



DELIVERING REAL WORLD INSIGHTS AND BUSINESS CONNECTIVITY



LOGISTICS
Disrupt





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DELIVERING GROWTH ACROSS THE REGION

The logistics sector in Asia is being carried into the digital age by new players and more demanding consumers.



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The landscape for the logistics sector has evolved in line with the changing consumption and business trends across Asia, and as e-commerce continues to grow at a rapid pace. Growth in demand in Asia is backed by its large population and the rapid increase in the population joining the middle class, along with a rise in disposable income.

Rapid economic growth and higher technology adoption rates will result in higher productivity and higher income as seen in Singapore, Hong Kong and South Korea. We expect the rest of Asia to follow suit especially in China where household spending is expected to increase in line with higher disposable income. Investments in infrastructure will also play an important role for the logistics segment to grow. Mega-projects such as the Belt and Road Initiative and Guandong-Hong Kong-Macau Greater Bay Area will surely support the logistics sector to expand as needed to keep up with demand.

Against this backdrop, logistics in Asia has plenty of room to grow and innovate, while trying to keep up with ever-changing customer demands and challenges in the macro-environment.

»» E-commerce to drive growth for logistics

The e-commerce segment has been growing with the introduction and rapid expansion of Grab, GoJek, Lazada, Shopee and Tokopedia. Gross merchandise value of the South East Asia e-commerce business has been growing with a CAGR of 62% over three years from USD5bn in 2015 to USD23bn in 2018. With more penetration into e-commerce driven by exposure to the market, coupled with infrastructure, e-commerce is well positioned to grow further. As projected by the Google/ Temasek study, e-commerce is expected to grow up to USD102bn by 2025 with a CAGR of 34% from 2015-2025.

With the growing market size of e-commerce, logistics players will naturally benefit from the increase in transactions. Logistics players play an important role in the e-commerce business in terms of costing as well as customer service. Goods delivered swiftly and in pristine condition would surely garner points for the e-commerce business.

As such, logistics players need to upgrade their infrastructure and systems to cater to the growing demand and provide top-class customer service. Digitalisation is not new to the industry

as packages and parcels are tracked accordingly. However, processing across borders and customs could be streamlined and made more transparent to shorten transportation waiting time.

Innovation to increase efficiency is the key to maintaining competitiveness in the market as demand continues to grow. Infrastructure also plays a role in supporting the growth as governments look into the expansion of ports, and the building of roads as well as railways.

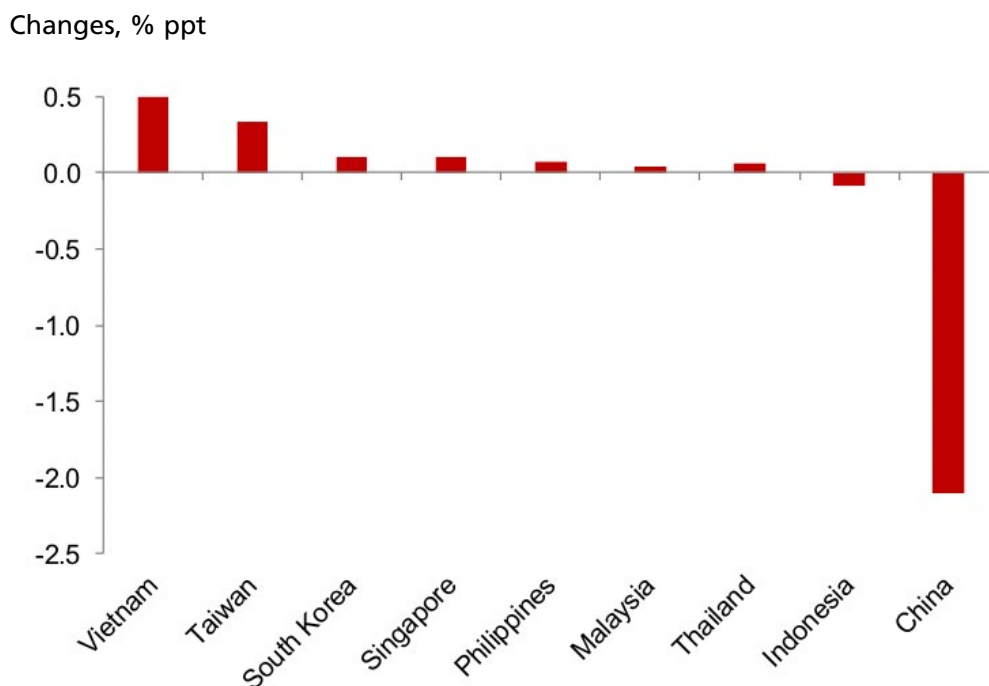
SEA E-Commerce market size: Expected to grow with CAGR of 34% reaching USD102bn in 2025



Source: Google/Temasek Study

»» Manufacturing in Southeast Asia is growing rapidly, boosted partly by factories shifting from China

Shares in the US's Import Market (Jul 2019 vs Jun 2018)



Sources: CEIC, DBS Bank

Trade War: Winners and Losers

Lower wages, the Belt and Road Initiative and private Chinese companies seeking greater returns, attractive local incentives (e.g. lower tax rates), have been key reasons why factories in China have been shifting to nearby countries like Vietnam in recent years, but the recent US-China trade-war has helped accelerated this trend. We believe that closer proximity to Southeast Asia's large market with growing disposable income, is also another factor that will continue to help attract more manufacturing into the region.

The on-going US-China trade war has led many companies to relocate their factories from China to nearby countries, including those in Southeast Asia. Some of the examples are Casio which is said to be moving its production to Thailand and Japan, whereas Ricoh will also be shifting part of its operations to Thailand. Vietnam has also been a top destination for Brooks Running Company, Haier washing machines and sock-maker Jasan for their manufacturing plants.

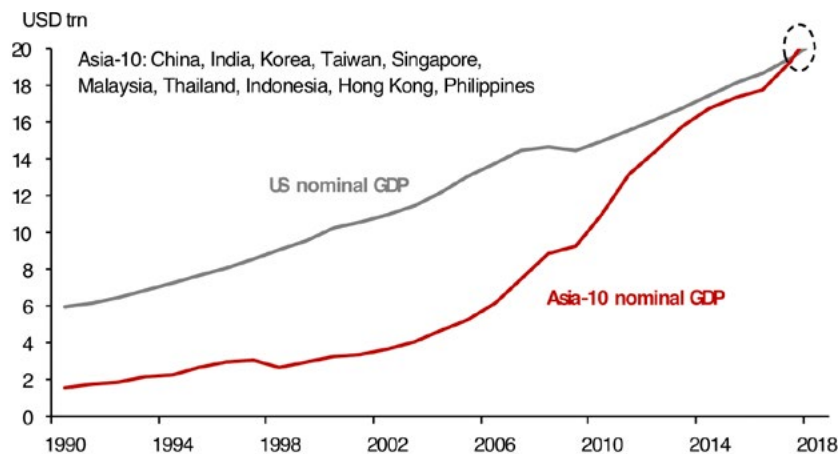
The current minimum wage in ASEAN is relatively low compared to other developed countries around the world. ASEAN minimum wage ranges from USD98-295 per month whereas the minimum monthly wage in the US is at USD1,200-1,300. The minimum wage in China ranges from USD145-358 per month, having grown at a double-digit pace in the last 2 decades, and is now relatively higher than many ASEAN countries such as Vietnam and Myanmar.

Logistics in Asia

Asia is predominantly known for its leading and still growing manufacturing segment backed by strong domestic demand as well as competitive labour costs. This is further augmented with the boom in e-commerce. According to a Google/Temasek study, Southeast Asia’s e-commerce is projected to grow to USD100bn by 2025 with a CAGR of 34% from 2015-2025. Logistical support for the supply chain is crucial to ensure efficient product delivery.

