The Chartered Institute of Logistics and Transport

EDUCATION | PROFESSIONALISM | NETWORKING | THOUGHT LEADERSHIP

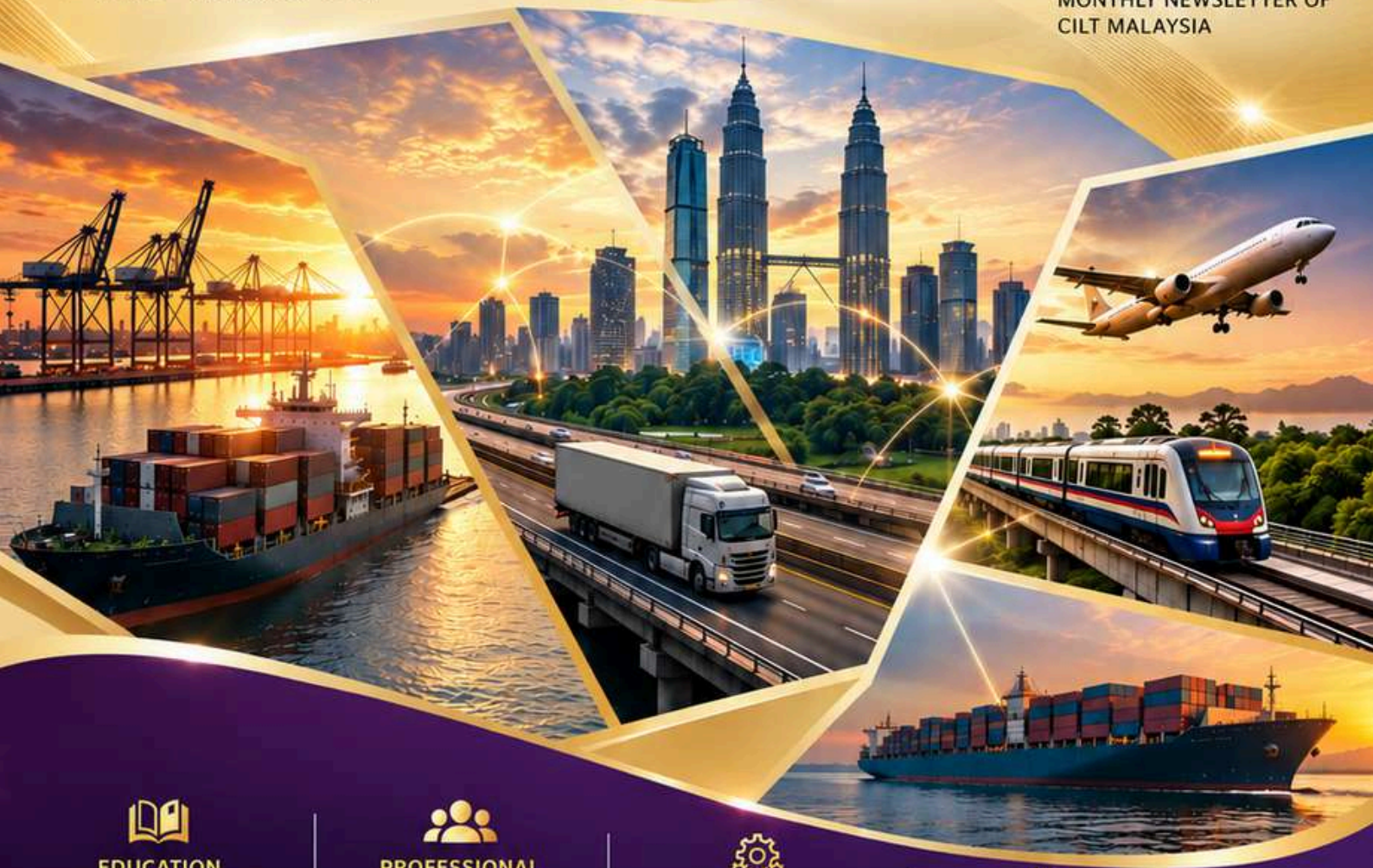
CILTM Pulse

FOR MEMBERS ONLY

CONNECTING PEOPLE, ADVANCING LOGISTICS AND TRANSPORT

OCTOBER 2026

MONTHLY NEWSLETTER OF CILT MALAYSIA



EDUCATION & ACCREDITATION
Building Future-Ready Talent

PROFESSIONAL DEVELOPMENT
Empowering Professionals

INDUSTRY ENGAGEMENT
Driving Collaboration and Impact

GLOBAL PERSPECTIVE
Strengthening Our Presence

Women in Logistics and Transport | NEXT GENERATION | Visit Malaysia 2026 Truly Asia

TWO SIGNATURE EVENTS
ONE STRONGER CILT COMMUNITY





Celebrating Excellence ~ Strengthening Connections

Every year, CILT Malaysia brings together its professional community through two signature occasions that celebrate achievement, strengthen relationships and shape the future of the logistics and transport industry.

CILTM CONVOCATION 2026 : Honouring Achievement. Inspiring Future Leaders.
A proud celebration of academic achievement and professional excellence, recognising the next generation of logistics and transport professionals as they embark on their journey towards a brighter future. **21 November 2026 | Grand Shah Alam, SITC**

CILT MALAYSIA NETWORKING HI-TEA 2026 : Connecting People. Inspiring Possibilities.
An elegant gathering of CILT leaders, members, industry partners and friends to foster meaningful connections, strengthen professional networks and celebrate the spirit of collaboration within the CILT community. **20 November 2026 | Level 1, Plenary Hall, SITC**

Two Signature Occasions. One Stronger CILT Community.
Join us as we celebrate excellence, build lasting connections and move forward together.

Stronger Together

OUR DEEPEST CONDOLENCES

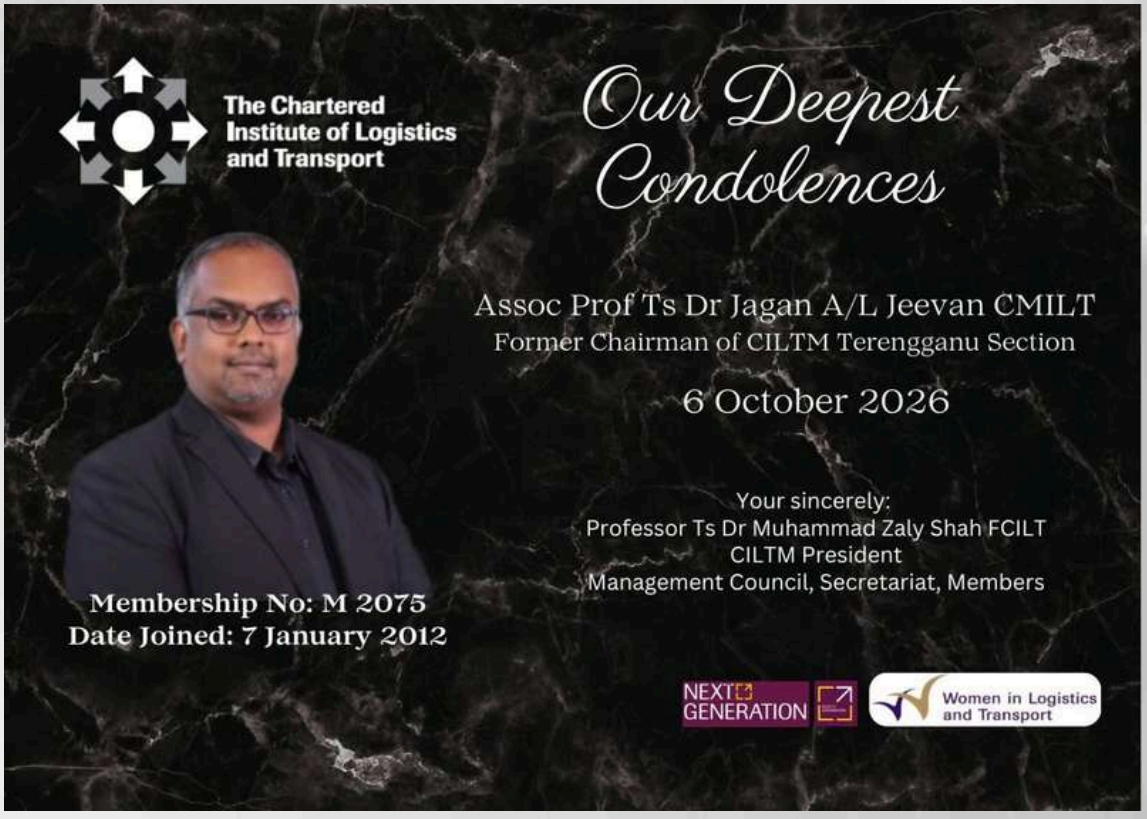
CILT Malaysia extends its deepest condolences to the family and loved ones of the late Assoc. Prof. Ts. Dr. Jagan A/L Jeevan CMILT, former Chairman of the CILT Malaysia Terengganu Section, who passed away on 6 October 2026.

His contributions and service to CILT Malaysia will be remembered with respect and appreciation.

May his soul rest in peace, and may his family and loved ones be granted strength, comfort and patience during this difficult time.

With heartfelt condolences,
Professor Ts. Dr. Muhammad Zaly Shah FCILT
President, CILT Malaysia

Management Council, Secretariat and Members
The Chartered Institute of Logistics and Transport in Malaysia (CILT Malaysia)





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Chairman Media & Public Relations

Assisted by
CILTM Secretariat, NextGen & WiLAT



EDITOR'S MESSAGE

Strengthening Connections, Advancing Professional Excellence

Dear Members and Readers,

October 2026 has been another meaningful month for CILT Malaysia, reflecting our continued commitment to professional excellence, industry engagement and the development of the logistics, transport and supply chain sectors.

Through collaboration with government agencies, industry stakeholders, academic institutions and professional partners, CILTM continues to promote knowledge-sharing, professional development and sustainable transport solutions. These engagements reinforce the importance of building a competent, adaptable and future-ready workforce.

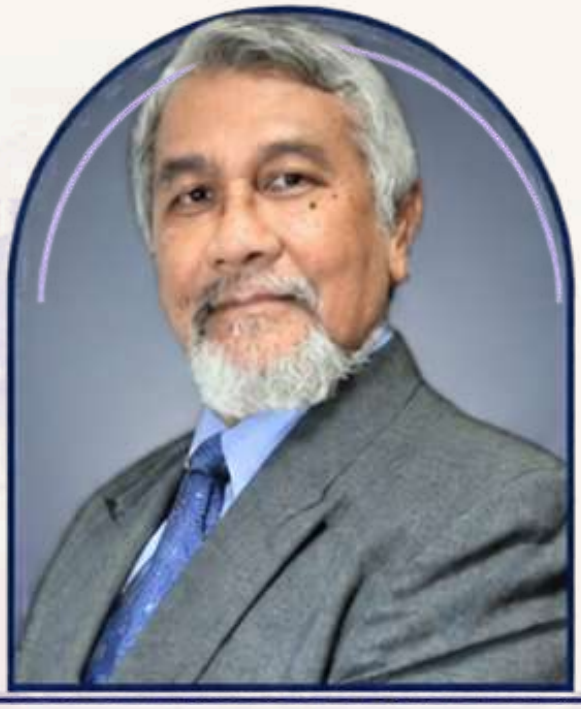
We also recognise the valuable contributions of our State Sections, WilAT Malaysia and NextGen CILTM. Their active participation and initiatives continue to strengthen our professional community by creating opportunities for networking, leadership development and lifelong learning.

