volume shipment of replacement parts activities in Asia Pacific.

On opening a new Asian Parts and Logistics Centre in Singapore in 2014, GEA implemented AEB's ASSIST4 software, a comprehensive solution suite for logistics companies that greatly improves the efficiency of the management of complex logistics operations.

Offering a complete set of business services for end-to-end logistics, ASSIST4 has six modules that can be used across the supply chain including warehouse management, order management, transport and freight, customs management, compliance and risk management, and a visibility and collaboration function.

Kerry Logistics' FY2014 core net profit up 10% to HK$976m

Kerry Logistics Network Limited has announced the Group's annual results for 2014.

Mr William Ma, Group Managing Director of Kerry Logistics, said, "2014 was a year of consolidation and integration for Kerry Logistics. Through organic growth, investments and strategic acquisitions, we continued to expand our operating scale, strengthen our service capabilities and extend our network coverage during the year. Resources were deployed to integrate newly acquired businesses into our existing network and system, enhancing service offerings and increasing efficiencies. These efforts produced double-digit growth in both our core operating profit and core net profit, as well as improved margins in all our business segments."

The Group continued to enrich its logistics facility portfolio during the year. As at 31 December 2014, it managed a logistics facility portfolio of 45 million square feet, of which 23 million square feet were self-owned.

Falling sales threaten Thailand's car-making supremacy

Falling car sales and political uncertainty in Thailand are raising concerns that Southeast Asia's leading car-manufacturing nation could lose out to competitors in the region, especially Indonesia.

The Thai government reported a nearly 11 per cent year-to-year drop in domestic car sales for February, marking the 21st consecutive month of decline. The weak numbers come as auto makers roll out a bevy of promotions at the recent Bangkok auto show, traditionally one of the industry's busiest sales periods.

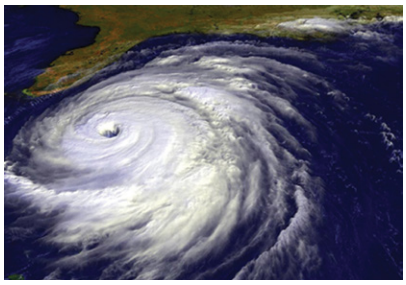
Robust domestic demand would be important to Thailand maintaining its crown as the largest auto producer in Southeast Asia, and reaching its goal of producing three million cars a year by 2017. Last year, Thailand produced 1.92 million autos, including light, medium and heavy commercial vehicles, according to data firm LMC Automotive.

The end of cheap China

The global consumer goods industry is in a state of crisis. For decades, it was enough to simply look for the next cheap place to manufacture. But the old rules no longer apply. To put it simply, there is not another China. We have run out of low-cost countries that can replicate the scale of production taking place in China today.

But even as factories in the East struggle to cut costs, consumers in the West continue to look for bargains. It is an impossible position that has put the global supply chain under huge stress.

Eventually prices will have to rise, but until then the global consumer goods industry finds itself in a horrible position: do you chase $0.30 of savings by producing jeans in Bangladesh or do you rethink your supply chain management and stay in China? It is a decision that will determine job prospects for millions of factory workers.



Key Asian cities expose supply chains to extreme natural hazard risks

Cities in Asia are the most exposed to natural disasters threatening global supply chains, according to research.

The strategic markets of the Philippines, China, Japan and Bangladesh have more than half of the 100 cities most exposed to natural hazards, highlighting the potential risks to foreign business, supply chains and economic output in Asia from extreme weather events and seismic disasters, according to research from global risk analytics company, Verisk Maplecroft.

The fifth annual Natural Hazards Risk Atlas (NHRA) assesses the natural hazard exposure of over 1,300 cities worldwide, which are set to be significant economic and population centres over the next 10 years.

Evergreen Line enhances Southeast Asia service

In light of the strong growth potential of the intra-Asia trades, Evergreen Line is implementing service enhancements for its services to and from the Southeast Asian markets. The carrier has launched its new Taiwan-Shekou-Malacca Strait Service (TSS) in March and will also introduce a dedicated Taiwan - Hong Kong Service (THK).

Evergreen will deploy three ships of 1,600 TEUs on the TSS service, connecting Taiwan, Southern China, Singapore and Malaysia. The start of this weekly service is marked by the inaugural sailing from Kaohsiung on 19 March. The port rotation will then follow as Hong Kong - Shekou - Port Klang - Penang - Port Klang - Singapore - Tanjung Pelepas - Kaohsiung.

This new service string will not only provide an efficient link for regional trade but also connect into the global networks of Evergreen Line and its alliance partners via hubs at Kaohsiung, Hong Kong, Singapore and Tanjung Pelepas.

Agility releases 2015 financial results

Agility has announced its full-year 2014 financial results, reporting a net profit of KD50.84m, or 46.40 fils per share, an increase of 10 per cent over the same period in 2013. Revenues for the year stand at KD1.36bn. EBITDA stands at KD99.97m, a six per cent increase compared to FY 2013.

For the last quarter of 2014, Agility reported a net profit of KD13.70m with an earnings-per-share of 12.50 fils, an increase of 10 per cent over the same period in 2013. Revenue for the quarter stands at KD364.29m, a 6 per cent increase when compared to the Q4 of 2013. EBITDA also saw a 7 per cent increase compared with Q4 of last year, and stands at KD26.84m.

The board has met and proposed a dividends distribution of 35 per cent (35 fils per share) and five per cent bonus shares for the fiscal year 2014.

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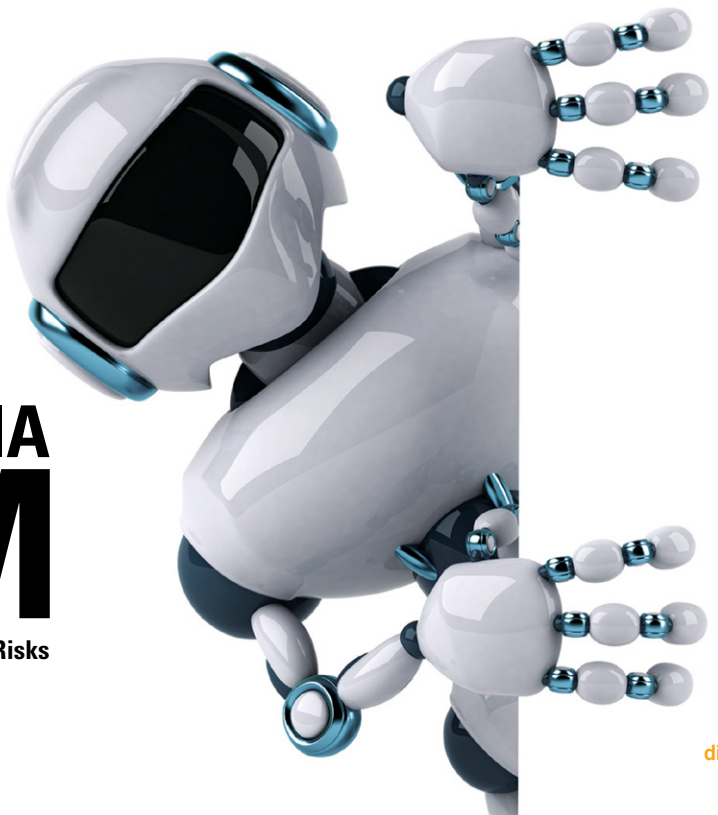

FEATURES

THE CHANGING FACE OF 3PL

OPPORTUNITIES AND RISKS IN A GLOBAL SUPPLY CHAIN

Bruce Stubbs, Director, Industry Marketing, Honeywell Scanning & Mobility

About the Author

Bruce Stubbs' expertise lies in more than 30 years of supply chain, distribution, consulting and sales experience. His expertise spans across SCM, ERP, AIDC, and Voice, and Bruce is a member of WERC and CSCMP.