Asia’s logistics sector has grown vastly in the past year with expansion in ports, improvement in infrastructure, as well as providing better logistics facilities to cater to the huge demand. Based on port ranking, Shanghai has the highest volume of containers with 42.01m TEUs for 2018, followed by Singapore with 36.60m TEUs. In terms of trade routes, the Asia-North America route had 26.5m TEUs in 2017 followed by Asia-North Europe with 15.0m TEUs. This shows the significant role Asia plays in the logistics chain.

Asia driving global growth



Based on the World Bank’s Logistics Performance Index whereby they are graded by customs, infrastructure, international shipments, logistics competence, tracking and tracing as well as timeliness, Singapore made the top ten at number seven while Indonesia is at number forty-six. Each region has its own strengths and competitive advantages - be it as a manufacturing centre, distribution hub or a large domestic market.

HK/CHINA – Logistics fuelled by growth from manufacturing as well as boom in e-commerce. Growth in logistics sector highly leverages on the infrastructure such as the Belt and Road Initiative which will transform cities into logistics hubs to enable better connection and efficiency in trade.

INDIA – Logistics market has a lot of potential from growing population coupled with the boom

in e-commerce and improvement in logistics infrastructure.

SINGAPORE – Logistics hub with seamless connectivity between ports and airports; however growth could be restricted by space constraints.

INDONESIA – Domestic consumption key driver to the sector as e-commerce grows further. A lot more potential to expand from growing demand but is in need of better infrastructure to realise its full potential.

TAIWAN – Logistics hub hand in hand with the manufacturing of hardware. Connectivity and infrastructure in place to cater to demand.

We take a deeper dive into the position, specific strengths and potential opportunities of each country or region in Asia.

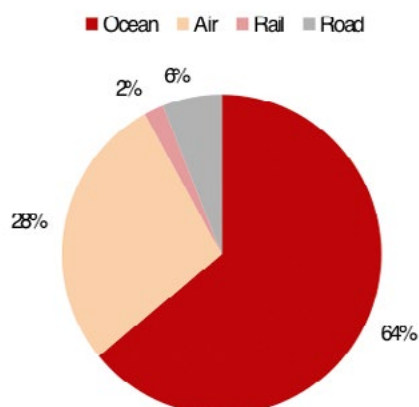
CHINA



China’s logistics sector posted a steady growth in 2018 at 6.4% (US\$42.3tr) in line with the GDP growth of 6.6% according to the China Federation of Logistics and Purchasing. In terms of expenditure, it was up 9.8% with transportation expenditure up 6.5% while storage and management grew faster at more than 13%. This shows more efficiency in the transportation process vs the warehousing management.

Logistics sector has grown on the back of the improvement in infrastructure, both at the coastline area as well as inland. The expansion of ports and manufacturing hubs in the coastline has reached a certain level which limits further growth. As such, some manufacturing and logistics hubs have emerged in the inland area despite having higher costs.

Transportation Trade Breakdown by Value



Sources: Center for Strategic & International Studies

In the coastline area, main logistics hubs are at the ports with Shanghai port ranking at number one globally with 42.01m TEUs. Other ports in China include Shenzhen (27.74m TEUs), Ningbo-Zhoushan (26.35m TEUs), Guangzhou Harbour (21.87m TEUs) and Hong Kong S.A.R (19.60m TEUs).

On the inland side, some cities such as Zhengzhou, Chengdu and Xian are growing to be a major logistics hub. This is highly leveraging on the Belt and Road Initiative which has selected certain cities as national logistics hubs based in certain basic conditions. The Belt and Road initiative has been a major catalyst to upgrade cities into logistics hubs.

Zhengzhou has the Zhengzhou-Europe Expressway Railway where its people can travel to 130 cities in 30 countries. This has lifted the province to become a logistics hub with foreign trade volume reaching RMB39.7bn (USD5.8bn), a 6.6% y-o-y growth. It takes about 15 days to reach European markets by rail, a month shorter than ship and a lot cheaper as compared to airlines.

Chengdu, the capital of Sichuan is leveraging on the Belt and Road Initiative. Chengdu currently offers 116 flight routes and an airport cargo throughput of 665,000 metric tons in 2018. The freight train route to Europe connects 14 Chinese and 25 overseas cities, shipping 727,000 containers in 2018.

More opportunities to come along with expansion

There will be more logistics hubs coming up as they take part in the belt and road initiative. The Belt and Road Initiative comprises a Silk Road Economic Belt which is a trans-continental passage that links China with Southeast Asia, South Asia, Central Asia, Russia and Europe by land, as well as a Maritime Silk Road which is a sea route connecting China’s coastal regions with Southeast Asia and South Asia, the South Pacific, the Middle East and Eastern Africa, all the way to Europe.

We deem this to be positive for the logistics sector as improvement in infrastructure will enable the logistics companies to grow further and provide better efficiency to their clients.

HONG KONG



Hong Kong’s port terminals handled 19.6m TEUs in 2018, ranking it number seven in the top 50 world container ports. In terms of the logistics ranking under World Bank’s Logistics Performance Index, Hong Kong is placed at number twelve. Due to its strategic location, logistics is an important driver to the economy with 22% of Hong Kong’s GDP and 20% of employment. Good connectivity also plays a role with the Hong Kong International Airport hosting over 120 airlines with 1,100 flights daily. HKIA has five first-tier air cargo handling facilities, with over 7m tonnes of annual handling capacity.

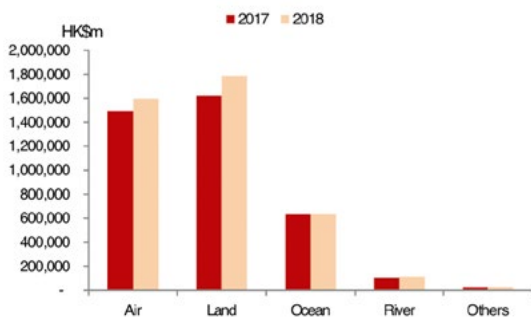
Growth still in motion

The construction of the Third Runway System (3RS) began in 2016 and is expected to be completed by 2024. The 3RS project will allow HKIA to handle future traffic demand of as much as 8.9m tonnes of cargo and 607,000 aircraft movements annually by 2030, according to IATA Consulting.

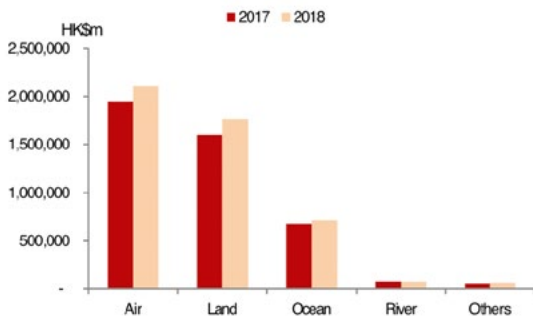
Hong Kong-Zhuhai-Macao Bridge (HKZMB), the world’s longest sea crossing, officially opened to traffic on 24 October 2018. Built to facilitate passenger and freight transport over land between Hong Kong, Mainland China and Macau, the bridge greatly reduces journey times between cities and forms a new passageway to connect the east and west banks of Pearl River Delta. There are about 21,500 inward vehicle crossings and 210 arrivals of river cargo vessels from the Pearl River Delta (PRD) to Hong Kong daily.

Hong Kong has much potential with the Guangdong-Hong Kong-Macau Greater Bay Area development which will cement the city’s position as a logistics hub. This allows full integration of transport networks in the region, including air cargo, ground transportation and warehousing services. Given the development in infrastructure, Hong Kong will be able to take advantage of the growing e-commerce segment.