As we approach the final months of 2026, CILT Malaysia looks forward to CILTM Hi Tea 2026 and CILTM Convocation 2026. These events will strengthen professional relationships, celebrate our community and recognise the achievements of our graduates, reaffirming our commitment to developing future-ready logistics, transport and supply chain professionals.

On behalf of the Editorial Team, I would like to express my sincere appreciation to all CILTM members, Council Members, State Sections, WilAT Malaysia, NextGen CILTM, partners and contributors for your continued support and dedication.

We hope this October edition of CILTM Pulse provides an informative reflection of our activities and achievements. Thank you for being part of our journey. Happy reading, and let us continue advancing our profession with purpose, professionalism and a shared vision for the future.

Editor, CILTM Pulse
CILT Malaysia



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

MILESTONES & ACHIEVEMENTS

ACADEMIC ACCREDITATION AUDIT AT UCSI UNIVERSITY

1–2 October 2026 | UCSI University - BACHELOR OF ARTS (HONS) LOGISTICS MANAGEMENT

CILT Malaysia conducted an Academic Accreditation Audit at UCSI University for the Bachelor of Arts (Hons) Logistics Management programme on 1–2 October 2026. The audit formed part of CILTM's commitment to promoting academic quality and ensuring that logistics and transport-related programmes meet the expectations of professional standards and industry requirements.

The audit panel was led by Ts. Dr. Hjh. Zawiah Abdul Majid FCILT, Deputy President of CILT Malaysia, as Audit Panel Chair, accompanied by Mr. Zulkarnian Ahmad CMILT as Audit Panel Member. Mdm. Sharifah Salwa binti Abu Bakar CMILT, Head of Secretariat, served as Secretary to the Audit Panel. The two-day audit programme included presentations on the faculty and programme, discussions with the programme head or coordinator, engagement sessions with academic staff and students, and visits to teaching and learning facilities. These activities were complemented by a comprehensive review of relevant programme documents and supporting evidence.

The audit concluded with a panel preparation session and an exit meeting to present the panel's observations. The exercise provided an opportunity to assess the programme's academic delivery, learning resources and alignment with professional expectations in logistics management.
Through its academic accreditation activities, CILT Malaysia continues to support quality education, strengthen industry–academia alignment and develop competent graduates for the logistics, transport and supply chain sectors.











MILESTONES & ACHIEVEMENTS

PRESENTATION OF INTEGRATED PROJECT PAPER & VIVA VOCE 5 OCTOBER 2026 | SERAPI HOTEL, KUCHING, SARAWAK

UNITED VISION ACADEMY (UVA) PROGRAMME FOR THE MINISTRY OF TRANSPORT, SARAWAK

CILT Malaysia marked another significant milestone in professional development through the successful conduct of the Integrated Project Paper Presentation and Viva Voce for 15 participants of the United Vision Academy (UVA) Programme for the Ministry of Transport, Sarawak.

The session provided participants with an opportunity to present their Integrated Project Papers and demonstrate the knowledge and competencies acquired throughout the programme before an appointed CILTM assessment panel. The panel was led by Ts. Dr. Hjh. Zawiah Abdul Majid FCILT, Deputy President of CILT Malaysia, and Dr. Kennedy Paing Anak Sigon FCILT, Chairman of the CILT Malaysia Sarawak Section. The programme commenced with a welcoming address by YBrs. Tuan Mohamad Lofti bin Tuah, Deputy Permanent Secretary of the Ministry of Transport, Sarawak. A token of appreciation was subsequently presented to the Ministry by the Deputy President in recognition of the collaboration and support.

The event concluded with closing remarks, the presentation of Certificates of Attendance and a group photograph, celebrating the participants' progress and commitment to their professional development journey.

This initiative reflects CILT Malaysia's continued commitment to strengthening professional competencies and supporting the development of skilled logistics and transport practitioners in Sarawak.













MILESTONES & ACHIEVEMENTS

STRENGTHENING PROFESSIONAL ENGAGEMENT IN NATIONAL POLICY DEVELOPMENT - 6 OCTOBER 2026

CILT Malaysia's Vice President, Tn. Hj. Baharudin bin Hj. Kamarudin FCILT, participated in an engagement session with Balai Ikhtisas Malaysia (BIM), representing his role as Deputy President of BIM.

The session was chaired by the relevant government leadership, following a Cabinet decision to strengthen the involvement of professional bodies in national policy development. The engagement underscored the importance of bringing professional expertise, technical knowledge and practical industry perspectives closer to policymakers to support informed and effective government decisions.

Established in 1973, BIM represents 23 professional bodies with a combined network of more than 120,000 professionals nationwide. This extensive professional network offers valuable expertise and experience that can contribute to national development and policymaking. Hj. Baharudin's participation reflects CILT Malaysia's commitment to supporting professional engagement and contributing industry perspectives to policy discussions, particularly in areas relevant to transport, logistics and supply chain development.

CILT Malaysia recognises the importance of collaboration between professional institutions and the Government in ensuring that national policies are informed by practical experience, professional standards and the evolving needs of the country.







MILESTONES & ACHIEVEMENTS

CILTM & INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA (IIUM) EXPLORE STRATEGIC COLLABORATION

7 October 2026 | CILT Malaysia Secretariat Office, Shah Alam

CILT Malaysia is exploring opportunities to strengthen industry–academia collaboration through a strategic engagement with Logistics & Integrated Transport Analytics (LITRA), International Islamic University Malaysia (IIUM), represented by Ir. Ts. Dr. M. Mukhtar N. Awalludin CMILT MIEM ACPE.

The discussion with CILTM President, Professor Ts. Dr. Muhammad Zaly Shah FCILT, centred on the proposed development of a Memorandum of Understanding (MoU) to establish a framework for future collaboration in several key areas, including joint research and data analytics, professional and academic pathways, student development, and industry–academia knowledge transfer.

The proposed partnership reflects a shared interest in bridging academic expertise with industry needs, creating opportunities for research-driven solutions, professional advancement and meaningful knowledge exchange.

Through this potential collaboration, CILT Malaysia and IIUM aim to explore avenues to support the continued development of Malaysia's transport, logistics and supply chain sector.








MILESTONES & ACHIEVEMENTS

STRENGTHENING PROFESSIONAL RECOGNITION THROUGH NOSS–PQE MAPPING AND VALIDATION

7–8 October 2026 | JPK Cyberjaya

Following the successful NOSS–PQE Mapping and Validation Workshop held on 17–19 August 2026 at Cyberview Resort & Spa, CILT Malaysia continued its collaboration with the Department of Skills Development (JPK) through the NOSS–PQE Mapping Validation Meeting on 7–8 October 2026 at JPK Cyberjaya. The initial workshop successfully mapped 20 National Occupational Skills Standards (NOSS) in logistics and supply chain to the Professional Qualifying Examination (Logistics) Syllabus (PQE). The subsequent validation meeting focused on reviewing and validating the mapping across four key transport clusters: Air, Road, Maritime and Rail. The two-day meeting brought together industry representatives and CILT Malaysia representatives to review the relevance and alignment of occupational standards with the professional competencies outlined in the PQE syllabus.

Day 1 – 7 October 2026: Air and Road Clusters
The first day focused on the Air and Road clusters, with participation from Mr. Baharuddin, representing industry, alongside Mr. Surendran and Ir. Naseer as CILT representatives.

Day 2 – 8 October 2026: Maritime and Rail Clusters
The second day covered the Maritime and Rail clusters. Industry representation included Mr. Faiz and Mr. Ravin Singh for the Maritime cluster, and Dato' Indera Ir. Zohari for the Rail cluster. CILT Malaysia was represented by Mr. Surendran, Ir. Naseer, Dr. Zawiah and Mdm. Salwa.

The engagement provided an important platform for professional and industry stakeholders to contribute their expertise towards validating the mapping between national occupational standards and CILT Malaysia's professional qualification syllabus. This collaborative approach supports the alignment of occupational competencies with professional expectations across the different modes of transport. CILT Malaysia extends its appreciation to JPK and all industry and CILT representatives for their valuable contributions, commitment and cooperation throughout the mapping and validation process. This initiative reflects CILT Malaysia's continued efforts to strengthen professional recognition, support competency-based development and enhance the quality of logistics and transport professionals in Malaysia.








MILESTONES & ACHIEVEMENTS

ADVANCING PROFESSIONAL EXCELLENCE AT MIHRM'S 26TH NATIONAL HR BEST PRACTICES SEMINAR
14 OCTOBER 2026 | HILTON PETALING JAYA

CILT Malaysia's Vice President, Tn. Hj. Baharudin bin Hj. Kamarudin FCILT participated in the 26th National HR Best Practices Seminar 2026 organised by the Malaysian Institute of Human Resource Management (MIHRM), held at Hilton Petaling Jaya on 14 October 2026. Representing Balai Ikhtisas Malaysia (BIM) as its Deputy President, Hj. Baharudin Kamarudin FCILT was honoured to attend as the Guest of Honour and deliver the keynote address at this national-level professional gathering.

His address highlighted two important priorities for Malaysia's professional community. The first emphasised the continued importance of Bahasa Malaysia as a cornerstone of national identity and its role in shaping a well-rounded, nationally conscious future workforce. The second focused on the ethical and responsible implementation of artificial intelligence (AI), stressing that integrity and ethical principles must remain central as organisations adopt AI-powered solutions.

The seminar provided a valuable platform to exchange perspectives on human resource management, professional development and the evolving responsibilities of professional institutions in preparing the workforce for future challenges. CILT Malaysia recognises the importance of these discussions, particularly as the transport, logistics and supply chain sectors increasingly embrace digital transformation while continuing to prioritise professional ethics, human capital development and organisational integrity.

CILT Malaysia congratulates MIHRM on the successful organisation of the seminar and extends its appreciation to MIHRM President Mr. Simon Thevaraj Benjamin, the Executive Committee, esteemed judges and delegates for their contributions to advancing professional excellence in Malaysia.