In the past several decades, Bruce has gained experience as an Industry Marketing Director at Intermec/Honeywell, Retail Industry Director for "Top 3" ERP provider, Distribution Operations Director for "Top 50" North American grocer, and a Sr. Consultant for leading supply chain operations consultancy.

Across the world, the logistics industry is experiencing rapid growth in an increasingly global supply network, which is resulting from rising levels of online shopping, multi-national retailers and a growing middle class in the Asia region. Growth rates of 3PL providers are expected to be highest in Asia Pacific at approximately 16 per cent, followed by North America with approximately 11 per cent and Europe with approximately eight per cent. There are factors that logistics providers need to be aware of so they can ensure they are equipped to take advantage of the growth in logistics and new trends, including traceability, a 3PL transformation and the expanding omnichannel fulfilment model.

Traceability

As the food and beverage industry becomes more globally connected with the rise of multinational retailers, consumer demand and government regulations are driving the need for traceability of food products from point of harvest to point of sale. The same expectations are also present amongst the end consumer, who wants to know where their online purchase is at every stage of the supply chain. In fact, this is already the trend amongst some large US retailers, who have already rolled out the Produce Traceability Initiative (PTI) standard labels for their suppliers. It is expected that soon their suppliers will have to either be compliant with traceability or labelling requirements, have a waiver or risk not being able to supply to them. Given the strong influence of some of the largest global retailers, we can expect to see other retailers in Australia follow suit.

Logistics providers who are able to offer comprehensive traceability throughout their operations, which are capable of meeting local and international standards, through the use of technologies that facilitate real-time information such as 2D barcodes and smart labelling or RFID, will prove most attractive to retailers.

For 3PL providers, there is also an opportunity to profit from small and medium-sized food growers and manufacturers who do not have the staffing resources or funds to put in place the systems required to comply with shopper demands and government regulations. These smaller companies will look to external 3PL providers to fully outsource their supply chain needs.

3PL Transformation

Asia's middle class has experienced huge growth, which is projected to continue rising at a rapid rate. This expanding Asian middle class and their corresponding rising consumer buying power will also have a huge impact on the demand for goods from the Asia region and beyond. The rising demand for goods from the Asian middle class is likely to have a flow on effect whereby goods production in Asia alone will not keep pace with demand and other regions will be able to meet the overflow in demand. This offers countries such as Australia the opportunity to return goods production closer to home, after a few decades of production being sent offshore.

Other contributing reasons why Australian producers and manufacturers' may have the opportunity to re-shore their operations is that many Asian countries are raising wages in regions where businesses' previously outsourced their operations due to lower cost of labour. These very wage increases are also what is supporting the growing middle class in Asia. A further reason is that there is a perceived or in some cases a real reduction in the quality of goods manufactured offshore. And lastly, many of the off-shore countries are also experiencing political instability and have been home to many of the recent unfortunate natural disasters that make the prospect of manufacturing at home even more attractive.

However, the prospect of re-shoring is very challenging because when off-shoring, Australian producers and manufacturer's lost their local workforce and facilities. Rather than undergo the costly exercise of setting up from scratch, many Australian producers and manufacturers are likely to investigate and outsource to logistics providers who have the facilities, systems and personnel in place to perform their operations.

Omnichannel Distribution

The biggest trend in the supply chain industry today is the omnichannel effect. The omnichannel opens up many shopping choices for consumers such as the ability to order online and have products delivered to their home, work or in store for pick-up. It also allows shoppers to exchange or return their purchase by mail or in store.

Direct to consumer order fulfilment is driving a lot of change in distributions centres (DCs) as higher customer expectations have also led to higher throughput requirements. DCs have to operate very differently, combining the traditional pick and delivery direct to retail stores with supporting consumer demands for fast direct single order shipping. There is also huge pressure to avoid reverse logistics caused by errors in order fulfilment as it is costly and has customer service consequences.

Logistics providers are also undergoing rising demand as a result of omnichannel distribution in retail. While there has always been DC operations with expertise and focus on providing fulfilment services to their company's retail stores in a business to business model, there have not, however, typically been a lot of DCs that can operate both business and consumer order fulfilment distribution models, especially out of the same DC. For companies that are expanding their business models to include fulfilment to both retail stores and directly to consumers, there are challenges. While some will successfully achieve dual operations, many do not possess the facilities, systems or staff to effectively put this model in place.

Logistics into the Future

Logistics providers will need to remain innovative and competitive, especially as the omnichannel and traceability requirements evolve and continue to be a focus. Distributors for the retail industry that invest in automated data capture solutions to drive maximum productivity, accuracy and traceability will be best positioned to provide cost effective fulfilment services to existing clients and attract new clients from new channels to market.

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NOT A COST, BUT AN OPPORTUNITY

By Raymond Yee, VP of Customs and Regulatory Affairs, South and South East Asia, DHL Express

Asia's economies show no signs of slowing down despite the gradual deceleration in China. Fueled by the rising global demand for the region's outputs and the economic pickup in India and ASEAN, Asia is expected to attain a GDP growth of 6.3 per cent in both 2015 and 2016, on par with 2014. Southeast Asia GDP growth is expected to reach 4.9 per cent and 5.3 per cent in 2015 and 2016 respectively, compared to 4.4 per cent in 2014.

Strong economies, coupled with the shift in manufacturing of low value goods from China to Southeast Asia and the continuous reduction of trade barriers, has driven regional trade to the new peak. Intra-Asia trade now accounts for 25 per cent of Asia's total of US$6tr in annual exports and this number is increasing.

Navigate Asia

Unlike the EU, Asia's trade landscape is fragmented and heterogeneous. As a result, compliance to trade regulations is critical to help companies minimise risks and navigate these complexities more effectively. Failure to follow trade laws and regulations can potentially result in a range of negative consequences; assets may be seized in some instances. But in more severe cases, companies may be charged penalties or company executives could potentially be imprisoned. In either case, a non-compliance issue could put a company's supply chain at risk.