Total Exports by Mode of Transport



Total Imports by Mode of Transport



Source: HK External Merchandise Trade, Census and Statistics Department

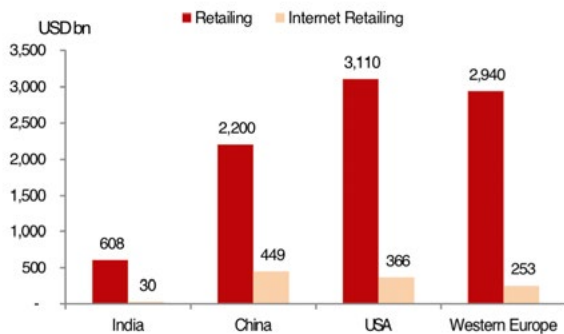
INDIA



India's logistics sector is currently estimated to be around USD160bn and ranked 44th in World Bank's Performance Index 2018. The key driver to the boom in logistics is driven by the strength of the economy coupled with benefits of implementation of GST. India's GDP growth was at 7.0% in 2018 and is expected to be at 7.2% based on IMF projections.

E-commerce has also been catching up with companies such as Amazon India, Flipkart, Snapdeal and Alibaba penetrating the market. According to Euromonitor, value of e-commerce in India is expected to rise from USD30bn in 2017 to USD86bn in 2022. The USD30bn is only 6.7% of China's total value and 11.2% of the US's. This shows the great potential of the India market given its huge population similar to that of China.

Retail sales in 2017



Source: Euromonitor International

Other than that, there has been an improvement in the logistics infrastructure which has increased the level of efficiency in product delivery. In terms of warehousing, there is a growing trend towards automated warehousing.

Looking to improve with better infra

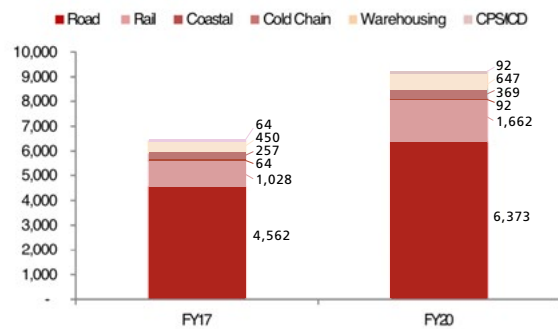
According to CRISIL, the Indian logistics is expected to grow further to Rs9.2tr by 2020 from Rs6.4tr in 2017. This will be supported by government initiatives such as Bharatmala and Smart Cities.

Bharatmala Pariyojana Phase 1

Corridor/ Road stretches	Approximate Length (km)
Economic corridors	9,000
National Corridors efficiency improvements	5,000
Inter-corridor and feeder roads	6,000
Border and international connectivity roads	2,000
Coastal and port connectivity roads	2,000
Expressways	800
Residual NHDP	10,000
Total	34,800

Source: Ministry of Road Transport and Highways, Government of India

India Logistics Market Breakdown



Source: CRISIL

Execution risks may delay growth

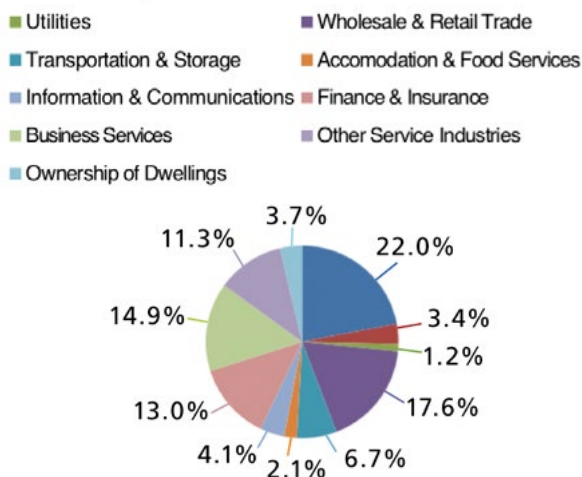
We see continued growth in the logistics sector backed by growing demand supported by better infrastructure. Nonetheless, proper execution and strategic hubs will lift India's ranking in the logistics performance index.

SINGAPORE



Singapore is a logistics hub with transportation and storage making up 6.7% of its total GDP in 2018. Singapore has positioned itself in the trading industry at number seven in the World Bank's Logistics Performance Index 2018.

GDP Breakdown in 2018



Source: Department of Statistics Singapore

Growth in the logistics sector has been driven by Singapore's strategic location with companies having their supply chain control towers and distribution centres in Singapore to manage their regional and global supply chains.

Execution risks may delay growth

Connectivity among seaports and airports is seamless with the PSA terminals less than an hour away. PSA has four container terminals, one multi-purpose terminal, and one vehicle transshipment terminal in operation. PSA also has a huge network of 200 shipping lines, connecting 123 countries with vessels, with a frequency of 60 per day.

Ports in Singapore



Source: Ship Technology

Changi International Airport is one of the world's busiest airports for international air cargo, handling over 1.97m metric tonnes annually, with transshipment volume accounting for almost half of the throughput. It is hence regarded as a global air cargo hub. Designed to move cargo round the clock, the cold chain facilities, warehouses, and offices at Changi Airfreight Centre (CAC), coupled with the Airport Logistics Park of Singapore (ALPS), are well equipped to cater to all operational needs. Airfreight operations at Changi Airport are centred at the Changi Airfreight Centre (CAC), a 24-hour Free Trade Zone, where transshipment cargo can be broken down and reconsolidated with minimal customs formalities.

The port on the other side serves as a gateway to ASEAN countries. We do note there is fierce competition from neighbouring country Malaysia as well as Hong Kong. Nonetheless, container volume for 2018 was at 36.6m TEUs vs 33.7m TEUs in 2017.

Solid position as logistics hub

There is significantly growing demand for logistics as trade flows between Southeast Asia and China intensify. Singapore, with its strategic location and reputation as a top-class logistics hub, will allow companies located here to capture these opportunities in both consumer and B2B markets.

Innovation to remain on top

Singapore ports will need to remain relevant and innovate the logistics sector in terms of digitalisation to increase efficiency. Shifts in the supply chain trends will have an impact on the industry but given its strategic location, Singapore is poised to benefit from trade activities.

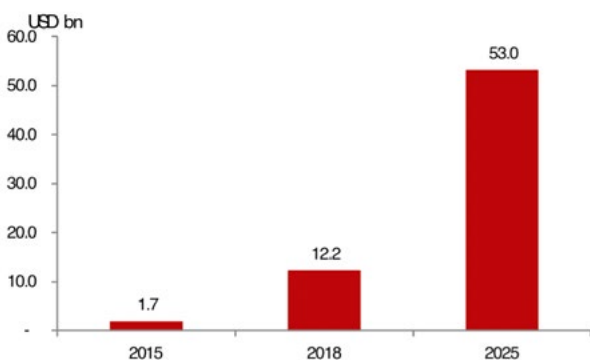
INDONESIA



Indonesia has much room to grow at the 46th position under the World Bank’s Performance Index 2018. In terms of GDP contribution, logistics and transport sector contributed 24% which shows how significant the sector is. This has led to new policies being introduced in 2015 which streamlines licencing procedures and regional regulations.

With high demand on both port-to-port distribution as well as end-to-end distribution, the logistics distribution volume has increased by 17% over the last three years. This was partly boosted by the rise in e-commerce industry. The e-commerce market size is expected to grow up to USD53bn by 2025 from USD12.2bn in 2018 based on the Google/Temasek study. This will be the main driver for the logistics and transport sector to grow further to cater to the growing demand. Services will also need to increase efficiency to stay relevant and up to date with the growing demand.

Indonesia E-Commerce Market



Source: Google/Temasek study

As demand for end-to-end distribution increases, the demand for air freight also rises and it offers the best on-time performance rates as opposed to land and sea. However, air cargo tariffs have caused users to shift to other methods such as land and sea which includes railway.

Busy with infra to support the logistics segment

The ongoing and upcoming government projects for improving the logistics infrastructure in Indonesia include the Mass Rapid Transit in Jakarta. The project has a budget of USD1.7bn and is aimed at relieving traffic congestion. The transit is expected to be fully constructed and operational by 2027, thereby having a positive impact on the freight forwarding business in the country. Additionally, the transit will consist of two corridors, namely North-South corridor and East-West corridor.