MILESTONES & ACHIEVEMENTS

CILT MALAYSIA STRENGTHENS INDUSTRY ENGAGEMENT AS STRATEGIC PARTNER OF TRANSPORT EXPO ASIA (TXA) 2026 20–22 OCTOBER 2026 | MALAYSIA INTERNATIONAL TRADE AND EXHIBITION CENTRE (MITEC), KUALA LUMPUR

Driving Industry Collaboration, Professional Excellence and the Future of Transport

The Chartered Institute of Logistics and Transport in Malaysia (CILT Malaysia) proudly participated as a Strategic Partner of Transport Expo Asia (TXA) 2026, held at the Malaysia International Trade and Exhibition Centre (MITEC), Kuala Lumpur. Hosted by the Ministry of Transport Malaysia, the event brought together industry leaders, policymakers, transport operators, technology providers and logistics professionals to explore emerging trends, innovations and opportunities shaping the future of transportation.

Under the theme "Future On The Move: Accelerating Next-Gen Transport," TXA 2026 served as a major industry platform, featuring approximately 410 exhibitors across 15,000 square metres of exhibition space and more than 60 conference sessions. The exhibition highlighted developments across aviation, maritime, rail, road transport, logistics, smart warehousing, supply chain management and future mobility.

CILT Malaysia at Booth No. F 07 – Connecting Professionals and Industry

Throughout the three-day exhibition from 20 to 22 October 2026, CILT Malaysia welcomed a steady stream of visitors, exhibitors and industry representatives at Booth No. F 07, beginning from the opening day.

The booth served as a networking and engagement platform, providing opportunities to introduce CILT Malaysia's role as a professional body representing the logistics, transport and supply chain sectors.











MILESTONES & ACHIEVEMENTS

CILT MALAYSIA STRENGTHENS INDUSTRY ENGAGEMENT AS STRATEGIC PARTNER OF TRANSPORT EXPO ASIA (TXA) 2026 20–22 OCTOBER 2026 | MALAYSIA INTERNATIONAL TRADE AND EXHIBITION CENTRE (MITEC), KUALA LUMPUR

Visitors had the opportunity to engage with CILTM representatives and learn more about the Institute's professional membership, qualifications, education and accreditation initiatives, training programmes and professional development opportunities.

A notable highlight was the brief visit by YB Minister of Transport Malaysia to the CILT Malaysia booth, reflecting the importance of continued engagement between government, professional institutions and industry stakeholders in supporting the advancement of Malaysia's transport and logistics ecosystem. Strong Representation from CILTM Leadership, WiLAT Malaysia and Industry Partners.

CILT Malaysia's participation was further strengthened by the presence and support of its leadership, members and strategic collaborators. Among those representing and supporting the Institute throughout the exhibition were Tn. Hj. Baharudin bin Hj. Kamarudin FCILT, Dato' Ts. Dr. Abd Radzak Abd Malek Hon FCILT, and Dr. Nor Fyadzillah Mohd Taha CMILT, Chairperson of WiLAT Malaysia, together with members of the WiLAT Malaysia team.

The participation of United Vision Academy (UVA), one of CILT Malaysia's training providers, further complemented the Institute's presence by highlighting the importance of professional training, competency development and continuous learning within the industry.

The CILTM Secretariat team, headed by Pn. Sharifah Salwa CMILT, was actively involved throughout the exhibition, coordinating booth activities, welcoming visitors and facilitating engagement with industry representatives and prospective members.











MILESTONES & ACHIEVEMENTS

CILT MALAYSIA STRENGTHENS INDUSTRY ENGAGEMENT AS STRATEGIC PARTNER OF TRANSPORT EXPO ASIA (TXA) 2026 20–22 OCTOBER 2026 | MALAYSIA INTERNATIONAL TRADE AND EXHIBITION CENTRE (MITEC), KUALA LUMPUR

Advancing Industry Partnerships and Professional Development

Beyond its exhibition presence, TXA 2026 provided CILT Malaysia with valuable opportunities to strengthen relationships with industry stakeholders, exchange perspectives and explore potential areas of collaboration.

The event also featured several major programmes, including the Road Safety Congress 2026, ASEAN Transport Connectivity Forum (ATCF) 2026, IATA Workshops and TXA Awards 2026, reflecting the industry's shared commitment to safety, connectivity, innovation and sustainable transport development.

Moving Forward Together

As a Strategic Partner of TXA 2026, CILT Malaysia was pleased to contribute to an important platform that brought together key stakeholders across the transport and logistics ecosystem.

The Institute extends its sincere appreciation to the Ministry of Transport Malaysia, the organisers of TXA 2026, participating exhibitors, industry partners and all visitors who took the time to engage with CILT Malaysia at Booth No. F 07.

CILT Malaysia remains committed to fostering strategic partnerships, strengthening professional competencies and supporting the continued transformation of Malaysia's transport, logistics and supply chain industry.













MILESTONES & ACHIEVEMENTS

CELEBRATING EXCELLENCE AT THE TXA 2026 TRANSPORT EXCELLENCE AWARDS
22 OCTOBER 2026 | HYATT REGENCY KUALA LUMPUR AT MIDTOWN

CILT Malaysia was honoured to be part of the TXA 2026 Transport Excellence Awards, a prestigious occasion celebrating excellence and recognising contributions across Malaysia's transport and logistics industry.

Representing the President of CILT Malaysia, Prof. Ts. Dr. Muhammad Zaly Shah FCILT, the Vice President, Tn Haji Baharudin Kamarudin FCILT, took to the stage to receive a Certificate of Appreciation presented by the Minister of Transport Malaysia, YB Anthony Loke Siew Fook, on behalf of the President.

The recognition was presented in appreciation of Professor Zaly's continued support and valuable contribution as an Adjudication Panellist for the TXA 2026 Transport Excellence Awards. His involvement reflects CILT Malaysia's commitment to supporting industry recognition, promoting professional standards and contributing to the advancement of the transport and logistics sector.

The occasion was a proud moment for CILT Malaysia, reaffirming the Institute's role in championing professional excellence, supporting industry leadership and encouraging the continuous development of Malaysia's transport and logistics ecosystem.

CILT Malaysia extends its sincere appreciation to the Ministry of Transport Malaysia (MOT) and the TXA Awards organising committee for the recognition and for providing a platform to celebrate the achievements and contributions of industry players. As Malaysia's transport and logistics industry continues to evolve, CILT Malaysia remains committed to strengthening professional capabilities, fostering industry collaboration and supporting initiatives that advance excellence, innovation and sustainable growth across the sector.









MILESTONES & ACHIEVEMENTS

CILTM BOARD OF PROFESSIONAL MEMBERSHIP MEETING 23 OCTOBER 2026 | HYBRID

23 October 2026 | Hybrid Meeting

CILT Malaysia convened a meeting of the Board of Professional Membership on 23 October 2026, bringing together members of the Professional Board for Logistics and Transport to deliberate on professional membership matters.

The meeting commenced with welcome remarks by the President of CILT Malaysia, Professor Ts. Dr. Muhammad Zaly Shah FCILT. Also in attendance were Deputy President Ts. Dr. Hjh. Zawiah binti Abdul Majid FCILT; Council of Trustees members Dato' Ts. (Dr.) Abd Radzak Abd Malek Hon FCILT and Mr. Rajagopal A/L Perumal FCILT; and Past President Datuk Hj. Ramli Amir FCILT. Their presence underscored the continued support of CILT Malaysia's leadership and trustees in strengthening the Institute's professional membership.
Discussions focused on membership applications and other matters within the Board's purview. The meeting provided an important platform to review applications and address matters related to professional recognition, reinforcing CILT Malaysia's commitment to maintaining high professional standards and recognising qualified practitioners in the logistics and transport sector.

Through the Board's continued efforts and the collective support of the Institute's leadership, CILT Malaysia remains committed to developing a strong professional membership base and advancing excellence across the logistics, transport and supply chain industry.








MILESTONES & ACHIEVEMENTS

CILTM PARTICIPATES IN PUBLIC CONSULTATION ON DRAFT MS 2808 LOGISTICS MANAGEMENT SYSTEM – GENERAL REQUIREMENTS

The Chartered Institute of Logistics and Transport in Malaysia (CILTM) was represented by Ts Dr Hjh Zawiah Binti Abdul Majid FCILT, Deputy President, and Ts Dr Hj Mohd Nasir Bin Haji Alias FCILT, Secretary General, at the Public Consultation Session on Draft MS 2808: Logistics Management System – General Requirements.

Organised by the Department of Standards Malaysia under the Ministry of Investment, Trade and Industry (MITI), the session was held on 27 October 2026 at Movenpick Hotel KLIA, Sepang.

The consultation provided a platform for stakeholders to engage with the proposed Malaysian Standard and contribute perspectives towards strengthening logistics management practices. The development of standards in this area is important in promoting greater consistency, operational efficiency and professionalism across the logistics industry.

CILTM's participation reflects its continued commitment to supporting industry engagement and contributing professional insights towards the advancement of Malaysia's logistics and transport sectors.

Driving Standards. Strengthening Logistics. Advancing Professional Excellence.







MILESTONES & ACHIEVEMENTS

MALAYSIA PROFESSIONALS DAY OFFICIALLY DECLARED AT PROFEX 2026

A historic milestone for Malaysia's professional community was marked on 29 September 2026 when YAB Dato' Seri Anwar Ibrahim, Prime Minister of Malaysia, officially declared 29 September as Malaysia Professionals Day (Hari Ikhtisas Malaysia) during PROFEX 2026.

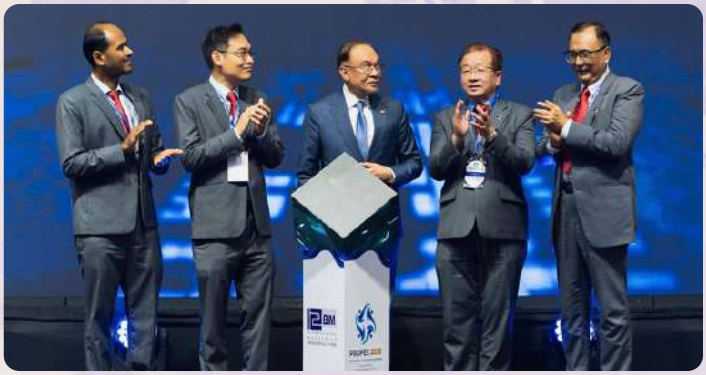
The landmark announcement recognised the important role of professional institutions and practitioners in contributing their expertise, upholding integrity and supporting the nation's social and economic development.

Tn. Hj. Baharudin bin Hj. Kamarudin FCILT, Vice President of CILT Malaysia and Deputy President of Balai Ikhtisas Malaysia (BIM), was among those present at this significant occasion. His participation reflected CILT Malaysia's engagement with the wider professional community and its support for initiatives that recognise the contributions of professionals across various sectors. The declaration represents an important step in elevating the visibility and recognition of Malaysia's professional community, while reinforcing the value of collaboration, ethical leadership and professional excellence in nation-building.

CILT Malaysia congratulates BIM and the PROFEX 2026 organising team on this historic achievement. The Institute remains committed to working alongside fellow professional bodies to strengthen professional standards, encourage cross-sector collaboration and contribute to the continued advancement of Malaysia.