Furthermore, trade regulations in the region are constantly evolving to ensure that the range of governance areas is up-to-date, such as health, safety, security, environment, biodiversity, etc. These regulations are often complex and at times, overlapping. Complying with the myriad of regulations is challenging to any company relying on cross-border supply chains for growth. However, the ability to do so will become a strategic advantage.

Overcome Trade Compliance Challenges

SMEs account for more than 90 percent of all businesses and employ between 60 and 80 per cent of the workforce in the Asia Pacific. In Singapore, 50 per cent of SMEs are generating revenue from overseas operations in 2014. Making it easier for SMEs to trade is an important aspect to the overall economic success for the region.

Among all the globalisation challenges faced by SMEs, navigating differing legal, regulatory and technical requirements were identified as one of the top trade barriers. For SMEs in developing economies, these varying regulations can be particularly daunting given the challenges they may face in obtaining reliable and accurate information. Furthermore, tight resources often make these SMEs reluctant to invest in headcounts, processes and knowledge build-up required to understand and comply with regulations.

Both the public sector and the SMEs themselves play a part in overcoming the challenge.

The critical success factor is for SMEs to truly recognise the complexity of regulations and the potential cost impact to supply chains due to an incidence of non-compliance. Not meeting regulations can potentially be a costly affair, not just in terms of monetary loss, but also loss of business opportunities. For example, we have seen companies having to postpone or cancel significant product launches because they overlooked licensing requirements for products to be shipped across borders.

To avoid such costly and risky issues, SMEs should put in place dedicated resources to make sure all relevant regulations are known and understood. We also encourage the senior management of SMEs to see beyond the immediate investments required and focus on the long-term business benefits. In the early stage of setting up a trade compliance process, SMEs can consider going to external trade specialists for guidance on the framework to shorten the learning curve. However, while SMEs can rely on external partners to facilitate trade, they should take equal, if not more, responsibility as compliance is essentially a business risk.

On the other hand, governments and related agencies should consider the impact to businesses when formulating or making changes to regulations. They can also play the pivotal role of educating SMEs through workshops and channels of providing advice to get them on board with new trade regulations quickly. Having clear guidelines, transparent processes and easy-to-use tools will reduce the burden on businesses when it comes to getting a firm grasp of any regulatory change. Governments should keep in mind that they hold the power to remove or create trade barriers, and in turn, the responsibility to strike a good balance between regulatory restrictions and promotion of free trade. Initiatives such as the harmonisation of regulations under the ASEAN Economic Community (AEC), the ASEAN Single Window and the Harmonized Tariff Nomenclature are proof that governments in the region are working together and taking steps to create a more trade-friendly environment. However, more needs to be done.

Supported by trade promotion measures undertaken by governments, it is no doubt that SMEs stand to benefit from regional and global trade if they understand how regulations affect trade, fully comprehend the regulatory process and have the right compliance strategy.

About the Author

Raymond is currently the Vice President for Customs and Regulatory Affairs for DHL Express covering Asia Pacific. His role includes working with Customs on various reform and modernization programs and enhancing partnerships between DHL Express and Customs administrations from across the region.

He has over 18 years experience dealing with Customs issues covering both public and private sectors dealing with all aspects of Customs. His first role involved setting up the ASEAN Free Trade Area in the ASEAN Secretariat in 1994 as well as managing customs cooperation issues in ASEAN as the Secretariat's Assistant Director for Trade Facilitation.

He subsequently worked as a customs and trade consultant in various consulting companies including PricewaterhouseCoopers and Ernst & Young. Prior to joining DHL, he headed indirect tax issues for Asia Pacific, Middle East and Africa for an international tobacco company.

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HOW OUR INDUSTRY CAN HELP SMES TO WIN OVER INTERNATIONAL ONLINE SHOPPERS

By Dr. Karen Reddington, President, FedEx Express Asia Pacific

With physical and virtual networks now more converged and ubiquitous than at any time in history, it is easier than ever for SMEs to tap into the huge business opportunity of cross-border e-commerce. Once the exclusive preserve of large multinational corporations, global trade is now suddenly available to anybody with a smartphone and a dream. Global logistics providers know this for a fact, because these entrepreneurs are the customers.

FedEx recently profiled one inspiring example – a small business owner named Llewellyn Clarke from the tiny Caribbean island of Nevis, who manufactures hot pepper sauce. Today, anybody with an internet connection can order the sauce from any corner of the globe and have it delivered to their doorstep. For thousands of e-tailers like Llewellyn around the world, this represents tremendous business opportunities.

Soaring Growth

In this sense, connectivity can be seen as the great leveler. Savvy SMEs are taking advantage of this opportunity and breaking into new markets, triggering explosive growth in the e-commerce sector. By some estimates, global B2C e-commerce sales will be worth US$2tr in 2015 – up from US$1.5tr last year. And the regional Asia Pacific market (APAC) was tipped to become the biggest in the world in 2014, with sales expected to reach US$525.2bn. In the retail sector as a whole, e-commerce is driving the majority of all new growth.

Clearly, this explosive growth is something that no global express logistics player serving SME e-tailers can afford to ignore. To better understand global consumer behaviour around cross-border e-commerce, as well as that of SME e-tailers, FedEx commissioned Forrester Consulting to evaluate what is accelerating and slowing these buying and selling behaviors. More than 9,000 online shoppers were surveyed in 17 markets.

The study revealed that both the challenges and opportunities of cross-border e-commerce are particularly pronounced in the APAC region. These APAC consumers report shopping online more frequently than the global average. They also spend more: annually, APAC online shoppers buy an average of almost US$350 worth of goods, significantly higher than the global average of US$300.

Managing Different Markets

Another key finding was that online shopping behaviour around the world is remarkably similar. Going global does not necessarily require a unique approach for each market. This finding, in tandem with Asian consumers' healthy appetite for online shopping, makes the region fertile ground for SME e-tailers.

However, there are also hurdles to overcome. The first of these relates to the reputation and trustworthiness of the vendor. Many of the others stem from a bad customer experience particularly related to the shipping process.

In terms of reputation, the study revealed that online shoppers in the APAC region are more reluctant than their global counterparts to buy directly from the websites of SME online retailers, with 46 per cent attributing their reluctance to difficulties in verifying the seller's reputation or trustworthiness. This is more than double the proportion of global respondents who harbour this reservation.

Opportunities for SMEs & Logistics Providers

In terms of the shipping experience, shipping concerns are top-of-mind. Asked what problems they had experienced in making cross-border online purchases, APAC respondents' top four answers were long delivery times (40 per cent); high shipping costs (36 per cent); inability to track packages (19 per cent) and lack of a straightforward returns process (17 per cent). Clearly, the success of cross-border e-commerce in APAC is heavily dependent on delivering an outstanding customer shipping experience.