Patimban Port is expected to begin early operations by end of 2019, offering an initial capacity of 1.5m TEUs annually. It is expected to reach full capacity by 2027. DHL was seen to have launched a new temperature-controlled bonded warehouse in Jakarta region, Indonesia in 2018 which will aid the country’s life sciences industry to optimise its supply chains ahead of projected high growth.

Indonesia E-Commerce Market



KEY DETAILS OF PATIMBAN PORT PROJECT

- Construction to begin in 2017
- First phase of operations scheduled for 2019
- Initial container capacity planned for around 1 million twenty-foot equivalent units (TEUs)
- Capacity to rise to 7.5m TEUs by 2027

Source: The Jakarta Post

Government support is essential

We expect the logistics industry to continue to grow as it caters to domestic demand. However, support is needed in terms of government projects and infrastructure improvement to match the consumption demand.

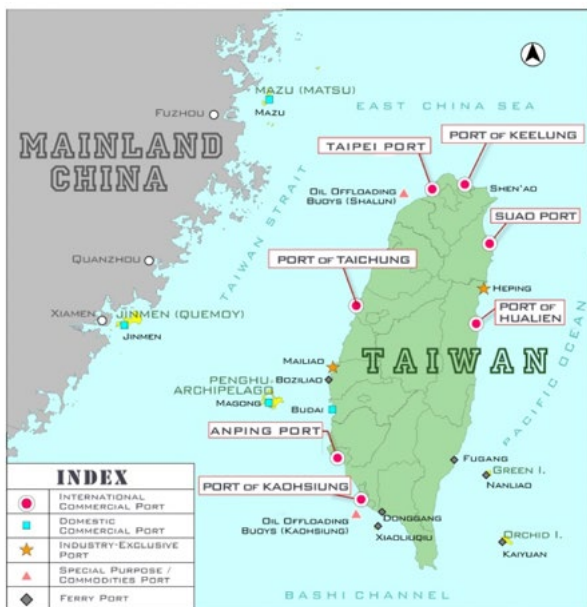
TAIWAN



Taiwan has been on the logistics map as it transforms itself into a high-tech powerhouse and positions itself as a key shipping and logistics hub for the Asia-Pacific region. Taiwan is placed 27th in the World Bank Logistics Performance Index 2018, close to China at 26th and Korea at 25th.

Taiwan's location serves as a connector between the Northeast and Southeast of Asia. It takes a mere 53 hours to travel from Port of Kaohsiung to five major ports in the region which are Manila, Singapore, Hong Kong, Shanghai and Tokyo.

Taiwan's Ports

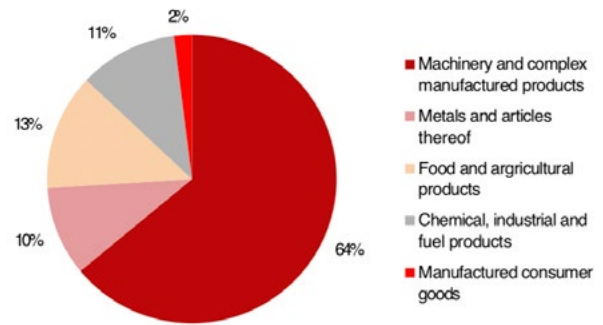


Source: Taiwan International Ports

Other than a logistics hub, Taiwan has industrial clusters which focus on core sectors such as electronics and technology in the north, precision machinery in the central regions, and petrochemicals and heavy industry in the

south. This has led Taiwan to become a well-known producer of goods. These goods are then transported both domestically and globally via its vast logistics network.

Taiwan's Major Export Commodities



Source: Trade Map, Fitch Solutions

The advanced infrastructure in Taiwan has also benefitted the logistics industry with lower costs and high efficiency in delivering to end-product users. Not only is it equipped in terms of transportation network via land, sea and air, it is also equipped with water, electricity and telecommunication utilities at 100% coverage.

Continuous development to cement position

Taiwan already plays an indispensable role in global trade – but it is clear that the island's fortunes are on the rise. The continuous growth and development in the region is bringing about new opportunities for shipping and logistics providers to leverage, and cement their presence in the region for years to come.



**SUPPLY CHAIN
MANAGEMENT:
FROM SUPPLIER TO CUSTOMER**

Understanding the role of logistics in
global supply chains.





»» How logistics links up in the supply chain

Logistics is a segment of the supply chain, an ecosystem that handles the entire flow of a good or service from the procurement of raw materials to the delivery of the final product to the end consumer. The logistics portion of this chain focuses on the transportation and storage of goods. Simply put, it's about how and when you move your materials and products. According to CIO.com, there are six key components in the Supply Chain Management (SCM) process. These are:

PLANNING – This important first step requires businesses to plan for and manage all the resources required to develop and create their products or services and get them into the hands of their customers. At this stage, metrics should be established to measure the effectiveness of the supply chain in meeting your organisation's goals.

SOURCING – Having set out a plan for the supply chain, you will then need to source for a network of suppliers who can produce and deliver the goods, and establish a system for managing and monitoring these relationships. At this stage, supply chain managers will be dealing with processes such as ordering, receiving, managing inventory and paying suppliers.

MAKING – Companies at this stage will need to manage various activities related to making their products; from accepting raw materials, manufacturing, quality testing, packaging and scheduling for delivery.

LOGISTICS – The logistics portion of the supply chain involves, among other activities, coordinating customer orders, delivery, dispatching loads, invoicing customers and receiving payments. This often requires a fleet of vehicles to ship products to customers. Many companies outsource a large part of this delivery process to specialist logistics services providers.

RETURNING – This step relates to creating and managing a process to take back defective or unwanted products.

ENABLING – Companies must also set up processes to monitor information throughout the supply chain and ensure that they are in compliance with regulations. Some of the activities at this stage include finance, human resources, IT, facilities management, portfolio management and quality assurance.

Who are the logistics providers that make up the links in the chain?

From freight forwarders to trucking companies, there are a number of different segments in the logistics industries operating in the supply chain; each with its own characteristics and business models. Some of these may overlap, and companies can operate in more than one segment. Consultancy PwC has broken down the industry into the following components: logistics service providers (LSP), carriers, and courier / express / parcel (CEP) companies.

Customers in the logistics sector come from both the B2B and B2C segments. LSPs and carriers servicing B2B customers make up the biggest portion of industry revenue. Meanwhile, CEP players are smaller but growing at a faster pace. Around one-third of CEP revenues are generated from B2C transactions.

Segment	Business Model		Customer
B2B	LSP	Freight forwarders, 3rd and 4th party logistics service providers	Manufacturers, wholesalers, and retailers
	Carriers	Trucking, rail freight, sea freight and air freight companies	LSPs
	CEP	Courier / express / parcel	Retailers, manufacturers, and other companies
B2C	CEP	Courier / express / parcel	Private consumers

How has SCM evolved in the digital age?

Traditional supply chains have been primarily about the movement of physical assets. However, in today’s digital age, the sector have shifted its focus to the management of data, services and products and how these can be offered as solutions. According to IBM, “modern supply chain management is about much more than just where and when. Supply chain management affects product and service quality, delivery, costs, the customer experience and ultimately, profitability”.

Technology and data now play a big part of SCM. A study by market intelligence firm IDC showed that supply chains in 2018 had over 50 times more data available to them than just five years prior. However, less than a quarter of this data is being analysed. Leading players are taking advantage of the huge amounts of data generated by the supply chain to make their processes far more efficient; giving them an edge over the competition. Said IDC: “Supply chains are expected to be both dynamic and agile to meet customer needs, with the ability to respond more quickly than ever while maintaining accuracy and integrity.”

»» Delivering the goods through technology



Fuelled by the rise of e-commerce and Industry 4.0 solutions, customer expectations of logistics companies are rising. Both businesses and individual consumers expect to get their goods faster, more flexibly and at lower cost. Meanwhile, there is greater demand for customised products from manufacturers by their customers.