PODCAST SESSION: DEMAND IS THERE, DO WE HAVE THE CAPACITY?
24 October 2026

CILT Malaysia Penang Section was featured in a podcast discussion exploring the topic "Demand Is There, Do We Have the Capacity?", featuring Log. Heerman Haminnuddin CMILT, MLogM. Log. Heerman serves as Vice President of the Society of Logisticians Malaysia (LogM), Managing Director of Ideal Health Care Sdn. Bhd., and Committee Member of CILT Malaysia Penang Section.



The session explored a timely question for the logistics industry: whether existing capacity is sufficient to meet growing market demand. The topic highlights the importance of operational readiness, workforce capabilities and industry capacity in supporting the evolving needs of the logistics and supply chain sector.

Through industry conversations such as this, logistics professionals can share insights, exchange perspectives and encourage meaningful discussions on the challenges and opportunities shaping the industry. CILT Malaysia values the contributions of its members in advancing professional dialogue and strengthening knowledge-sharing within the logistics, transport and supply chain community.

CILTM PENANG SECTION STRENGTHENS INDUSTRY NETWORKS
6 October 2026 | Penang

CILT Malaysia Penang Section was represented by its Secretary, Log. EuNice Chang Qi Ying CMILT, MLogM, at the Penang Importers & Exporters Association (PIEA) Networking Night held on 6 October 2026.









The event brought together professionals and stakeholders from the import and export community, providing a valuable opportunity to strengthen connections between the logistics profession and the wider international trade industry.
As logistics plays a vital role in facilitating the movement of goods across borders, such networking engagements help foster closer collaboration among logisticians, importers, exporters and industry leaders. These connections are important in encouraging knowledge exchange, exploring potential business opportunities and strengthening industry relationships.

CILT Malaysia Penang Section appreciates the opportunity to participate in this engagement and remains committed to building stronger industry networks and promoting collaboration across the logistics, transport and supply chain sectors.

RECOGNISING DEDICATED SERVICE TO THE COMMUNITY
17 October 2026 | St John Ambulance of Malaysia AK Academy Corps

A proud moment of recognition was celebrated on 17 October 2026 when two representatives of CILT Malaysia Penang Section received the prestigious Service Medal of the Order of St John in recognition of their dedicated service and contributions to the community.

The recipients were:
1. Dato' Ts Log Dr Chang Kah Loon FCILT – Chairman, CILT Malaysia Penang Section
2. Ts. Amy Ooi Ai Mi FCILT – Treasurer, CILT Malaysia Penang Section

The medals were presented by the SJAM Commander-in-Chief, YBhg. Dato' Lai See Ming KStJ, in recognition of their voluntary service and contributions to society, the community and humanity. This recognition celebrates the values of selflessness, compassion and commitment to serving others. It also highlights the important role of volunteerism in strengthening community relationships and making a meaningful difference in people's lives.

CILT Malaysia Penang Section extends its appreciation to the State Commander, YBhg. Dato' Seri Log. Dr. Yee Thiam Sun CStJ, for the opportunity, continued support and guidance. CILT Malaysia congratulates both recipients on this meaningful achievement. Their dedication to community service reflects the values of leadership, integrity and social responsibility that are equally important in the logistics and transport profession and the wider community.





CILTM Penang Section: GSLA ASEAN Supply Chain Leadership Forum 2026

Boon Software and Seeburger jointly organised the GSLA ASEAN Supply Chain Leadership Forum 2026 (Malaysia Edition) on 1 October 2026 at PSDC, Penang.

Led by CILT Malaysia Penang Section Chairman, YBhg. Dato' Log. Ts. Dr. Chang Kah Loon, PhD (USM), FCILT, FLogM, the forum brought together professional logisticians from CILT and LogM, including Log. Ts. Amy Ooi Ai Mi, FCILT, FLogM, Log. Eunice Chang Qi Ying, CMILT, MLogM, Log. Jasmine Chang, CMILT, MLogM, Log. Ranni Selvaraju, CMILT, MLogM, Log. Safia Begum, CMILT, MLogM, Mr. Teh Xue Liang, and young logistics professionals. The forum provided a valuable platform for professional networking, knowledge exchange, and discussion on emerging trends and developments in the logistics and supply chain industry.

CILTM Penang Section extends its appreciation to the organisers for the invitation and for fostering collaboration between industry professionals and the next generation of logistics practitioners.













CILTM SABAH SECTION CONTRIBUTES TO SABAH'S ECONOMIC CORRIDOR DEVELOPMENT - SDEBE 2026 | Sabah, Malaysia

CILT Malaysia Sabah Section continues to strengthen its engagement in Sabah's economic development through the participation of its Chairman, Ts. Daniel Doughty FCILT, at SDEBE 2026, where he was invited to speak on matters relating to the state's economic development.

A significant highlight of the engagement was Ts. Daniel's appointment as Sabah Economic Corridors Technical Advisor, recognising the importance of technical expertise and professional input in supporting the development of Sabah's economic corridors. In this capacity, Ts. Daniel looks forward to continuing his contribution by providing support and assistance towards the development of the Sabah Economic Corridor. This role presents an opportunity to contribute professional perspectives and support initiatives aimed at strengthening economic connectivity and regional development.

CILT Malaysia Sabah Section welcomes this opportunity to contribute to Sabah's economic aspirations and remains committed to supporting initiatives that advance transport, logistics and supply chain connectivity as important enablers of sustainable economic growth. The appointment reflects the value of professional expertise and industry engagement in shaping development initiatives and strengthening Sabah's position as a competitive economic region.









STRENGTHENING MAINLAND–MARINE CONNECTIVITY FOR SABAH'S ECONOMIC DEVELOPMENT - SICC, Sabah | October 2026

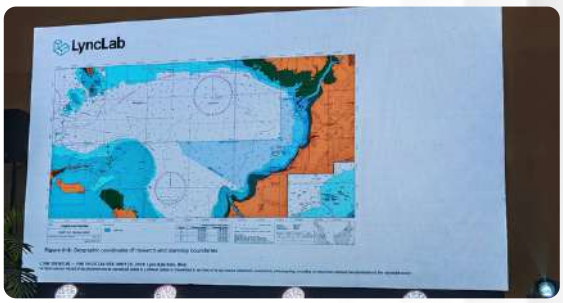
The Chairman of CILT Malaysia Sabah Section, Ts. Daniel Doughty FCILT, participated as a speaker at a conference held at the Sabah International Convention Centre (SICC), addressing the topic "Mainland–Marine Connectivity within Sabah: Opportunities and Way Forward, with SME and Community Involvement." His presentation highlighted the importance of an integrated transport and logistics network that connects producers, businesses and communities to markets. He emphasised that effective connectivity must deliver tangible benefits to local livelihoods, enabling farmers to reach buyers, fishermen to retain greater value from their catch, and small businesses to transport goods affordably and reliably.

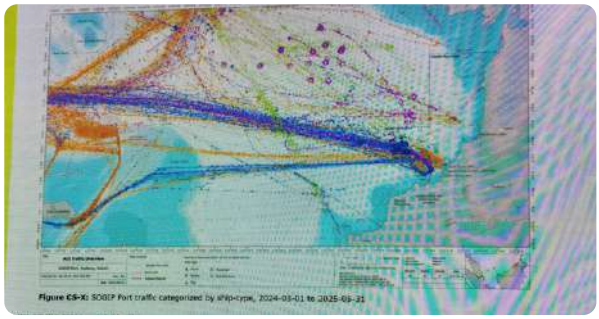
During the session, Ts. Daniel underscored several priorities for strengthening Sabah's connectivity and economic development, including the coordinated planning of roads, storage facilities, cold-chain infrastructure, ports and shipping services. He also highlighted the importance of developing economic corridors around genuine market demand, commercially sustainable services and stronger maritime capabilities.

Particular emphasis was placed on empowering small and medium enterprises (SMEs) and local communities by enabling smaller producers to consolidate shipments and ensuring that they have a meaningful role in shaping and operating logistics services. He further proposed that the full scope of logistics be explicitly incorporated into Sabah's transport master plan, stressing that effective planning must consider the entire supply chain rather than transport infrastructure in isolation. The presentation reinforced the principle that connectivity is not simply about linking places, but about connecting livelihoods to markets and creating opportunities for sustainable economic growth.

Ts. Daniel expressed his hope that the insights shared would contribute to the planning and development of the proposed economic corridor, supporting a more integrated, inclusive and efficient logistics ecosystem for Sabah. CILT Malaysia Sabah Section remains committed to contributing professional expertise and industry perspectives towards strengthening transport connectivity, logistics efficiency and sustainable economic development across the state.







Strengthening Labuan's Direct Shipping Connectivity

CILTM Sabah Section and the Labuan Chamber of Commerce (LCC) jointly supported Sabah Customs' decision to discontinue the arrangement allowing Labuan-bound cargo and containers to transit through Kota Kinabalu Port for onward delivery to Labuan by road and ferry. The matter was raised during a joint courtesy call on Sabah Customs, highlighting the importance of preserving sufficient cargo volumes to sustain commercially viable direct shipping services to Labuan.

The decision also reinforces compliance with Customs requirements and supports the island's business community and economic resilience. CILTM Sabah Section and LCC commended the Acting Director of Sabah Customs, YBrs. Tuan Daisun Saibeh @ Edward, and his team for their engagement with industry stakeholders. Both organisations also urged shipping operators, transport companies, freight forwarders and shipping agents to comply with the revised requirements while working together to ensure reliable and competitive direct shipping services to Labuan.

The engagement reflects CILTM Sabah Section's continued commitment to strengthening maritime connectivity, facilitating industry collaboration and supporting sustainable logistics and transportation services in Sabah and Labuan. Ts Daniel Doughty FCILT, APR, President of the Labuan Chamber of Commerce and Chairman of CILTM Sabah Section, emphasised the importance of coordinated efforts between Customs and industry stakeholders to minimise disruption and strengthen Labuan's shipping connectivity.

Ts Daniel Doughty FCILT, APR
President, Labuan Chamber of Commerce
Chairman, CILTM Sabah Section





Sabah Customs Reaffirms No Cargo Diversion Through Kota Kinabalu Port | Ts. Daniel Doughty FCILT, APR posted on the topic

Strengthening Labuan's direct shipping connectivity I welcome Sabah Customs' decision to **discontinue the arrangement allowing Labuan-bound cargo and containers to transit through Kota Kinabalu Port for onward delivery by road and**...

LinkedIn



CILTM Sabah Calls For Logistics To Be Included In State Transport Masterplan

BERNAMABIZ / Sep 10

FRIDAY, OCTOBER 9, 2026

Call for joint Sabah strategy on Labuan

Lorena Binisol



KOTA KINABALU: Labuan residents have long been promised development and economic progress, but many of those promises have yet to materialise, leading to growing frustration, disillusionment and resentment among islanders.