This insight should serve as a wake-up call both to SMEs and their logistics providers. The SME segment plays a vital role in the region, accounting for over 90 per cent of businesses, employing 60 per cent of the workforce and generating 30 per cent of all exports. Not all of them are online retailers, of course, and not all of them sell cross-border. But if current trends are any guide, technology will continue to make it easier and easier to do so. The logistics providers that successfully harness the current huge growth potential will be those that understand their SME customers' customers and tailor their service offerings accordingly.

About the Author

Dr Karen Reddington is President of Asia Pacific Division of FedEx Express, the world's largest express transportation company.

In this role, which Karen took up in January 2015, she heads up Asia Pacific from its headquarters in Hong Kong. The Asia Pacific Division comprises three regions: North Pacific, based in Tokyo; China, based in Shanghai; and South Pacific, based in Singapore. Karen is responsible for leading the FedEx business across the region, including overall planning and implementation of corporate strategies and operations across 30 countries and territories with more than 18,000 employees.

THE HERO OF SMES

E-COMMERCE IS BOOMING

Forrester estimates the combined 2014 online retail sales of 11 key markets including the US, UK, China, India, Japan, and Australia at just over US$1 trillion.

This figure is projected to rise to US$1.84 trillion by 2018.

67% RESPONDENTS REPORTED

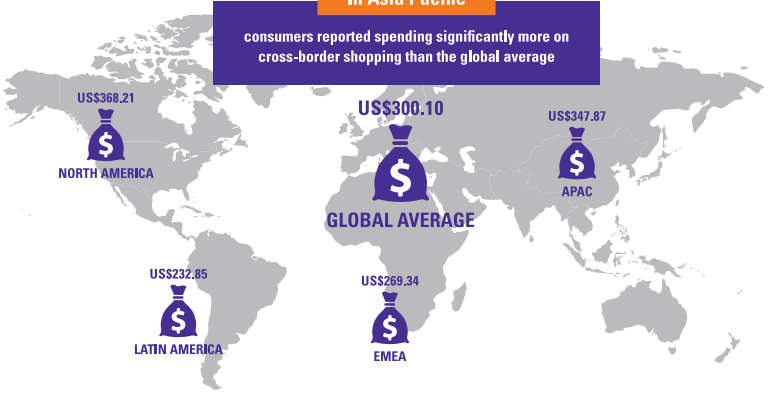
conducting at least 10% of their monthly spending online.

82% RESPONDENTS REPORTED

they've made an online purchase from a merchant outside their home country.

In Asia Pacific

consumers reported spending significantly more on cross-border shopping than the global average



CONSUMERS STILL HAVE CONCERNS ABOUT E-COMMERCE

Respondents cited that shipping costs and long delivery times are the top two concerns when considering cross-border purchases. In Asia Pacific, high shipping costs are also a major concern, particularly in Singapore, China, Australia and Japan.

Among all APAC respondents:

57% ranked independent SME online retailers as their least-preferred business type for cross-border shopping

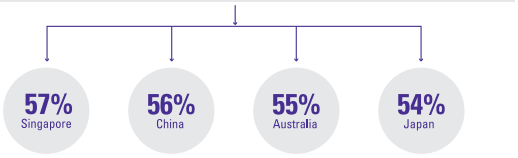
46% said their reluctance stemmed from the difficulty in verifying the seller's reputation or trustworthiness – compared to a global average of just 21% who harbored this reservation.

51% Shipping cost

Top two concerns when considering cross-border purchases

47% Long delivery

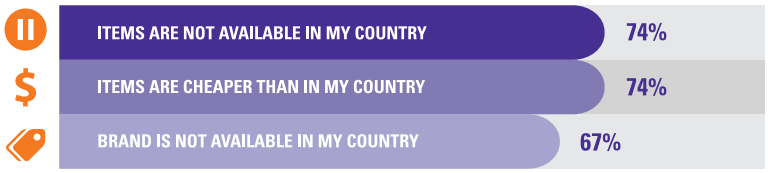
High shipping costs are also a major concern in APAC, particularly.



WITH EVERY CHALLENGE COMES AN OPPORTUNITY

For SMEs these challenges present a unique chance to provide goods that international shoppers seek. SMEs can differentiate themselves by highlighting the uniqueness of the items. **75% of global respondents cited the most influential reason for making cross-border purchases is that the item is not available in their home country.**

What drives APAC consumers to make a cross-border purchase?



THE SECRETS TO E-COMMERCE SUCCESS FOR SMES

This study of cross-border consumer e-commerce behavior illustrates the huge challenge but also the great opportunities facing SME online businesses. Here are our five top tips:

Pay attention to international traffic and business.

International business often starts with overseas customers connecting through web searches and online advertisements. Monitoring this traffic can help to inform your future business strategy.

Research how other merchants successfully market their goods.

Explore what has made others successful, including their logistics offerings and how the purchase process works.

Decide whether to go broad or narrow.

SMEs that decide to focus on a small number of key markets may decide to invest more in services such as website translations, web advertising, and broader payment offerings.

Focus on limited geographies at first.

This enables you to test the water with less risk. Being able to meet customer expectations in the initial markets helps to ensure success as you expand your reach.

Identify the right resources.

Your international strategy and type of business will determine what you need from your selling and logistics resources – think about what will make a difference to the customers you want to reach.

Source: FedEx

COMMERCE REVOLUTION TO DRIVE BIGGEST CHANGE IN RETAIL FOR A DECADE

Consumer service expectations to skyrocket in 2015; prompting five key areas of focus

By William Chaylis, Regional Sales Manager, South East Asia, Manhattan Associates

With the B2C e-commerce market in Southeast Asia booming and set to increase five-fold in the next five years, consumer expectations around cross-channel service levels are likely to skyrocket. The circumstances that retailers face in 2015 suggest a sea change in the industry. There are five key areas that retailers must think about in order to meet the market head on and emerge profitably come 2016.

The five areas of focus:

1. Empower the retail assistant
2. Create a virtualised single stock pool
3. Reduce wastage on returns
4. Embrace millennial-driven innovation
5. Put a face on every order

Solving these issues will help retailers strengthen customer relationships, which in turn will drive loyalty and revenue. With the right approach and supporting systems capability, they can also protect and improve margins.

About the Author

William Chaylis joined Manhattan Associates in September 2014 as regional sales manager, South East Asia. Prior to joining Manhattan Associates, William worked in a number of key sales and business leadership roles having served as Business Solution Manager for Linfox Logistics, General Manager for Clapper Technology and Design Engineer and Project Manager for Dexion.

Previously, he also ran his own consulting firm, focusing on the retail, grocery and fast moving consumer goods sectors for multiple tier one companies in Indonesia.

1 How to empower the retail assistant

Customers already use all available sales channels to buy products and are increasingly expecting continuity of service and information across them. Whenever there is a problem, they will likely head to a store.