All these developments are adding pressure on the logistics sector to, literally, “deliver the goods” more efficiently than ever, and has significant implications for industry players. Logistics service providers will need to leverage a range of technologies – from data analytics and blockchain and Internet of Things (IoT) and automation – to meet these expectations, or risk being left behind.

Companies who successfully integrate these solutions into their operations will benefit from lower costs and improved efficiency. Here are some of the key technologies impacting the industry.

Data Analytics

With so much access to data, there are many opportunities available for logistics players to gather insights that can help them serve their customers. This can include improved forecasting of supply and demand, inventory management, as well as route planning.

When combined with machine learning and artificial intelligence, data analytics can deliver dynamic routing, a solution that can create routes in real-time for fleets in order to maximise fleet efficiency and utilisation.

According to a recent study by the US-based Council of Supply Chain Management Professionals, as many as 93% of shippers and 98% of third-party logistics companies believe that data analytics is critical to making intelligent decisions. Some 71% of them believe that big data improves quality and performance.

Automation

Automation in the warehouse is becoming increasingly sophisticated, helping logistics players ramp up their efficiency to meet the needs of more demanding customers. In recent years, the industry has seen the emergence of solutions such Automated Storage and Retrieval Systems, Automated Guided Vehicles that working with other navigation methods like sensors, and Picking Systems that work by voice, vision or light. Automated solutions are also making their presence felt in product deliveries in the form of autonomous vehicles or delivery drones. Technology giants like Amazon and Uber Freight are investing in autonomous vehicle technology to disrupt the sector.

Meanwhile, UPS recently announced that its drone service is the first of its kind to be recognised by the US Federal Aviation Administration as a commercial airline. This means that the company can operate as many drones as it likes, in as many places as it likes. UPS has been testing a drone delivery service since March 2019.

Internet of Things (IoT)

Progressive logistics companies are also leveraging IoT solutions to gather real-time insights that can improve their operations. For instance, US-based Union Pacific, which operates a fleet of freight hauling locomotives, recently introduced an IoT-based system to predict equipment failures and reduce derailment risks by using visual and acoustic sensors on tracks.

Logistics companies are using IoT tools to pinpoint the location of their assets in real time, as they travel along different routes. If a truck gets stuck in traffic, or a parcel is delayed at a warehouse, being able to intervene early will help save time and money further down the supply chain.

The industry had traditionally relied on RFID tags to track goods as they arrive at each destination, but this relatively simple solution is unable to give logistics managers a picture of what is happening in between. As such, IoT provides a solution for managing goods at every step along its logistics networks.

Blockchain

A complex supply chain can be made up of hundreds of stages, many locations, numerous payments, and different stakeholders – from manufacturers and suppliers to warehouses and customers. Amid this complexity, the use of blockchain technology allows these different parties to create a transparent and efficient system for recording transactions, tracking assets, and managing all documents involved in the process.

In a block chain, every transaction is recorded on a block and across multiple copies of the ledger that are distributed over many computers, making it extremely transparent. This relative new technology is fast gaining traction in the logistics sector as it can increase the efficiency and transparency of supply chains. Over the next few years, blockchain is expected to impact everything from warehousing to payments.



SENDING THE RIGHT MESSAGE

We give you the expert views that matter most from the panel session at the Logistics Disrupt event, and interviews with industry players.



»» SOUTH EAST ASIA: BREAKING THROUGH REGIONAL BORDERS

The DBS BusinessClass Logistics Disrupt event held on October 9 and 10 delved into the trend of growing cross-border delivery in Southeast Asia fuelled by the region's eCommerce sector.

Paul Yong, Senior Vice President, DBS Group Research, set the scene for the event by touching on the key trends that were impacting the logistics industry in Asia in his keynote presentation; whether it was the region's growing eCommerce scene to the trend of more manufacturing activity moving into Southeast Asia as a result of the China-US trade dispute. He went on to moderate a panel discussion on "Breaking through Regional Borders in South East Asia" with industry veterans.

The panelists included:

- Raman Arora, Head, Omnichannel Technology, Luxasia Group
- Mark Joseph Panganiban, Committee Chairman (eCommerce), Fintech Philippines Association
- Sanjay Desai, Non-Executive Advisory, Board Member, Logistics and Supply Chain Management Society (Singapore)



In Asia, eCommerce is being driven by the two giants of India and China, led by players such as Alibaba and Flipkart. Southeast Asia is far smaller by comparison, where eCommerce makes up only around 3-4% of the total retail pie, compared to 20% in China.

However, Raman Arora, Head, Omnichannel Technology at Luxasia Group, said that the pace of growth was accelerating in Southeast Asia, with eCommerce players like Shopee and Lazada helping to fuel this expansion. Amazon also recently unveiled their dedicated online store for Singapore.

Luxasia Group is the leading omnichannel partner for luxury beauty and lifestyle brands to reach Asia Pacific consumers. The group give brands one-stop access to Asia Pacific's largest retail and eCommerce network in beauty and luxury.

“The eCommerce scene is changing quite rapidly in Southeast Asia. At Luxasia, we are seeing a lot of growth driven by markets like Indonesia, Vietnam, and the Philippines, with Singapore and Malaysia as our profitability centres,” said Mr Arora. “We are excited about Southeast Asia.”



Opportunities in the Philippines

One market with the potential for growth in cross-border eCommerce is the Philippines, which is characterised by a young population and deep mobile phone penetration. One key challenge, however, is that cash is still predominantly used for transactions, making it hard for cross-border eCommerce to take place. “In the Philippines cash is king, but how do you do cash collection across borders,” said Mark Joseph Panganiban, Committee Chairman (eCommerce) of Fintech Philippines Association.

Need for infrastructure

With its population of over 650 million people, and rising affluence as its middle classes grows, Southeast Asia offers huge potential for eCommerce and logistics companies to expand. However, as Southeast Asia is not one homogeneous market, what is lacking is an infrastructure that can facilitate a seamless eCommerce experience across the region’s different markets, said Sanjay Desai, Board Member of the Logistics and Supply Chain

Management Society (Singapore). “With that infrastructure in place, only then will cross-border business grow.”

He urged logistics companies to see how they can take advantage of more manufacturing activity coming into the region to drive their cross-border business. Mr Desai also spoke about the need to harmonise government regulations when it comes to cross-border logistics to help facilitate the growth of the sector.

Key Takeaways

1. Southeast Asia’s eCommerce sector is growing rapidly, presenting opportunities to logistics players.
2. More infrastructure is needed to help drive a seamless cross-border eCommerce experience.
3. ASEAN markets are at different levels of development, hindering the growth of cross-border business.



Tan Puay Hin
Chief Executive, Singapore Logistics Association (SLA)

What are key trends or innovations do you see disrupting the logistics sector?

With a new wave of e-commerce, more consumers tend to reach out directly to the logistics service providers. Unlike B2B where businesses work in partnerships with more defined roles, B2C relations are more complex as different consumers have different needs and expectations. Figuring out how to deal with them can be challenging. In the past five to seven years, information technology and innovative ideas have become more prominent. There are several emerging technologies and many new ways of doing things being introduced into the market. You may call this a “disruption” because this is affecting the way enterprises operate their businesses, which is very different from before. Information technology makes information more accessible, transparent and real-time, which also means that customers have higher expectations. We may not think that real-time information is essential, but customers would like to know the latest status, so that they can make adjustments if necessary, and businesses have to cater to that.

How is your organisation leveraging technology to deal with disruption?

In tandem with the Logistics Industry Digital Plan for SMEs, we will actively engage relevant IT solution providers, government agencies and stakeholders to encourage our members in leveraging the digital innovation and technologies to reinvent their processes and stay relevant in the digital age.

What advice do you have for SMEs in the logistics industry to thrive in the fast-changing environment?