Industry players said the frustration is rooted in the experiences of residents who have invested their savings, kept businesses afloat through difficult times, raised families and continued to place their hopes in Labuan's economic recovery.

Labuan Chamber of Commerce (LCC) chairman Daniel Doughty (**pic**) said the erosion of public confidence should concern everyone entrusted with shaping the island's future.

He said even the most capable leaders face limitations when key decisions are made outside Labuan and longstanding structural and policy issues remain unresolved.

"At this juncture, I believe Sabah's government and opposition should agree on a common agenda for Labuan and jointly support a Sabah-based political party to contest and win the Labuan parliamentary seat.

They should recognise that Labuan's economic future is closely linked to Sabah's own interests, while the parliamentary seat would also strengthen Sabah's representation at the federal level. All efforts should be guided by a clear agenda to develop Labuan," he said.

Industry leaders said many Labuan residents have grown increasingly frustrated with the island's economic performance and the lack of tangible progress despite numerous engagements and changes in leadership over the years.

While acknowledging the efforts of businesses, non-governmental organisations, educational institutions, public servants and community leaders in supporting the development, Doughty said confidence among residents and investors has yet to fully recover since the Covid-19 pandemic.

He argued that leadership alone would not be enough to address its challenges if key decisions continue to lie beyond local authority and responsibilities remain fragmented across multiple agencies.

"Replacing people without addressing those constraints risks another cycle of expectations followed by disappointment," he stressed.

The proposal also raises concerns over political leverage, suggesting that despite having parliamentary representation, Labuan may lack sufficient bargaining power to secure timely decisions on issues affecting the island.

Doughty said residents and businesses have continued to voice concerns over travel procedures, the movement of goods and supplies, veterinary clearances, customs-related requirements and duty obligations, which they claim often result in unnecessary bureaucracy and delays.

Labuan's economic future remains closely linked to Sabah and called on both the Sabah government and opposition parties to set aside political differences on matters relating to the island's development.

"The objective is not merely to win a seat, but to strengthen Labuan's negotiating position within a broader political bloc and facilitate structured discussions with the Federal Government."

Among the issues proposed for review are local decision-making powers, agency responsibilities, development funding arrangements, investment promotion, job creation and mechanisms to improve accountability.

The proposal also calls for a review of how revenue generated from Labuan is distributed to promote better governance and local development.

However, Doughty stressed that the proposal does not seek to alter Labuan's status as a Federal Territory, noting that any change to its territorial status would require separate consideration and meaningful public participation.

He further emphasised that greater autonomy must be accompanied by stronger accountability and transparency.

The statement highlighted the potential benefits of closer economic cooperation between Labuan and Sabah, particularly in maritime services, oil and gas support industries, financial services and education.

It argued that Sabah could provide a larger market, an economic hinterland and opportunities for supply-chain integration, while Labuan could contribute to broader regional development through its strategic industries.

Calling for an open public debate on the island's future, he said both the proposed reforms and the current governance arrangement should be subjected to equal scrutiny.

"We cannot allow disappointment to become normal. Nor can we ask another generation to sustain its hopes on promises alone," he said.

He added that while young people should be free to pursue opportunities elsewhere, they should also have a viable option to remain in Labuan or return after gaining experience to work, invest and build their future on the island.

CILTM SARAWAK STRENGTHENS COLLABORATION WITH THE LOGISTICS INDUSTRY

CILT Malaysia Sarawak Section is committed to expanding collaboration with government ministries, government-linked companies (GLCs), universities and industry stakeholders to strengthen the development of Sarawak's logistics and transport sectors. According to Dr. Kennedy Paing, Chairman of CILT Malaysia Sarawak Section, one of the key initiatives is to introduce relevant training programmes that enhance the knowledge, skills and professional competencies of the workforce in these sectors.

He shared these views during the closing ceremony of the CILTM Fast Track 4+1 Programme, organised by United Vision Academy (UVA) for the Ministry of Transport Sarawak (MOTS), following the successful completion of the two-day programme in Kuching.

Also present at the ceremony were Mohamad Lofti Tuah, Deputy Permanent Secretary of MOTS, and Ts. Dr. Hjh. Zawiah Abdul Majid FCILT, Deputy President of CILT Malaysia, together with programme participants.
The programme provided participants with exposure to three key areas: customs and forwarding, logistics distribution management and procurement, as well as research methodology and business strategy. These areas were designed to broaden participants' understanding and provide additional knowledge that could be applied in their respective roles.

Dr. Kennedy emphasised the importance of continuous learning in an industry that is constantly evolving. He encouraged participants to remain open to new knowledge and explore areas beyond their daily responsibilities to better understand the changing demands of the logistics and transport sectors.
He also expressed his appreciation to the Ministry of Transport Sarawak for its support and the participation of its senior officers. Special thanks were extended to all participants, lecturers and facilitators for their commitment and contributions throughout the programme.

Looking ahead, Dr. Kennedy expressed his hope that the initiative would serve as a foundation for closer collaboration between CILT Malaysia and government agencies and industry organisations across Sarawak. In line with the Premier of Sarawak, Datuk Patinggi Tan Sri Abang Johari Tun Openg's, emphasis on the importance of logistics and transport in driving the state's economic and industrial development, CILT Malaysia Sarawak Section will continue to promote relevant professional development programmes to organisations throughout the state.

Through these efforts, CILT Malaysia Sarawak Section aims to strengthen industry partnerships, develop workforce capabilities and support the continued advancement of Sarawak's logistics and transport ecosystem.



LPJ OFFICERS SUCCESSFULLY COMPLETE CILT PROFESSIONAL MEMBERSHIP VIVA
11 October 2026 | Universiti Kuala Lumpur Malaysian Institute of Industrial Technology (UniKL MITEC), Johor

Fifteen officers from the Johor Port Authority (LPJ) successfully completed their project paper viva presentations on 11 October 2026, marking an important milestone in their professional development journey under the CILT Professional Membership Programme.

The programme commenced in September 2026 and was delivered by UniKL MITEC, a CILT Malaysia-accredited training provider, under the supervision of the CILT Malaysia Johor Section. The viva presentations provided the participating officers with an opportunity to present their project papers and demonstrate the knowledge and competencies developed throughout the programme. In preparation for their professional development journey, all 15 LPJ officers registered as Affiliate Members of CILT Malaysia, reflecting their commitment to continuous learning, professional recognition and the pursuit of Chartered Member (CMILT) status.

The successful completion of the viva presentations represents a significant step in strengthening professional capabilities within the port and logistics sector. It also demonstrates the importance of structured professional development in equipping industry practitioners with the knowledge and competencies required to meet the evolving demands of logistics and transportation. Special appreciation is extended to the CILT Malaysia Johor Section, led by its Chairman, Lt. Col. Mohd Ramzi bin Mohd Nor (Rtd) FCILT, for its leadership, guidance and support in facilitating the programme.

The initiative reflects the strong collaboration between LPJ, UniKL MITEC and CILT Malaysia Johor Section in advancing professional education, strengthening industry competencies and promoting recognised professional standards within Malaysia's logistics and transport industry.

CILT Malaysia congratulates all 15 LPJ officers on completing their viva presentations and commends their dedication to professional growth. May this achievement serve as a foundation for their continued development and future contributions to the port, logistics and transportation sectors.









FROM MARA TO INTERNATIONAL RECOGNITION: EIGHT KPM BANDAR PENAWAR LECTURERS ACHIEVE CSCA PROFESSIONAL CERTIFICATION
22 October 2026 | Cititel Mid Valley, Kuala Lumpur

Eight lecturers from Kolej Profesional MARA (KPM) Bandar Penawar have brought distinction to MARA by successfully obtaining the internationally recognised Certified Supply Chain Analyst (CSCA) professional certification, achieving an outstanding score of 90% in the international CSCA examination. The recognition was presented by Mr. Jorge Morales, Chief Operating Officer of ISCEA International, in conjunction with the Supply Chain Technology Conference & Expo (SCTECH), themed "Driving the Future of Supply Chains," held at Cititel Mid Valley, Kuala Lumpur.

The conference brought together industry experts and academics from various countries, providing a valuable platform for international networking, knowledge exchange and the exploration of potential strategic collaborations in supply chain management.

The eight lecturers who received the professional certification are:

1. Hamizul Hazrin bin Hasani CMILT
2. Nur Syafiqah binti Ahmad Sabri CMILT
3. Noor Hazaniah binti Baharin CMILT
4. Nor Liza binti Ramliy CMILT
5. Mohd Ammiru Muzzaki bin Khairullah CMILT
6. Siti Rabiahtul Adawiyah binti Mohd Sa'adom CMILT
7. Nur Nazhan binti Ahmad Kamil
8. Nur Farah Shahida binti Mohd Kamil

This achievement reflects the lecturers' commitment to strengthening their professional competencies, integrating industry expertise into teaching and learning, and enhancing the quality of education in line with the evolving demands of the global supply chain industry. The successful attainment of the CSCA certification also highlights the importance of continuous professional development among educators in preparing future graduates with relevant knowledge and industry-aligned skills. CILT Malaysia congratulates all eight lecturers on this outstanding achievement and commends their dedication to professional excellence. May this milestone continue to inspire greater achievements in advancing MARA's educational excellence and strengthening Malaysia's supply chain talent for the global stage.



INNOVATION IN LOGISTICS EDUCATION: TRANSLINK LOGISTICS EDUCATION

Team TRANSLITE from Kolej Profesional MARA Bandar Penawar showcased innovation in logistics education through the development of TransLink Logistics Education, a learning platform that integrates Internet of Things (IoT) and Near Field Communication (NFC) technologies.

The platform enables students to access transport-related information, multimedia learning materials and interactive quizzes simply by scanning an NFC card with a smartphone. This technology-driven approach provides a more engaging, interactive and practical learning experience.

TransLink Logistics Education demonstrates how digital innovation can support self-directed learning, enhance student engagement and strengthen students' understanding of real-world logistics applications.

The initiative reflects the potential of technology in advancing Technical and Vocational Education and Training (TVET) and nurturing the next generation of logistics professionals.







KURSUS EJEN KASTAM (KEK) 2026 – PENDAFTARAN DIBUKA!

Tingkatkan pengetahuan dan kemahiran anda dalam prosedur kastam, import eksport serta pengurusan logistik melalui kursus anjuran Kolej Profesional MARA Bandar Penawar.

Tarikh: 22 November – 1 Disember 2026 (9 hari)

Tempat: Kolej Profesional MARA Bandar Penawar, Johor

Yuran: RM2,000

Pelajar MARA aktif: RM1,400 (tertakluk pengesahan)

Kursus merangkumi 14 modul pembelajaran dengan tenaga pengajar berpengalaman daripada Akademi Kastam Diraja Malaysia.

Imbas kod QR pada poster untuk pendaftaran dan maklumat lanjut!