"I tried to buy this online and it didn't work." Or "I was told I would get this today and it hasn't arrived…". When a retail assistant is faced with these kinds of questions, they are in a position to make the situation better or worse. But are store assistants equipped to make it better? No, not according to a recent survey from Customer Satisfaction Index of Singapore, which revealed that one third of customers in Asia are leaving shops unhappy, quoting lack of product choice and poorly trained staff.

The problem is that very few employees on the shop floor have visibility of inventory beyond the store stockroom or visibility of a customer's transaction history and buying preferences. But once back-end systems are connected it is actually not that difficult to extend this information out to the shop assistant. It can be done on a smartphone, tablet or in-store computer terminal. This information can help answer a customer's questions and deliver a resolution at the same time as presenting a cross-sell or up-sell opportunity – all while the customer is still in the shop.

2 The importance of creating a virtualised single stock pool

Too many retailers will experience the pain of false out of stock. If customers cannot buy inventory that is really available, everyone loses. Orders need to be fulfilled from any inventory source regardless of its location, but 40 per cent of retailers still have inventory silos.

Products need to be tracked throughout their entire lifecycle: whether they are in the warehouse, on a lorry, in a stock room or on the store shelf. A single inventory pool combined with a customer order management system allows stores, warehouses, logistics services providers and manufacturing suppliers to work closely together to get products into the hands of consumers at a time and location that is convenient to them and in a way that is also profitable for the business.

More sophisticated decision-making processes, channel specific service levels and inventory thresholds can be applied. For example, stock holding in store should account for display stock and back-of-store inventory when deciding whether to ship from store. All warehouse inventory, be it online stock held as individual items or store-assigned stock sitting on pallets, should be treated as part of the single inventory pool that allows product to be re-assigned whenever and wherever it is needed to complete a sale.

3 How to reduce wastage on returns

Trying to effectively manage the returns process - arguably the biggest determinant of profitability of online sales - can be hugely frustrating – no one likes to lose a sale. More frustrating is when you lose twice, or more, on the same product.

The reverse logistics process can take weeks from the product's return in-store to availability for re-sale. Many saleable goods sit in the reverse supply chain, invisible to the rest of the business and unavailable to the customer, no matter how much demand there might be for that product. Availability leads to sales and more sales at full price leads to more profit.

The idea of the single inventory pool, and a system that draws upon it should extend to the reverse side of the supply chain. Once that is in place, it is an additional way to offer up a sale that would otherwise be missed.

4 Embracing Millennial-driven innovation

A little over 20 years ago, the idea of ordering over the internet would have been laughable. Today the whole industry has been there, done that and is thinking about the next opportunity.

Those that embraced e-commerce and are managing omnichannel effectively – are today's winners and have gained a significant competitive advantage. So that leads us on to what is next?

The honest answer is 'nobody knows'. But the point is that the future winners will be those companies that are best positioned to capitalise on wherever the ongoing commerce revolution leads us next. It could be taking advantage of 'Big Data' to analyse in real-time what is hot in social media and creating offers or propositions based on location and trends.

It could be mass adoption of clienteling solutions that give customer-facing employees actionable intelligence to help drive customer relationships, sales and profitability. It could also be the introduction of more concept stores, or new delivery drop-off capabilities. These strategies will become increasingly prevalent as Generation Y's purchasing power grows.

Retailers will need to use every tool available to them to jump on new purchasing channels as they appear and make them profitable. Catering to the digitally enabled lifestyles of Millennials will be one of the paths to success in the coming year.

No one can be sure what the future holds for the retail industry, but the consistencies of knowing where your stock is and being able to present it, sell it and deliver it to the customer are never going to change. What will change is the how. Retailers need to be prepared – with a modern, flexible and constantly evolving technological capability.

5 Putting a face on every order

Customer centricity is the primary route to success in the current retail environment. Customers have choice – both on availability and price – and loyalty is harder to earn and maintain than ever. Some retailers can get lost in the challenge of the rollout of new initiatives and lose sight of the customer at the end.

As consumers become more and more tech-savvy, they expect to have information at their fingertips. As such, retailers will have to perform in new channels, offer more options on delivery and returns, and be held accountable for their customer service and communication. Stock availability means that customers know when they can buy their product. A range of fulfilment options then gives the opportunity to receive that product in the most convenient way possible. Now there is so much revolving around the customer, it is important to make the process and experience as convenient as possible.

It is all too easy for retailers to establish a process and think that it is 'job done'. However, what if someone collecting an order in-store has to wait for 40 minutes in a queue before they can get it? They won't click-and-collect again. This is just one example of where customer service can ensure the success of new processes and initiatives.

SCA Roundtable: Freight and Transportation Challenges in Asia

Hot discussion topics:

Supply Chain Asia

- Freight & transportation challenges in Asia
- Managing compliance & audits
- Savings potential by efficient freight invoice auditing
- Reliable freight cost calculation and freight purchasing success

Special recommendation:

Challenges in Transportation & Freight:
A Shipper's Point of View
(A Presentation by Roxane Desmicht, Senior Director, Infineon Technologies)