My suggestion is to keep an open mind. The world is changing very fast. Every day is a learning opportunity. With digital transformation, companies can look into exploring new markets, innovate and grow their revenues, withstand global competition and continue to create jobs for Singaporeans. It is timely for companies to invest and build capabilities in several digital technologies.



Alvin Ea
CEO and Co-Founder, Haulio Pte. Ltd.

What are key trends or innovations do you see disrupting the logistics sector?

Robotics, Artificial Intelligence & Drones/Autonomous technology. Increasing demands of customers for visibility (removing the opacity that allows many to thrive in the past) as well as consumerism/personalisation moving into the B2B space.

How is your organisation leveraging technology to deal with disruption?

We are the technology-enabler for SMEs in our space, and we do so by offering ease of access to the technology necessary for the smaller logistics companies to digitalise their workflow and business processes in order to save costs from efficiency gains and fulfilling customers increasing needs.

What advice do you have for SMEs in the logistics industry to thrive in the fast-changing environment?

Be adaptable to change: the only constant in the modern era ever more so is Change. Embrace technology and do not fear "disruption" – mindset has to change in order to learn how to collaborate amidst competition.



Chong Kok Keong
CEO, Global eTrade Services (GeTS)

What are key trends or innovations do you see disrupting the logistics sector?

AI and Blockchain. The former boosts productivity in managing the voluminous data and documents and empowers stakeholders with insights harnessed from data involved in the logistics activities. The latter promotes trust amongst various parties involved in the chain of activities to fulfil logistics requirements. These can change the processes, roles, competency requirements and business models in the sector.

How is your organisation leveraging technology to deal with disruption?

We infuse technologies such as AI and Blockchain in our platform so that we can strengthen our value propositions to our customers. We have a team that drives the adoption of these technologies in our organisation. The team is dedicated to working on test-bedding innovative concepts that leverage on new technologies, and then share the experiences with and help others adopt them.

What advice do you have for SMEs in the logistics industry to thrive in the fast-changing environment?

Explore using technologies to keep pace with the changes. One low risk way to do so is to work with Software-as-a-Service platforms. This will allow SMEs to avoid high upfront investments and the recurring headache of maintaining their own IT systems. Of course, subscribing to a SAAS platform will require SMEs to use the features/functions as provided on the platform and hence SMEs may need to make certain adjustments to their processes. On the balance, it is a good approach for SMEs to digitalise.



Michael Gani Chief Product Officer, Waresix

What are key trends or innovations do you see disrupting the logistics sector?

IoT, Robotics, Machine Learning and Blockchain.

Internet of Things (IOT): With the advancement of stable and vast connectivity, we can monitor almost every aspect of the freight movements. We can utilise sensors such as magnetic door and weight sensor to detect loading – unloading jobs, even the jobs duration automatically. For more advance examples, we can have installed cameras to do fatigue detection system for drivers or detect irregular driving behaviours during the shipment.

Robotics: To achieve faster and more efficient shipping delivery, we can utilise mobile robotics systems to pick and distribute the goods in the warehouse. Not only can robots work 24/7 without skipping a beat, but it also triumphs when it comes to computation resource to consolidate large set of various items into a single shipment.

Data Science and Machine Learning (ML): Data is the new currency. With the growing innovation and research on artificial intelligence and machine learning, we can do many things such as error prevention and future prediction. For example, detect abnormal route from the shipment as early as possible or predict future shipments schedules from customer past order history and use matching algorithm between customers and transporters with minimum rejections.

Blockchain: Blockchain is a decentralised digital ledger which guarantee the authenticity of the data and robust security of the shipment information. Another exciting feature is the smart contract will guarantee automated escrow which will be executed without needing any human interaction once finalised and agreed upon. We can blockchain to provide better data integrity, giving higher trust between us and customers.

How is your organisation leveraging technology to deal with disruption?

At Waresix, we always believe technology empowers and advances people's lives by improving logistics efficiency. We follow the latest technology and planning for long term practical usage with our team. Our development team in Waresix pursues innovation and practical usage, strengthened with people coming from strong academic backgrounds and different expertise.

In our roadmap, we focus on external and internal technologies. For external technologies, we focus on improving our customer experiences when doing business with us. For internal technologies, we focus on the advancement of technologies and systems such as incorporating simple ad-hoc AI algorithms to our system or even put machine-based learning models to support features in our warehouse operations and transportation solutions. The main goal is simple and clear – we want our products to become even greater tools for our customers to leverage their service levels and get higher efficiency in many aspects.

What advice do you have for SMEs in the logistics industry to thrive in the fast-changing environment?

Be open towards new technology and to embrace improvements. Technology is not a mere competitor or replacement of jobs. But rather, it is a tool to work more efficiently and scalable. At Waresix, we did just that. We provide a digital platform for logistics partners such as SMEs to grow their businesses to the next level. And we have only just started scratching the surface of disrupting logistics sectors to achieve different higher levels of services!



Jes Johansen CEO, Storefriendly

What are key trends or innovations do you see disrupting the logistics sector?

The logistics sector is evolving to meet the needs of the wide variety of users who need to store and delivery inventory. Space can be used in many ways and new companies are entering the market who are thinking outside of the box and offering product different from the one-size-fits-all of the large, well-known logistics providers. For example, the self-storage industry, led by Storefriendly, the largest self-storage provider in Asia, provides its customers with a variety of services and flexible options, which go way beyond what one normally thinks of when considering self-storage. Prices are lower and space is flexible. E-commerce is a hot industry today and Storefriendly offers the perfect solution to a small online seller. An individual or an SME with an online store, or who sells on the big e-commerce platforms, can take space to store their inventory as it awaits shipment to customers. Packaging materials and shipping services are easily available at Storefriendly's facilities. Deliveries can be easily received and sent. Dedicated office space or desks in the co-working area are available along with the hip "start-up" vibe for those managing the inventory, the web store, marketing or even coding. So, Storefriendly offers a one-stop solution to the space needs of online sellers (and many other industries). No need to take a lease for a small office or search for a third-party logistics providers in a remote location.

How is your organisation leveraging technology to deal with disruption?

Storefriendly, in many respects, is a technology company itself. We have developed proprietary software to control warehouse robots, such as those Amazon or Alibaba use, for self-storage. At a customer's request, the robots actually pick-up the storage unit and bring it to the customer in a special access area. After the customer is finished accessing their items, the robot will return the unit to the secure,

"no-human" zone, where the units are arranged in the most efficient way possible. This allows Storefriendly to achieve a few goals: 1) Most importantly, it increases customer and staff safety because no one will be stuck in a maze of self-storage rooms in the unlikely event of a fire or natural disaster; 2) The possibility of theft of a customer's items by a third-party decreases significantly because no one but the robots has reason to enter the secured area; 3) We are able to increase the efficiency of the use of space by 15-20%, which any storage operator or property investor knows is significant to the bottom line. We also have developed technology that enables customers to use facial recognition technology, if they so choose, to access their storage unit. Of course, there is 24-hr climate control and security. Our online technology helps our customers pick the right space and services from home or the office and even enables reservations for pick-up and delivery services at a time convenient for them.

What advice do you have for SMEs in the logistics industry to thrive in the fast-changing environment?

Consider what you really need from your logistics or warehouse provider. If you are a large company with a large volume of inventory and deliveries, then go with one of the big providers of logistics services. However, if you are a SME, remember that you have other options that may better fit your needs. For example, Storefriendly's self-storage services may be what you need. You can take the amount of space that you need and retain the flexibility to adjust monthly as your business grows. We also offer the option to take office space to go along with your storage space. This might be a larger, set warehouse/office unit, a co-working hot desk with a robot locker or anything in between. We offer event space, kitchen and office support services, door-to-door moving and delivery services and even a recreation area. It's up to you and Storefriendly's space experts will help you find the best solution for you.



Chelvin Loh

Director, Industry Development Division 1, SkillsFuture Singapore

What are key trends or innovations do you see disrupting the logistics sector?