#KursusEjenKastam #KEK2026 #Logistik #ImportEksport #KolejProfesionalMARA





BENGKEL GERAK NIAGA LOGISTIK 2026

Ingin mengembangkan perniagaan dalam industri logistik? Jom sertai Bengkel Gerak Niaga Logistik yang bakal berlangsung di Kolej Profesional MARA Bandar Penawar!

Tarikh: 28–29 Oktober 2026 (Rabu–Khamis)

Masa: 8.30 pagi – 4.30 petang

Tempat: Kolej Profesional MARA Bandar Penawar

Yuran: RM100 sahaja (tempat terhad!)

Pelajari asas pengurusan logistik, pembelian, pergudangan, operasi pengeluaran, pemasaran digital dan asas percukaian TCC perniagaan.

Terbuka kepada usahawan dan individu yang berminat menceburi bidang perniagaan berkaitan logistik.

Daftar sekarang! Imbas kod QR pada poster atau hubungi:

Cik Nazhan: 011-3914 4807

Puan Syakirah: 017-256 5366





CILTM PERAK SECTION AND TEAM SUPPORT TVET INNOVATION AT EKSP0 TVET@KKDW 2026 - 25 October 2026

CILTM Perak Section, led by its Chairman, Ts Dr Mohd. Azam bin Din FCILT, participated in Ekspo TVET@KKDW 2026 in Sungai Besar, Selangor, where he was invited to serve as a judge for the Innovation Competition.The competition brought together participants from TVET institutions under the Ministry of Rural and Regional Development (KKDW), providing a platform to showcase innovative ideas, creativity and practical solutions.

The participation of CILTM Perak Section and its team reflected their commitment to supporting TVET development, encouraging innovation and strengthening engagement between professional bodies and educational institutions.

Through this involvement, CILTM Perak Section continued to contribute to the development of industry-relevant skills and the nurturing of future talent for the logistics and transport sectors.











CILTM PERAK SECTION SUPPORTS ACADEMIC–INDUSTRY COLLABORATION THROUGH INTERNATIONAL LOGISTICS LECTURE

The Chartered Institute of Logistics and Transport in Malaysia (CILTM), in collaboration with the Faculty of Science (FSc), Universiti Tunku Abdul Rahman (UTAR), Kampar Campus, and Next Generation CILT Malaysia (NextGen), will support an online lecture exploring the role of logistics corridors in strengthening regional connectivity.

Titled "From Infrastructure to Connectivity: Lessons from Thailand Logistics Corridors," the lecture will be delivered by Prof. Dr. Ruth Banomyong of Thammasat University, Bangkok, Thailand. The session will provide an opportunity for participants to explore the relationship between transport infrastructure, logistics networks and connectivity, with insights drawn from Thailand's logistics corridor experience.

The lecture is designed to encourage knowledge exchange among students, academics and logistics and transport professionals, while broadening understanding of regional logistics development and the importance of integrated transport connectivity. It also reflects the value of collaboration between educational institutions and professional bodies in bridging academic knowledge with industry perspectives.

This initiative reinforces CILTM's commitment to promoting professional development, supporting future logistics professionals and strengthening engagement between academia and the logistics and transport industry.

Lecture Details

- Date: 5 November 2026 (Thursday)
- Time: 3.00 pm – 5.00 pm (Malaysia Time)
- Platform: Microsoft Teams
- Guest Lecturer: Prof. Dr. Ruth Banomyong, Thammasat University, Bangkok, Thailand



Interested participants are welcome to register via the following link:

Registration:
https://forms.cloud.microsoft/r/pgRnxffaKj

CILTM welcomes students, academics and industry practitioners to join this knowledge-sharing session and gain valuable insights into logistics corridors and regional connectivity.



EXTRAORDINARY GENERAL MEETING (EGM) & BUSINESS OPPORTUNITY NETWORKING SESSION 2026

UPCOMING EVENT - CILTM KUALA LUMPUR SECTION

Extraordinary General Meeting (EGM) & Business Opportunity Networking Session 2026

CILTM Kuala Lumpur Section, in collaboration with OCBC Bank and Great Eastern, invites members and industry professionals to an engaging gathering that brings together leaders and key players from the logistics, transport and business communities.

This session provides a valuable platform to explore business opportunities, strengthen professional connections and foster strategic collaborations across the industry.

📅 Date: Saturday, 31 October 2026

🕘 Time: 9.30 AM – 12.30 PM

📍 Venue: Great Eastern Tower, Jalan Ampang, Kuala Lumpur

Connect. Collaborate. Create Opportunities.

Be part of a meaningful networking session that strengthens industry relationships and opens doors to new opportunities for growth and collaboration.



The Chartered Institute of Logistics and Transport

Women in Logistics and Transport

WiLAT MALAYSIA

WOMEN IN LOGISTICS AND TRANSPORT

We promote the status of women in logistics and transport, to bring together those who support talent and career development of women and to provide a support network and mentoring opportunities for women in the sector.



MENTORSHIP | ENTREPRENEURSHIP | LEADERSHIP | EMPOWERMENT | CORPORATE SOCIAL RESPONSIBILITY

W - WORLDWIDE | **I** - INSPIRING | **L** - LEADERS | **A** - ASPIRING | **T** - TRAILBLAZERS

Vision

To be the most sought after for advocacy, professionalism and empowerment of women in supply chain, logistics and transport.

Mission

To promote the status of women in Logistics and Transport, to bring together those who support talent and career development of women and to provide a support network and mentoring opportunities for women in the sector.



Clearing the Air: Climate Shocks, Supply Chain Realities, and the Gender Dimension of Logistics Under the Haze

By: Lt Cdr Ts. Dr. Nor Fyadzillah binti Mohd Taha RMN (Rtd), CMILT
Chairperson, Women in Logistics and Transport (WiLAT) Malaysia
& Senior Lecturer, UPNM



FROM THE DESK OF THE CHAIRPERSON, WILAT MALAYSIA

As smoke and seasonal haze once again blanket the skylines of Peninsular Malaysia, our transport corridors face immediate disruptions. Flights encounter low visibility holds, container handling speeds at coastal ports are recalibrated for safety, and highway transit times lengthen under amber, smoke-filled skies.

In freight boardrooms and logistics nerve centres, the conversation invariably turns to familiar operational metrics: turnaround times, demurrage exposure, fuel surcharges, and rescheduling logistics assets.

Yet, when we look past the dispatch screens and examine the real-world operational landscape, another critical reality emerges environmental disruptions are neither gender-neutral nor uniformly felt across our workforce.

As Chairperson of WiLAT Malaysia, my focus is directed at an essential question that is often overlooked in traditional supply chain debriefs: How does this environmental disruption impact the frontline professionals who sustain our networks, and in particular, the women across transport and logistics?

1. The Frontline Occupational Reality: Field Operations Under PM_(2.5) Exposure

The logistics and supply chain sector is steadily diversifying. Today, women are actively deployed across airside tarmac operations, container yard logistics, intermodal freight stations, security coordination, and last-mile parcel distribution.

When the Air Pollutant Index (API) climbs into the 'Unhealthy' and 'Very Unhealthy' bands, field personnel bear the brunt of ambient PM_(2.5) particulate exposure. For our female warehouse supervisors, tally clerks, customs liaisons, and express couriers:

- Maternal and Long-Term Health Risks: Particulate exposure carries documented physiological impacts, posing heightened risks for expectant mothers or workers with underlying respiratory conditions. Standard field protocols must adapt dynamically when ambient air deteriorates.
- Ergonomic and Safety Gear Adaptations: Heavy-duty respirators (such as N95 or P2 masks) worn alongside mandatory PPE (high-visibility vests, hard hats, steel-toe boots) in high-humidity yard environments increase physical fatigue and heat stress, affecting operational concentration during high-risk loading operations.
- Field-Level Vigilance: In container freight stations and apron bays, reduced visibility increases navigational hazards around heavy machinery, reach stackers, and automated yard equipment, requiring heightened alertness under exhausting physical conditions.

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2. The Invisible "Double Shift": Supply Chain Deadlines vs. Domestic Logistics

Logistics is a round-the-clock industry characterized by unyielding Service Level Agreements (SLAs). However, acute haze episodes frequently trigger nationwide secondary disruptions—most notably, unexpected school closures, daycare shutdowns, and a spike in pediatric and elderly respiratory illnesses.

Across Malaysia, women still shoulder a disproportionate share of domestic caregiving and family health management:

- The Compounded Care Burden: When schools close due to hazardous API levels, working mothers in freight forwarding firms, logistics planning offices, and port authorities face immediate childcare dilemmas while managing cargo cut-offs.
- Rigid Shift Structures: Unlike conventional corporate desks, port vessel-planning desks, air-cargo booking offices, and distribution center operations cannot easily pause. Female personnel frequently navigate the tension between maintaining critical trade continuity and managing urgent family care at home.
- Workplace Support Deficits: Without institutionalised flexible rostering, emergency family-care leave, or agile remote-planning capabilities during environmental crises, female retention in mid-tier operational and supervisory roles comes under substantial pressure.

3. Visibility, Commuter Safety, and the Multimodal Transit Link

Beyond the workplace perimeter lies the daily commute. In urban freight corridors—from Port Klang and Shah Alam to the industrial hubs of Johor and Penang—thousands of female logistics personnel commute via motorcycles, public transit, or early-morning/late-night shuttle services to meet 24/7 port shift schedules.

- **Severe Sightline Impairment**: Hazardous haze reduces visual contrast and headlight efficacy; significantly elevating road collision risks along heavy-vehicle corridors shared with multi-axle prime movers and trailers.
- **Commuter Vulnerability**: Female two-wheeler riders face prolonged direct exposure to concentrated exhaust plumes and particulate smog, compounding respiratory strain with roadside vulnerability in low-visibility conditions.
- **Public Transit Delays**: Secondary transit bottlenecks and station delays leave female shift workers stranded during unsociable hours, exposing gaps in safe, well-lit last-mile transit connectivity between terminal gates and transit points.

WiLAT Malaysia's Call to Action: Operational Resilience Must Include Human-Centric OHS

A truly resilient logistics ecosystem must look beyond protecting cargo assets to proactively safeguarding the human workforce that powers every node. As industry leaders, shippers, port operators, and freight managers, we must implement targeted measures during environmental crises:



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Focus Area	Practical Actionable Policy
Dynamic Rostering	Trigger automatic shift adjustments and hybrid remote-planning access for dispatchers, planners, and customer-service personnel when the local API crosses 150
Occupational Health Equity	Ensure immediate, barrier-free distribution of medical-grade respirators across all yard and apron staff, with proactive duty reassignment for expectant mothers
Cabin & Facility Filtration	Upgrade HEPA air filtration across gantry crane cabins, gatehouse offices, staff break rooms, and terminal shuttle fleets.
Compassionate Care Protocols	Establish temporary emergency family-care provisions without penalizing performance records during official school closures caused by haze.