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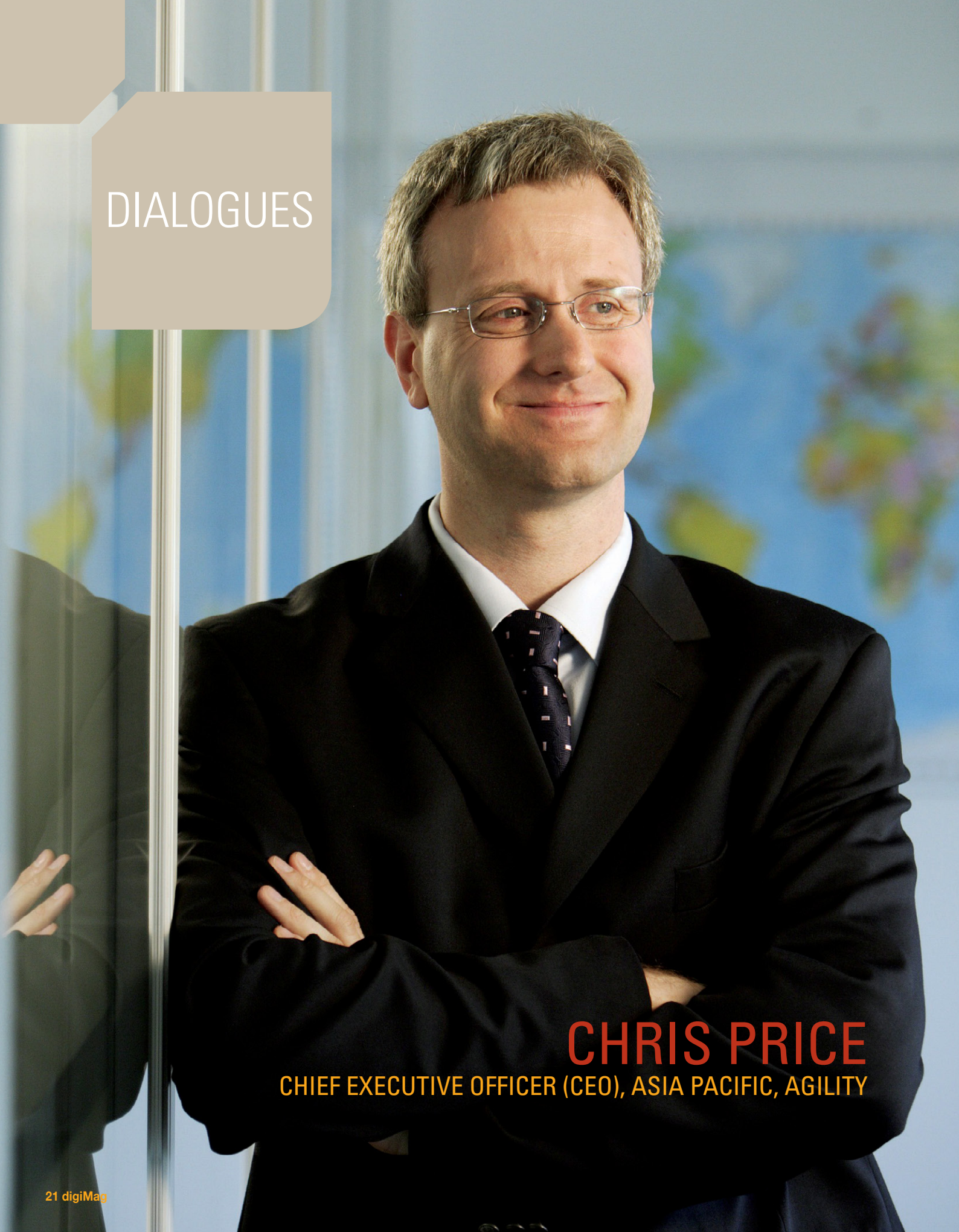

CHRIS PRICE

CHIEF EXECUTIVE OFFICER (CEO), ASIA PACIFIC, AGILITY

CRAFTING THE ASIAN DREAM

In the latest 2015 Agility Emerging Markets Logistics Index, four nations ranked in the top 10 emerging markets are based in Asia – China, Indonesia, India and Malaysia. Out of the seven Asian countries among the top 20, five are Southeast Asian nations – Indonesia, Malaysia, Thailand, Philippines and Vietnam.

Based on this widely recognised survey, which ranks emerging markets based on their size, business conditions, infrastructure and other factors that make them attractive for investment by logistics companies, air cargo carriers, shipping lines, freight forwarders and distribution companies, industry players can better understand the opportunities and risks each market presents so that they may shape their strategies and tactics according to their business needs.

The results of the report also accurately support Agility's market intelligence, business development and investment decisions in its key markets. In an interview with Supply Chain Asia, **Mr Chris Price, Chief Executive Officer (CEO) of Agility in Asia Pacific**, shares the company's position in Southeast Asia, as well as China's future as the region's economic superpower.

Prior to your current designation, you were the CEO of Agility's Area Northern Europe and responsible for the UK, Ireland and the Scandinavian countries. How was the transition? Were you able to transfer your knowledge in managing Europe to Asia without difficulty?

I think there is always a learning curve when you take on new responsibilities and that is the case when you move from one region to another. However, I have travelled to Asia for many years and know the region well.

Despite the differences between Europe and Asia, the fundamentals of operating an efficient supply chain remain similar, and that forms the basis of managing our business in the region. But having said that, Asia itself is very diverse and there is no one-size-fits-all solution. We customise our supply chain solutions according to the needs of our customers and we strive for quality personal service to be the hallmark of Agility.

What are Agility's biggest markets in terms of countries in Asia? What about in terms of industry sector?

In Asia, the retail, technology and consumer goods sectors are priority segments for us. Our key markets include China, India, Australia and the South East Asian countries of Indonesia, Singapore, Malaysia, Thailand and Vietnam. South East Asia is an important geographic area for us; we have a strong cross-border road freight service connecting businesses from Singapore, Malaysia, Thailand, and Vietnam into China.

The Greater China Area is vital to Agility, and China in particular continues to offer tremendous growth opportunities, with Transport Intelligence forecasting CAGR of 13.3 per cent from 2013 to 2017 for China's freight forwarding market.

China's tremendous e-commerce growth and fast-rising domestic consumption in China and Indonesia will drive import cargo flows, and Agility is well-positioned in those markets to grow our business.

China is currently the fastest growing major emerging economy. Do you see emerging-market nations from Asia Pacific outpacing China by the end of 2015?

China is an important market for Agility. Our steady growth in China has seen us become a valued partner to Chinese businesses by helping them to compete in the global marketplace. While China's economic growth has slowed, the economy is still expected to expand at seven per cent annually from 2014 to 2018, according to forecasts by IMF. In other words, China is still a major economic powerhouse that drives world trade.

There are only a few countries in Asia that can outpace China's growth and India is one of them. In the final quarter of last year, India's GDP grew 7.5 per cent compared to China's 7.4 per cent. However, the question is whether India can maintain that growth in the longer term. One thing is for sure – we will see these two giant economies continue to outgrow each other until they rise to become "developed economies".

Indonesia is another very interesting market and has grown strongly in the last few years and looks set for continued growth.

What is Agility's ultimate goal for the Asia Pacific region in 2015?

The Asia Pacific region continues to be a source of growth that offers tremendous opportunities for Agility. This is especially true for intra-Asia trade where much of what is made in Asia now stays in Asia.

Our main aim and goal for the Asia Pacific region is to provide the best solutions and service quality to our customers while maintaining an acceptable level of profitability. We will also continue to develop our business and further expand into Asia's growth markets. The region is seeing strong growth across many countries, with an increasing amount of finished goods remaining in Asia.

Hence, our intra-Asia business, which makes up a large part of our business, will continue to be a core focus. Growing domestic economies in the region, combined with the rapid rise of a consuming class in countries, such as China, India, Vietnam, Malaysia, and Indonesia, to name a few, are also creating opportunities as our customers adapt to changing consumption patterns. Technology will play a key part in our plans as we continue to improve our own internal systems and also those that interface with our customers, who increasingly require real-time updates on where their products are.

In your opinion, what are the immediate implications of AEC 2015 for the supply chain industry in the region?

The ASEAN Economic Community (AEC) is a potential game changer for ASEAN countries. If successfully implemented, it could enhance the region's prospects by integrating the fragmented markets into a single market and production base. One benefit that could result from the AEC is the closer integration with other key economies such as China, Japan, South Korea, India, Australia and New Zealand.

The individual countries of the AEC have already begun investments in projects to link member countries, reduce trade barriers and encourage free movement of goods and people. Multinational businesses are also moving into the region to take advantage of the opportunities the AEC is expected to bring.