The logistics sector forms the backbone of our economy and contributes to our quality of life, by ensuring that goods move from production and distribution sites to businesses, households and consumers in a reliable and efficient manner. To improve the performance and sophistication of their supply chains, companies are increasingly evaluating and adopting I4.0-driven solutions to integrate and innovate their processes in a supply chain. Big data technologies such as artificial intelligence will enable companies to derive stronger insights to uncover supply chain risks and opportunities through little or no human intervention. Robotic process automation is also increasingly being applied to automate rule-driven work. It has been observed that Supply Chain 4.0 will inevitably result in a leaner and more digitally-savvy logistics workforce whose roles will be augmented with technology. SME leaders need to rethink their business models and value propositions to leverage these technologies and stay ahead of the game.

How is your organisation leveraging technology to deal with disruption?

To support logistics enterprises prepare their workforce to deal with these technological disruptions, SkillsFuture Singapore, the Logistic Alliance and Republic Polytechnic has rolled out a series of bite-sized modules under the SkillsFuture Series for Supply Chain Transformation, focusing on Innovation & Technology, Process Optimisation, and Operations & Management. Covering critical and emerging areas such as Lean Training (goLEAN), Robotic Process Automation (goRPA), and Smart Logistics Management, these industry-relevant programmes under the SkillsFuture Series provide our logistics

workforce with applied learning and hands-on practice to address mindset and skillsets. These programmes are also supported under the enhanced Productivity Solutions Grant (SkillsFuture Training Subsidy) to help SMEs offset part of the out-of-pocket training expenses.

More details of the courses and the enhanced Productivity Solutions Grant (SkillsFuture Training Subsidy) can be found at: https://www.skillsfuture.sg/psgtrainingsubsidy_courses#logistics

What advice do you have for SME leaders in the logistics industry to thrive in the fast-changing environment?

SME leaders need to strengthen their management capabilities and keep abreast of Supply Chain 4.0 trends to reap the benefits. To this end, SkillsFuture Singapore has partnered The Logistics Institute-Asia Pacific, NUS on a THINK Executive Programme in Logistics and Supply Chain Innovation. Targeting C-suite executives, this programme covers topics relating to Transformational Strategies for Supply Chain & Logistics Management, and Optimisation, Simulation & Modelling in Supply Chain & Logistics Management. SME leaders will also get to learn from industry experts through masterclasses, share best practices through project mentoring/consultation, and gain insights into transformational developments in the logistics industry through facilitated learning journeys. These are critical skills that business leaders will need going forward to thrive in the fast-changing supply chain environment.

Details of the programme can be found at <https://www.tliap.nus.edu.sg/education/advanced-executive-programme-in-supply-chain-innovation/tli-txs/>



Ken Koh

CEO, Yang Kee Logistics

What are key trends or innovations do you see disrupting the logistics sector?

There are technology innovations, which are industry self-driven to derive productivity and capabilities related benefits for the businesses, these include Yang Kee's Logistics Integrated Transport Ecosystem (LITE) and Haulio's Haulio Community Platform (HCS). Concurrently, government agencies are championing digitalisation efforts on several fronts.

One key trend is digitalisation and it is here to stay. With new technologies such as artificial intelligence (AI), machine learning, blockchain technology continues to accelerate in its development and adoption across industries. These new wave of technologies will be game changers for the logistics industry, and thereby impact the ways of doing things in logistics operations, it creates new customer demands, and changes the future skills of the workforce. Embracing these trends in the logistics industry will quicken and shorten the product life cycles, which in turn creates a new demand of supply chain design and solutions for customers. Customers are also demanding service providers to step up and provide solutions that are more cost effective and productive, expecting efficiency, speed and digital fitness, without compromising standards, quality and with high levels of user friendliness and ease of use. These tech trends have started to slowly impact the skills and competencies in the workplace. Existing examples such as the simple implementation of an automated sorting belt for the ecommerce's last mile delivery has already drastically changed the traditional way how supply chain processes work. It replaces people in certain processes, changes work patterns, removes layers, and the workforce has to adopt new ways of doing things, learn new skills to operate the technologies and communicate with customers, learn to co-exist in a work environment with machines and technology and welcome constant changes of logistics in a shared economy.

In future, warehouse operators will increasingly require IT literacy in a man-machine environment and will have to interact with smart tools as part of the work process. This is in contrast to the traditional way of their work scope which is more manual. With more automated machines and smart tools incorporated in day to day operations, warehouse operators will also need to have the ability to conduct first-line trouble shooting and fix it on the spot when a malfunction occurs. These new work requirements will see warehouse operators trained and equipped with higher level of engineering or IT skills. With new technologies comes the challenges in terms of adoption of technology. While the potential of these trends will revolutionise the logistics sector, there is still an adoption gap on the ground. Hence upskilling and retraining will be a major push to make this adoption effective, as well as for local logistics providers to be forward looking, to start re-looking at their operations and push for productivity in a manpower and land scarce country like Singapore.

Logistics communities have over the years developed platforms to connect players within the Supply Chain ecosystem to a single, secure and data-sharing and collaboration platform. The future will indeed be powered by technology and data. The hope for such integrated platforms would greatly reduce human errors, delays, and transaction costs for interactions between supply chain partners. Greater collaboration in the industry and with the various agencies such as the port and industry associations, would become increasingly pivotal, and ongoing efforts by the industry leaders to narrow the gap across the industry has already taken place. This includes the 3-year tech plan to boost logistics sector, and Enterprise Singapore leading industry clusters to find new breakthroughs etc.

How is your organisation leveraging technology to deal with disruption?

Many of the current local businesses are fragmented and segmented, or use a recent jargon "operating in silo". Yang Kee sees the opportunity to bring about a concerted innovation push with both business stakeholders and government agencies to address the industry's pain points. The Logistics Integrated Transport Ecosystem (LITE) will be developed with an S\$1.8 million investment, co-funded with grant from ESG. This cloud-based platform connects logistics industry stakeholders and multiple intermediaries such as hauliers, depot operators, port operator and freight forwarders. This will allow various parties of the supply chain to exchange real-time information, yield productive operations by digitalising manual processes and enhance supply chain visibility. It offers the most comprehensive and holistic suite of integrated solutions to the logistics industry in Singapore, with its interfaces to respective stakeholders.

The transportation and Distribution sector still requires Drivers and our first challenge is in getting the talents to join our industry in this area. Also, there has been further clamping down on the foreign manpower quota. There is still a fair bit of dependency on the foreign manpower. But, we can still leverage on technology to help us with our productivity by developing our Transport system and we call it the Logistics Integrate Transport Ecosystem. It is designed to help collaborate with our customers, shipping line and the container depot. With this potential, we foresee an increase the efficiency through systems integration or EDI. Hence, this can reduce the manual process and increase the accuracy of the data between parties.

Also, we have signed a MOU with Haulio (a homegrown tech startup) that has launched a mobile app platform which can help bridge the container haulage companies, clients and drivers across a single interface for enhanced data standardisation, efficiency and collaboration. Effectively, this helps reduce the manual paperwork between the drivers and the office.

Our customers are evolving, and the habits of consumers have evolved. Entrepreneurial companies are always looking at various innovative ways to do more with less. Our priority is to focus on innovations that allow us to continue staying nimble and being able to quickly adapt to changing trends and market needs, while providing world class standards for our customers, as this differentiates us from our competitors. We also have to be extremely attuned to the supply chain needs and changes of our customers, and provide solutions that are practical and cost

effective. As a company it is also advisable to go for incremental changes and innovations, not just revolutionary changes and innovations.