Final Reflection

- Resilience is not measured solely by whether berths stay occupied or cargo containers clear customs on schedule. **True operational excellence is defined by how well our supply chains protect, support, and sustain the men and women who keep Malaysia moving under adversity.**

- As WiLAT continues to champion leadership, diversity, and operational excellence within CILT, we encourage our industry partners to clear the air—fostering workplaces that are equitable, health-conscious, and resilient from the inside out.

Thank You.
Chairperson, WiLAT Malaysia

Empower your logistics, transport, and supply chain career by joining WiLAT Malaysia to connect, lead, and grow through leadership, mentorship, entrepreneurship, and empowerment!





From Ambition to Action: Operationalising AI for Smarter Ports and Resilient Logistics

By: Lt Cdr Ts. Dr. Nor Fyadzillah binti Mohd Taha RMN (Rtd), CMILT
Chairperson, Women in Logistics and Transport (WiLAT) Malaysia
& Senior Lecturer, UPNM

Category: Industry Insight & Event Highlight
Event: Malaysia Maritime Week (MMW)
Location: Kuala Lumpur Convention Centre (KLCC)
Date: 1st October 2026
Session: Ports & Logistics Conference – Beyond the Port: Building an Integrated, Digital, and High-Value Logistics Ecosystem

As global trade patterns experience rapid structural shifts, modern supply chains require unprecedented levels of transparency, speed, and real-time responsiveness. At the Malaysia Maritime Week (MMW) held at the Kuala Lumpur Convention Centre (KLCC), maritime and transport leaders gathered to chart the sector's digital trajectory under the banner theme, "Celebrating Our Journey, Shaping Maritime Excellence."

A key highlight for CILT members took place during Session 2 of the Ports and Logistics Conference: "Beyond the Port: Building an Integrated, Digital, and High-Value Logistics Ecosystem." Delivering a keynote presentation titled "Going Digital: From Ambition to Action — Operationalising AI for Smarter Ports and Resilient Logistics," was Ts. Dr. Nor Fyadzillah Mohd Taha, CMILT, Chairperson of Women in Logistics and Transport (WiLAT) Malaysia and Senior Lecturer at Universiti Pertahanan Nasional Malaysia (UPNM).

The Digital Mandate: Beyond the Rhetoric

Dr. Nor Fyadzillah addressed one of the most pressing questions facing modern logistics: how do operators transition artificial intelligence from a conceptual corporate buzzword into functional, day-to-day port and yard operations?

Presenting insights and practical demonstrations from the Port Decision Lab, Dr. Nor Fyadzillah showcased real-world applications of predictive AI within container terminal ecosystems. The focal point of the presentation was the delicate balance between automation, data fidelity, and human accountability.

"What information would change your choice? AI compares the scenarios; accountable staff decide."

— Ts. Dr. Nor Fyadzillah Mohd Taha, CMILT
Core Takeaways from the Presentation:

1. **AI as an Augmented Decision Support Tool:**

Rather than treating AI as an autonomous replacement for terminal management, modern smart ports thrive when machine learning models generate dynamic, data-backed operational scenarios. However, the final strategic decisions and operational accountability remain firmly in the hands of seasoned port professionals.

1. **Data Integrity & Governance Over Informal Communication:**

Highlighting operational vulnerabilities within container handling and multimodal handoffs, Dr. Nor Fyadzillah stressed that informal messaging updates cannot serve as the sole operational record. Robust terminal operations demand auditable, automated, and tamper-resistant digital records integrated across Port Community Systems and terminal operating architectures.

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1. **Predictive Capability in Port Congestion:**

Through live operational scenarios, the session demonstrated how predictive AI models ingest historical throughput data, berth turnaround rates, gate delays, and multimodal feeder timetables to anticipate bottlenecks before they compound along the logistics corridor.

Integrating Multimodal Networks

Following the presentation, Dr. Nor Fyadzillah joined a distinguished panel moderated by **Tuan Mohamad Azuan Bin Masud**, Secretary General of the Association of Malaysian Hauliers (AMH).

The panel discussion brought together varied perspectives across the maritime and hinterland supply chain, featuring:

- **Mr. Thum Hoong Yip**, CEO of Q Express Line Sdn Bhd and industry representative, presenting ground-level challenges in road haulage, port-to-end-user visibility, and supply chain resilience.
- **Ts. Dr. Nor Fyadzillah Mohd Taha, CMILT**, offering digital transformation and academic-industry operational frameworks.

The panelists reached a shared consensus: digital transformation cannot stop at the terminal gates. While major hubs like Port Klang and the Port of Tanjung Pelepas (PTP) continue to invest heavily in smart gate and quayside technology, true supply chain resilience requires end-to-end interoperability connecting ocean freight, port operations, container hauliers, and regional dry ports.

WiLAT and CILT Championing Industry Leadership

Dr. Nor Fyadzillah's participation at MMW underscores the active contribution of **WiLAT Malaysia and CILT Malaysia** in driving both policy and operational discourse on a national stage. By bridging academia, technology research, and practical haulage operations, CILT professionals continue to spearhead Malaysia's journey toward becoming a world-class, digitally integrated logistics powerhouse.

For more information on upcoming WiLAT Malaysia activities and CILT technical seminars, visit the CILT Malaysia portal or follow our social channels.





From Ambition to Action: Operationalising AI for Smarter Ports and Resilient Logistics

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Chairperson, Women in Logistics and Transport (WiLAT) Malaysia
& Senior Lecturer, UPNM

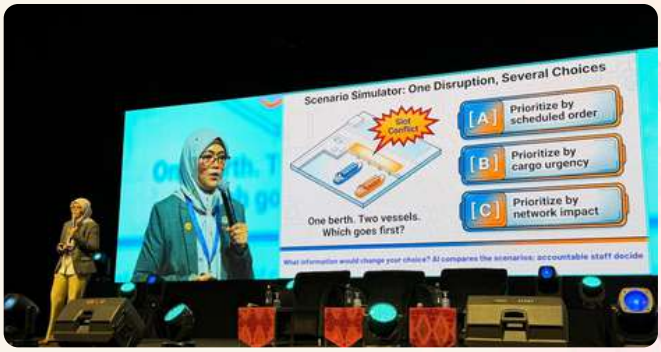












Empowering Strategic Leadership: Delivering "AI-Powered Writing" for Armed Forces Staff College (MTAT) Candidates

By: Lt Cdr Ts. Dr. Nor Fyadzillah binti Mohd Taha RMN (Rtd), CMILT
Chairperson, Women in Logistics and Transport (WiLAT) Malaysia
& Senior Lecturer, UPNM





Empowering Strategic Leadership: Delivering "AI-Powered Writing" for Armed Forces Staff College (MTAT) Candidates

Effective communication, analytical rigour, and precision in staff work remain the bedrock of sound decision-making—whether across civilian supply chains or within complex defence operations. On 15 October 2026, I had the privilege of being invited by the Malaysian Army Headquarters (Markas Tentera Darat – Bahagian Sumber Manusia, G1) to deliver an executive guest lecture titled "Artificial Intelligence (AI) - Powered Writing."

The session was tailored specifically for 89 senior military officers undergoing the Pra Kursus Pemerintahan dan Staf Malaysia (Bersama) (Pra KPSMB) in preparation for the prestigious Malaysian Armed Forces Staff College (Maktab Turus Angkatan Tentera - MTAT) Academic Session 2027. Convened at Dewan Serbaguna, 31 RAD, Kem Tun Ibrahim in Kajang, the engagement provided a timely forum to explore how cutting-edge digital tools can enhance operational drafting while upholding professional integrity.

Bridging Generative Tech and Critical Staff Work

Military staff work requires uncompromising clarity, structured doctrine, and strategic coherence under time-critical circumstances. In today's digital landscape, modern large language models and intelligent writing assistants offer profound opportunities to augment analysis, synthesis, and documentation.

Throughout the two-hour intensive lecture, our discussions focused on three vital pillars:

1. **Strategic Prompt Engineering & Structured Briefings:**

Demonstrating how officers can structure and refine generative AI prompts to rapidly synthesize complex operational scenarios, produce structured staff papers, and distill extensive policy documents without sacrificing nuance.

1. **The Human-in-the-Loop Imperative:**

Just as in intelligent logistics and fleet orchestration, AI serves as an analytical co-pilot—not a surrogate thinker. We examined the ethical parameters, security boundaries, and critical fact-checking mechanisms essential to ensure that accountable officers remain the definitive authority over their written assessments.

1. **Cognitive Efficiency in Operational Documentation:**

Highlighting methods to reduce administrative drag and repetitive documentation overhead, allowing military planners and commanders to focus cognitive bandwidth on high-stakes strategy and real-time operational execution.



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Synergy Across Logistics, Defence, and Academia

This engagement reflects a vital convergence between my military background as a retired Royal Malaysian Navy officer, my academic role at Universiti Pertahanan Nasional Malaysia (UPNM), and my leadership mandate as Chairperson of Women in Logistics and Transport (WiLAT) Malaysia.

Modern supply chain resilience, national security logistics, and digital adaptation share fundamental dependencies:

- Data discipline: Clean, verifiable data inputs yield trustworthy outputs.
- Speed of communication: Clear, unambiguous directives minimize friction between strategic nodes.
- Continuous upskilling: Equipping future leaders with modern technological fluencies before disruptions occur.







WiLAT's Commitment to Forward-Looking Leadership

WiLAT Malaysia remains firmly dedicated to empowering our membership and partner institutions with the competencies demanded by Industry 4.0. The digital literacy principles shared with MTAT candidates mirror the exact capabilities we champion across commercial transport, warehousing, and port logistics.

I express my deepest appreciation to **Markas Tentera Darat (G1)** and the leadership of the Malaysian Army for entrusting me with the development of these future staff officers. WiLAT Malaysia will continue to champion technological leadership, cross-sector knowledge exchange, and institutional excellence across all facets of transport, logistics, and national service.

For collaborations, digital workshops, or WiLAT Malaysia initiatives, connect with us through the CILT Malaysia Secretariat.



Unlocking the CIS–ASEAN Axis: CILT and WiLAT Lead High-Level Multimodal Dialogue at ATCF 2026

By: Lt Cdr Ts. Dr. Nor Fyadzillah binti Mohd Taha RMN (Rtd), CMILT
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As geopolitical developments reshape traditional maritime lanes and land-bridge trade routes, the synchronisation of cross-continental transport corridors has emerged as a top economic priority. On 21 October 2026, the Ministry of Transport Malaysia (MOT) convened the ASEAN Transport Connectivity Forum (ATCF 2026) at the Malaysia International Trade and Exhibition Centre (MITEC), organised in conjunction with Transport Expo Asia (TXA 2026).





Anchored on the theme "Bridging Continents: Operationalising the Eurasian–ASEAN Rail Corridor," the forum gathered international transport ministers, trade envoys, network operators, and logistics leaders to evaluate tangible pathways linking the Commonwealth of Independent States (CIS) directly with ASEAN markets through Peninsular Malaysia's strategic logistics gateways.