You have been in the logistics industry for numerous years. With some saying that the supply chain industry is not exciting enough (compared to probably banking or law), can you share with us what is it about supply chain/logistics that excites you?

In my long career, I would have to say there has never been a more exciting time to work in the logistics industry. Over the last 20 years there have been dramatic changes in the industry and from Agility's perspective, we have moved from a commoditised freight forwarding business to a complex and dynamic solutions-based logistics company.

Agility is unique as its origins in emerging markets mean that we have developed an entrepreneurial culture that has led us to invest and grow in areas where others see risk. We also have a deep commitment to personal service for our customers and communities and that has become our hallmark. I also think that the logistics business is truly global, as supply chains span the world, and not many other industries can make that claim.

A leader must be equipped with a set of competences necessary to perform his/her role. Which one would you say is the most important ability a leader must have?

I think it is a multifaceted role but I would say that being able to have the right people in your organisation is critical, as despite increasing automation, it is our in-house talent that provides us with our competitive edge.

At Agility, people are our greatest asset and I feel extremely proud and honoured to work alongside many talented and highly motivated colleagues who have a real desire to perform well and help the company to achieve our goals.

Being able to communicate effectively with my management team and motivate them is also an important aspect of the job.

STRATEGY

STEERING CLEAR OF SHIPPING ERRORS

By Frans Kok, General Manager, AEB Asia Pacific

Whether lifting the boot of your car, opening the overhead compartment in an aeroplane, or adjusting the height of your office chair: gas-filled springs are what makes all these actions so easy. Gas springs are built into doors for use in machinery, automobiles, medical devices, and furniture.

Stabilus is a leading manufacturer of gas springs, producing 300,000 gas springs a day, which generates annual revenues of €300m. They are headquartered in Koblenz, Germany, and have been around for nearly 80 years. With production locations all over the world, including Jiangsu in China, Yokohama in Japan, and Busan, South Korea and sales offices in Shanghai, Singapore and Suwon, Stabilus is a global player with a keen eye on growth in Asia Pacific.

A major supplier to the automotive industry, many of Stabilus' clients have some of the strictest shipping guidelines when it comes to the right packaging, labelling and choice of load device. In an effort to cope with these challenges, Stabilus has worked with one of the leading supply chain management software suppliers, AEB, to improve their shipping quality and customer service.

The Need for a Zero Error Strategy

One major challenge facing suppliers in the automotive industry is the different guidelines issued by the various automotive manufacturers. Failure to adhere to these guidelines risks getting a negative rating, which may jeopardise future business. For example, a supplier that is downgraded from an A to B rating may no longer be eligible to bid on future contracts. This gives companies like Stabilus a big motivation to ensure they adhere to the varying shipping guidelines of their customers, without making any potentially costly mistakes.

ASSIST4, a global trade and logistics suite by AEB, allows Stabilus to cope with these challenges, and steadily streamline their shipping processes, such as through the implementation of double-scanning at the packing stations. Here, the packer runs one scan before ASSIST4 prints the label and delivery note, then confirms the details after the label has been affixed to the package by rescanning the barcode of the newly affixed label, and comparing it to the scan of the bin location label.

This change in processes led to almost zero mistakes. Mr Achim Nolden, IT administrator at Stabilus for ASSIST4, confirms this: "We have had only a single error since we introduced double-scanning, and that occurred because a packer set aside the label rather than affixing it right away. Implementing this zero error strategy costs a bit more time, but it has had a profound effect on the quality of our shipping processes, minimising the risks to our business."

Mr Berthold Wichterich, shipping manager at Stabilus, agrees: "A customer recently remarked that he had never seen such a water-tight system. We feel that this increased quality pays for itself over the long term."

Photo References Provide Support for Packers

Being modular in nature, ASSIST4 is also flexible enough for customised functionality, such as the use of visual guides to help with packing. By giving Stabilus the ability to add photos to the packing station application, it helps to give packers a visual guide for where the labels should be affixed.

"Before, you had to know whether the label was affixed to the long side or short side of the transport container. But the automotive manufacturers keep changing their specifications, which also vary from manufacturer to manufacturer. Now, the system provides a photo and an exact description of where the label is affixed," explains Mr Wichterich. The picture shows the exact position of the label on the load device, whether a cover is required, and whether the selected load device itself is correct.

Paying attention to all these details is extremely important, because automotive industry specifications are getting more complex. Manufacturers may even have different requirements based on the receiving location. "It was impossible to remember all of that," remarks Mr Wichterich. "The descriptions of where the label belongs – in the upper left corner of the long side or the bottom right of the short side – or which type of custom packaging was required were getting longer and longer. At some point, we came up with the idea of creating a visual guide. Now, the packers no longer have to read long texts to know immediately what needs to be done."

Complete Transparency for Customer-specific Packaging

Stabilus also included software customisation for load device management. The strict rules imposed by the automobile manufacturers also affect the load devices used to ship the parts. Stabilus has 400 different kinds of containers, of which only 20 per cent actually belong to them. The rest either belong to their customers, or are leased from external service providers. The proper load device is specified in individual agreements with each customer, and a packer using the wrong box, a missing cover or the wrong label on customer-specific packaging, can have a negative effect on a supplier evaluation.

Mr Wichterich adds, "In the past, it was hard to keep track of which load devices belonged to whom, where they were located, and whether they were full or empty. We did not notice right away if a customer failed to return a container. The problem came to a head only when we started running out of load devices and were unable to supply other customers. There was also the fact that customers only let us keep the load devices for a certain period without paying a fee. So it was in our interest to know exactly how many containers were available or in use."

Today, Stabilus has separate load device accounts showing the current statuses of each customer. The load devices also have to be matched to the customer, since some automakers use different steel crates, while others use specifically coloured boxes.

"Planning and managing customer-specific packaging has become much simpler, thanks to today's innovation, such as ASSIST4," Mr Wichterich confirms. "Over the years, we have developed new functionalities together and have steadily improved load device management. Today, we have a sophisticated tool at our disposal that lets us know how many containers are available and how many are in use by which customers. With misallocations consigned to the past, we are able to focus on improving overall shipping performance."

Meeting Strict Requirements

The automotive industry is both complex and fast paced, with about 25 vehicles produced every minute in ASEAN alone. Supplying this fast moving and high spec industry means being subject to some of the strictest shipping requirements. Using a shipping software solution such as ASSIST4, suppliers can reduce shipping errors, increase transparency in device tracking and ease packing headaches.

About the Author

Frans Kok is the General Manager for Asia Pacific at AEB. He is responsible for leading AEB's go-to-market strategies for accelerated growth across the region and directing an experienced and highly knowledgeable team in the established Singapore office. He brings over 15 years of experience in the IT solutions and manufacturing industry in Asia Pacific.