Some examples of technologies that our company has helped implement for logistics includes:

- Previously a customer from the Fashion & Lifestyle industry was adopting the standard RF scanners. Our solutions team introduced and implemented a hands-free wearable RF scanner that is attached to the hand, keeping both hands free for maximum productivity. This also improves piece picking efficiency and accuracy, and allows us to go paperless.
- We also have to provide new innovations that is highly customised to our customer's operations. For example, for one recent new customer, we implemented a robotic automation to do washing and drying as a value-added service that has an overall productivity gain of 7 full time employees. This sets us apart from our competitors for Contract Logistics.
- As a company, we have enhanced our systems and processes internally through ERP systems (overall productivity gain of 4 full time employees) and Freight Management Systems (With the same headcount, we can handle double the amount of import/export volumes through automating and streamlining import/export processes. Paperwork is now transferred electronically.) We want to actively shape the future with our customers and develop services and solutions that will create demand instead of just following it.

What advice do you have for SME leaders in the logistics industry to thrive in the fast-changing environment?

Change is the only constant is the current fast pace and dynamic logistics industry. SME may not be geared as a technology innovator, however, embrace it and be a technology adopter.

The biggest issue for the industry is that it is still very traditional and fragmented, not only in Singapore, but around the world. The lack of consistencies across makes it hard for collaborations to take place to achieve greater universal changes across. Take for example, the carrying capacity of ocean container tankers has been increasing over the years, but yet, the infrastructure in many countries are not able to keep up with this increased capacity. Some ports in other countries are not deep enough, and others are not able to handle the higher volumes resulting in congestions. In a fast-changing business environment that is fuelled by technology and data, if we do not transform, upgrade

and align fast enough as an industry in Singapore, we will lose our edge as a logistics hub in the region. But this also presents plenty of opportunities and room for growth in this industry, and for passionate individuals to drive changes, create start-ups to “shake” the industry, all in the good intent of helping to continue securing Singapore as a logistics hub. Lastly, when it comes to industry talents, supply chain professionals now play a bigger role to build an ecosystem that affords integration, as well as safe, secure and seamless operations. They need to have a big picture view of things and to be well-informed of the developing trends, be able to join the dots and implement changes, and this is what we have been instilling in Yang Kee.

LOGISTICAL SUPPORT

Resources that SMEs can tap on to help transform their businesses.



//// NETWORKING PLATFORM

DBS BusinessClass

DBS BusinessClass is a platform for SME owners to connect with established businesses and experts from their respective industries. This engagement platform gives entrepreneurs access to a wealth of expertise and business insights at their fingertips. In addition to the market trends and insights, DBS BusinessClass also organises different events such as The SME Academy – quarterly foundational workshops to help SMEs on their journey of growth.

Join now at go.dbs.com/bcsubscribe

//// CAPABILITY DEVELOPMENT

Productivity Solutions Grant (PSG)

The Productivity Solutions Grant (PSG) supports companies keen on adopting IT solutions and equipment to enhance business processes. These solutions have been pre-scoped by various government agencies, and with up to 70% funding support, PSG serves as an avenue for companies to make long-term technology investments. Since 1 July 2019, Companies can now apply for the Productivity Solutions Grant (SkillsFuture Training Subsidy) [PSG (SFTS)]. The subsidy, which is part of the enhanced PSG, allows companies to upskill employees and claim 70% of out-of-pocket training expenses, capped at \$10,000 per eligible company.

[Find out more details here](#)

Scale-up SG

Scale-up SG is a 2.5-year* programme that helps selected high-growth local companies scale rapidly, become leaders in their fields and be groomed into future global champions. The programme aims to accelerate the companies' growth so that they are able to contribute significantly to Singapore's economy and create good jobs for Singaporeans. A co-funding principle will apply to ensure commitment from companies participating in the programme. Enterprise Singapore supports up to 70% of the programme participation costs.

*Based on the programme designed for the inaugural run of Scale-up SG in July 2019. Duration may vary in future runs.

[Find out more details here](#)

////// DBS SME BANKING SOLUTIONS

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Click [here](#) for more details on EZ- Pay Corporate

DBS MAX

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- Instant collection via PayNow and Scan & Pay
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- Facilitate reconciliation with daily reports

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Email ComcardsBU@1bank.dbs.com for enquiries on the Abecha-Esso Corporate Fleet card programme.

Online Accounting: Bank feeds with Xero and Financio

Make accounting more convenient with daily automated reconciliation of your DBS bank and accounting balances. The integration helps save time and minimise manual errors.

Find out more about [Xero](#) and [Financio](#)

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Priority Pay

Save time and cost when making cross-border payments within DBS network and receive notification via SMS/ email once the beneficiary is credited.

[Find out more details here](#)

Integrated FX

Seamlessly book FX contracts while making TT payments on IDEAL.

[Find out more details here](#)

SWIFT gpi

Speed up cross-border payments with real-time, end-to-end tracking and credit information with no extra cost when you use this value-added service by DBS.

[Find out more details here](#)

OVERSEAS EXPANSION

Market Readiness Assistance (MRA) Grant

Companies looking to market products and services overseas can defray up to 70% of third-party costs through the MRA grant.

[Find out more details here](#)

Internationalisation Finance Scheme (IFS)

This programme is designed to assist Singapore-based companies who wish to venture abroad and are in need of financing.

[Find out more details here](#)

SIMPLIFYING BUSINESS PROCESSES

DBS Start Digital Solutions

DBS has curated a suite of digital solutions at exclusive rates to help your business go further and faster. Supported by Enterprise Singapore (ESG) and Infocomm Media Development Authority (IMDA), this Start Digital Package has put everything you need to start and grow a business in one place, for less than \$10 / month.*

* Terms and Conditions apply.

[Find out more details here](#)

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Protect your shipments from loss/damage and give your customers peace of mind with Chubb Single Shipment insurance, with instant quote & issuance. Individuals or businesses can opt in for coverage with Chubb for a small fraction of the item's value (this varies by category, price, and value).

[Find out more details here](#)

////// INDUSTRY ASSISTANCE

Singapore Logistics Association (SLA)

Established since 1973, Singapore Logistics Association (SLA) envisions representing Singapore logistics with a mission to promote professionalism and excellence of the logistics industry. As a trade association and strong fraternity advocate, its membership of 600 business entities offers a diverse scope of logistics and logistics ancillary support services. SLA fulfills its objects in close collaboration and engagement with logistics companies, academia, trade associations, business partners, government agencies, international organisations and professionals. SLA contributes to logistics capability building through its training arm, The Logistics Academy, a registered Private Education Institute that offers quality training and lifelong learning for the logistics workforce.

www.sla.org.sg

SkillsFuture SG (SSG)

SSG drives and coordinates the implementation of the national SkillsFuture movement to promote a culture of lifelong learning and the pursuit of skills mastery. Among a holistic system of national SkillsFuture initiatives is the SkillsFuture Series, which is a series of short, industry-relevant programmes focusing on emerging skills areas such as data analytics, advanced manufacturing and tech-enabled services.

www.ssg.gov.sg/emergingskills

Workforce Singapore (WSG)

Workforce Singapore promotes the development, competitiveness, inclusiveness, and employability of all levels of the workforce. Its key mission is to enable Singaporeans to meet their career aspirations, take on quality jobs at different stages of life, and help enterprises be competitive and manpower-lean. Workforce Singapore's focus is on strengthening the Singaporean core and ensuring that Singaporeans are able to have better jobs and careers. Workforce Singapore, in partnership with key stakeholders, also provides support to business owners and companies to enable them to transform and grow, while building a future-ready workforce.

www.wsg.gov.sg

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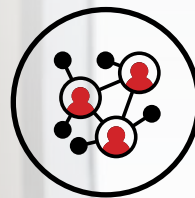
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Logistics Disrupt is part of the Disrupt Series of sectorial events organised by DBS BusinessClass. It was first launched in 2016 with F&B Disrupt that was covered widely by the media. Since then we've gone on to engage more than 1,900 entrepreneurs and businesses with new Disrupt events like Education Disrupt, Retail Disrupt, Automotive Disrupt, Electronics Disrupt, Apparel Disrupt, and even in the areas of digitisation (Digitise Disrupt) and business sustainability (Social Impact Disrupt).



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