Prior to joining AEB, Frans was the regional sales director for Magic Software Enterprises, a provider of mobile development and integration platforms, where he was responsible for channel development in the Asia Pacific region. Before that he held leadership positions at Honeywell in both the European and Asian headquarters, where he helped grow regional revenue for Asia by 200 per cent over five years.

Frans holds a bachelor's degree in automotive business management from IVA Driebergen in the Netherlands.

EVENTS

SAME DAY DELIVERY IN THE FRAGMENTED ASIA MARKET

By Lee Jeong Hoon, Assistant Director, Business Development, SingEx Exhibition Ventures

Unlike in other developed regions in the west, realising full end-to-end last mile fulfilment has generally been an uphill struggle in the context of Asia's complex and fragmented terrain. The range of marketplaces and retail channels in each country with different currencies, policies, pricing, and fulfilment conditions presents complexities which brands and retailers have to navigate and manage.

The challenges with fulfilment and delivery of online goods in a timely fashion are abound, thereby limiting industry growth and cross-border market development. If these challenges can be addressed and a common understanding gained of the range of marketplaces and retail channels in each country, the e-commerce, retail and fulfilment industries' tremendous growth potential can be realised.

Some of the key issues unique to Asia are:

1. **Payment** – It is a constant issue as Cash on Delivery is the preferred and most widely used mode of payment in Asia, with the exception of a few developed markets.

2. **Customs Clearance** – The frequency of custom clearance needed for cross border movement across Asia increases the magnitude of tax issues, impact on delivery schedules and reverse logistics for return goods.

3. **Cost of fulfilment** – The consumers in Asia are aware of the various options that are available in developed e-commerce markets, thus their demands are constantly evolving for better, faster and cheaper or even "free" fulfilment options.

Collaborating to Compete

Retailers and brand owners have started adjusting their current warehouse system or their current supply chain logistics system to address the need for omnichannel solutions. Known brands have made their offshore manufacturing facilities into a drop shipping point for online orders that are closer to certain markets rather than fulfilling it from their home countries.

Some have started to co-invest in regional or even domestic fulfilment centres in key oversea markets to fulfil their international customers' orders in less than two days, as accurate and timely order fulfilment and last mile delivery will not only satisfy their customers but also minimise returns and cancellations as well.

Complemented by state-of-the-art warehousing, distribution and LOVA™ (Logistics Value-added) capabilities, and optimized with next-generation automation technologies, our award-winning proprietary offerings include:

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Intrabution™
Customised Order Fulfillment and The Last Mile™ Solution

Retrogistics™
After-Market Services, such as Service & Returns Logistics and Spares & Returns Management

YCH Group

INNOVATION-INSPIRED SUPPLY CHAIN EXCELLENCE

YCH has never stopped innovating – it's a deeply-rooted notion that steers the company to continuously break new boundaries in our journey of growth. This Spirit of Enterprise has driven us to challenge status quo and explore new frontiers as we strengthen our network across Asia Pacific.

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There are several players in the industry. First, the global integrators such as DHL, FedEx and the like who has been doing the worldwide delivery for years. They do have the infrastructure and the networks to maximise the potential.

Next, there are the postal agencies, who have been in the last mile industry due to the nature of their business. These postal agencies such as SingPost, Australia Post have re-invented themselves to address the needs from mail to parcels. However, their key challenges are the cross border components where their ability to find partners will be the key.

Lastly, we have large domestic courier companies and niche companies that address certain industries very well.

The strategy that really stands out is collaboration, because no single company can service every last mile in an effective manner.

Platform to Enable Cross Borders e-Commerce Fulfilment

To pave the way for increased cross-border efficiencies across the Asia Pacific, the Last Mile Fulfilment Asia (LMFAsia) event, developed by SingEx Exhibitions, serves as a dedicated platform that brings together the retail, eCommerce, logistics and parcel industries to discuss business opportunities, forge strategic partnerships, develop thought leadership and exchange market intelligence.

The inaugural edition was a breakthrough for the last mile fulfilment ecosystem as it successfully built dialogue to deepen understanding of the various fulfilment needs across industries and countries within the region. It attracted over 1,200 senior management attendees representing over 560 companies from 28 countries, in addition to 60 speakers and 40 exhibitors, and made over 617 business connections.

Building on the intentions to bring about greater growth and opportunities for cross-border e-commerce, new segments addressing the unique needs of the perishables and pharmaceuticals players and fulfilment to new markets; such as Europe, Australia and North America, will be included in the next edition taking place from 3rd to 4th March 2016. Attendees can expect dialogue with an international delegation, discussion of deeper and broader fulfilment issues, and a larger display of innovations and solutions.

What is Last Mile Fulfilment?

The Last Mile Fulfilment process begins from a fulfilment centre, where products are stored and handled as Single Keeping Units (SKUs) before proceeding for last mile delivery into the hands of the consumer. Although the last mile delivery is ideally the last stage of the order fulfilment process for many retailers, it is sometimes the first mile of reverse logistics where the products get returned, processed and the cycle repeats again from the fulfilment centre. The complete end to the last mile fulfilment process is essentially the point where the consumer is finally fulfilled i.e. receiving the products desired.

Traditionally, all of us are the ones doing the last mile fulfilment as we pick and purchase products from the stores and bring it to our homes and offices. With the rise of e-commerce and change in demographics, consumer needs altered the equation for last mile fulfilment. There is a greater demand for different options and forms of last mile fulfilment in order to cater to the different and evolving consumer needs. This is also fast becoming the key and cornerstone for retailers in developing a successful omnichannel retail strategy.

State of the Last Mile Fulfilment sector

For fulfilment industry to be established, certain retail activity such as, the catalogue shopping industry in the US or the home shopping networks in South Korea, needs to occur as it provides the volume and economic justification for companies to invest in creating the infrastructure for the fulfilment industry.

Especially in South East Asia, there is a lag for the fulfilment industry to take shape as e-commerce came either right after organised retail and for some markets, directly after unorganised retail, resulting in a young but rapidly growing fulfilment industry in Asia.

About the Author

Lee Jeong Hoon is the Assistant Director of Business Development for SingEx Exhibition Ventures and is the Project Director for the Last Mile Fulfilment Asia (LMFAsia) event.

Jeong has been responsible for developing LMFAsia event concept by business analysis and validation with eCommerce and last mile fulfilment industry corporate bellwethers. As a Project Director, Jeong has taken the lead in curating the Conference and Exhibition while also securing the sponsors, exhibitors, partners along with the key speakers for the event.

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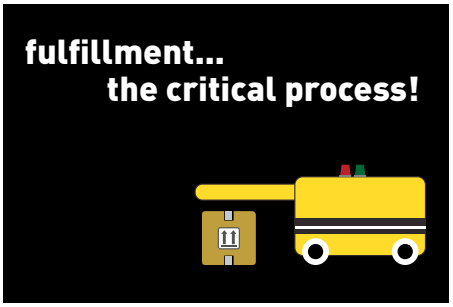

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