CILT Malaysia: Active Industry Stewardship and Exhibition Presence

The Chartered Institute of Logistics and Transport (CILT) Malaysia maintained a robust, multifaceted presence throughout the event. While the CILT Malaysia Secretariat team—represented by Pn. Sarifah Sahak and Ms. Engku Ahlam Batrisya alongside Mr. Mike Tay Ming Chon, CMILT and Pn. Norshaheeda Mohd Noor—engaged industry partners and demonstrated institute initiatives at the TXA exhibition showcase, senior CILT and WiLAT leadership took centre stage in directing high-level policy dialogue.

Steering Session 4: Multimodal Logistics – Integrating Air, Rail, and Road Freight

Following an official invitation from the Secretary General of the Ministry of Transport Malaysia, Dato' Seri Jana Santhiran Muniayan, I had the privilege of presiding as Session Moderator for Session 4 – Plenary 3 (Aviation & Intermodal Focus).

Titled "Multimodal Logistics: Integrating Air, Rail, and Road Freight — Unlocking Trade Corridors between CIS Nations and ASEAN via Peninsular Malaysia's Logistics Gateway," the 60-minute panel brought together an elite cross-sector panel:

- Mr. Kenneth Chan, Head of Commercial, MASkargo (Air Cargo Anchor)
- Dr. Daniel Kim, Director, Korea Railroad Research Institute (KRRI) (Eurasian Rail Anchor)
- Mr. Ahmad Shazli A. Aziz, Managing Director, Multimodal Freight Sdn Bhd (Intermodal Hubs & KTMB Interface Anchor)
- En. Mohd Azuan Masud, Secretary-General, Association of Malaysian Hauliers (AMH) (Road Haulage & Bonded Feeders Anchor)

Key Discussion Insights: Eliminating the Friction Points

To set a brisk, action-oriented tone, the session commenced with a universal icebreaker asking each panellist to isolate the single greatest bottleneck—infrastructure, customs/digital documentation, or commercial tariff models—and propose an immediate operational fix.



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The ensuing debate dissected the operational anatomy required to turn Peninsular Malaysia into the preeminent multimodal transshipment springboard:

1. Air Cargo Economics and Tariff Harmonisation
Representing the sky freight network, Mr. Kenneth Chan (MASkargo) addressed how airlines can capture high-value perishables, semiconductors, and cross-border e-commerce originating along Eurasian rail corridors. He emphasized that for hybrid air-rail or air-road routing via KLIA to outcompete pure direct airfreight, the sector must urgently co-create unified, harmonised tariffs bridging Air Waybills (AWB) and railway consignment notes (CIM/SMGS).

2. Rail Gauge Adaptation and Intermodal Yard Automation
Offering deep technical insight from South Korea's Eurasian rail connectivity initiatives, Dr. Daniel Kim (KRRI) broke down the interface between Russian broad-gauge (1520mm) and ASEAN standard/metre-gauge networks. He shared critical operational solutions, including bogie gauge-adaptation systems, high-speed automated yard gantry cranes, and telematics-driven end-to-end container tracking that enable uninterrupted container flow without manual re-handling delays.

3. Slashing Dwell Time at Inland Hubs
Bridging Keretapi Tanah Melayu Berhad (KTMB) rail assets, container depots, and haulage links, Mr. Ahmad Shazli A. Aziz (Multimodal Freight Sdn Bhd) focused on the vital physical handoff. He outlined concrete steps to compress terminal turnaround times—advocating for bonded dry-port pre-clearance and seamless rail shunting connecting Port Klang, Nilai Inland Port, and the KLIA Cargo Terminal tarmac.

4. Bonded Road Feeder Services (RFS) and Border Agility
Speaking on behalf of the nation's haulage sector, En. Mohd Azuan Masud (AMH) detailed the regulatory and operational reforms required to empower Malaysian road hauliers. Crucially, he championed granting formal "flight-number" trucking status to bonded Road Feeder Services (RFS), regional ASEAN customs seal recognition, and strict service-level agreements to eliminate terminal gate congestion and reduce truck waiting times.







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Synthesis: Actionable Takeaways for National Transport Policy

In synthesising the session's outcomes, the panel arrived at a strategic consensus: connecting mega-corridors like the Eurasian–ASEAN axis is not merely an engineering feat—it demands institutional synchronization:

1. Digital Document Interoperability: Phasing out manual paper transfers in favour of harmonised, tamper-proof electronic documentation across customs, freight forwarders, rail operators, and airlines.
2. Infrastructure Tarmac-to-Railhead Linkages: Eliminating double-handling by establishing direct bonded rail-truck conduits into airport cargo perimeters.
3. Agile Tariff Structuring: Establishing predictable, multi-operator through-rates to give international shippers single-invoice commercial clarity.

WiLAT and CILT Leading from the Front

This plenary underscored the leadership role CILT Malaysia and WiLAT Malaysia hold in shaping transport governance and operational excellence. By orchestrating candid, technically grounded dialogue among aviation chiefs, international railway research leaders, intermodal depot managers, and commercial hauliers, we move the sector beyond aspirational talk into actionable execution.

WiLAT Malaysia remains dedicated to advancing industry competencies, advocating for sustainable and integrated multimodal ecosystems, and inspiring women leaders to command transformative roles across maritime, aviation, rail, and land transport logistics.

For further information on WiLAT Malaysia initiatives, technical seminars, and membership with CILT, please visit www.cilt.org.my







The Chartered Institute of Logistics and Transport

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To provide a forum where students and next generation professionals can expand their sector knowledge, start building their professional networks, learn and practise presentational, collaborative, strategic and leadership skills, and move on to become successful professionals and highly effective participants in CILT branches, territories and international leadership.



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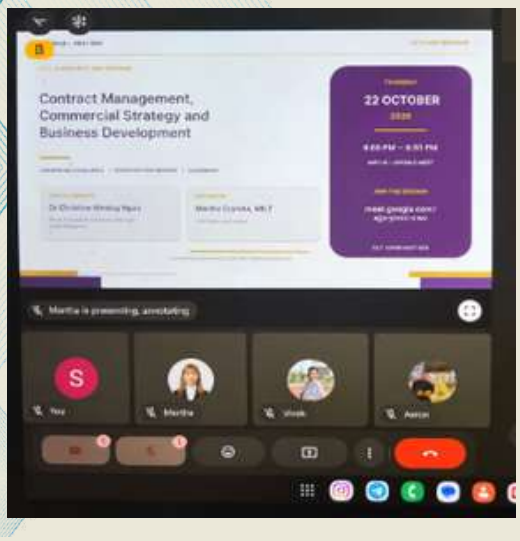
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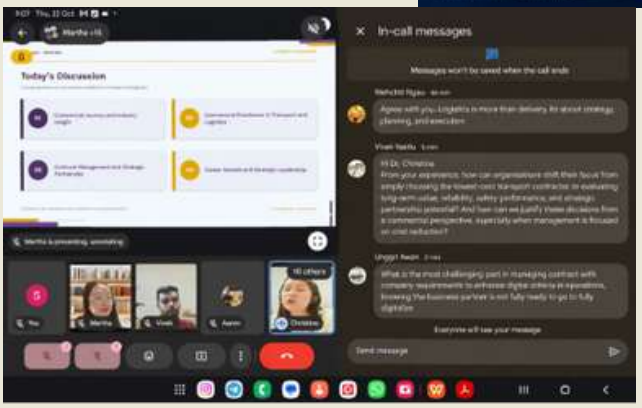
The webinar explored key aspects of transport contract management, commercial strategy, and business development within the logistics and transportation industry. The session provided practical insights into fuel transportation coordination, delivery scheduling, and ensuring reliable fuel distribution to service stations. Discussions emphasised the importance of evaluating transport contracts based on safety, service quality, operational reliability, compliance, and overall value rather than focusing solely on cost.

Key Outcomes: Participants gained a better understanding of contract evaluation, safety and risk management, and strategic commercial decision-making. The session also highlighted the importance of effective communication, performance monitoring, and coordination with transportation service providers to improve operational efficiency and service reliability.

Overall, the webinar was informative and engaging, offering valuable industry perspectives and practical knowledge to support better decision-making, strengthen contract management practices, and enhance the effectiveness of logistics and transport operations.







BEYOND THE DESTINATION: WHAT TRAVELLING BY PUBLIC TRANSPORT HAS TAUGHT ME ABOUT MOBILITY

By Danial Hakim Mohd Ramzi, MILT

For many travellers, the excitement of travelling begins with choosing a destination, discovering new cultures and experiencing unfamiliar places. However, for me, some of the most valuable lessons begin with the journey itself. Having travelled across different countries and experienced various public transport systems, I have come to appreciate that mobility is about much more than simply getting from one place to another. It is about accessibility, connectivity, efficiency and the freedom to explore the world.

Travelling using public transport has allowed me to experience destinations from a different perspective. Instead of relying entirely on private vehicles or taxis, using trains, buses and other forms of public transport has helped me understand how people move within cities, connect between destinations and access everyday opportunities. Each journey has offered a practical lesson in how transport systems influence not only tourism but also the daily lives of local communities.



Danial Hakim Mohd Ramzi, MILT



Experiencing Transport Beyond the Tourist Perspective

One of the most interesting aspects of travelling abroad is learning how to navigate an unfamiliar transport network. Reading route maps, identifying platforms, understanding ticketing systems and planning transfers become part of the travel experience. What may initially seem complicated can become surprisingly convenient when the system provides clear information and reliable connections.

My experience living in Germany during my student exchange further developed my appreciation for public transport. Adapting to a different environment required me to understand how transport services connected towns, railway stations and other destinations. It also highlighted the importance of planning journeys, understanding timetables and allowing sufficient time for transfers.

These experiences taught me that a successful public transport journey depends on more than the vehicle itself. Passengers also depend on the information available to them, the accessibility of stations, the coordination between different services and the ease of completing the entire journey.

For a traveller, a journey is only as convenient as its most challenging connection. A train may be comfortable and punctual, but reaching the station or transferring to a connecting bus can still present difficulties. This demonstrates why transport systems should be viewed as an interconnected network rather than a collection of individual services.

Public Transport as a Driver of Sustainable Tourism

Public transport also plays an important role in making tourism more accessible and sustainable. When visitors can conveniently reach attractions, accommodation, restaurants and local communities by bus or train, they have greater flexibility in planning their journeys.

For travellers, this can reduce dependence on rental cars and taxis while offering opportunities to experience destinations beyond the usual tourist routes. It can also make travel more accessible to people who do not drive or prefer not to navigate unfamiliar roads.

From a broader perspective, public transport can help reduce reliance on private vehicles, although its environmental benefits depend on factors such as vehicle technology, passenger occupancy, service efficiency and the transport alternatives being replaced. However, the availability of public transport alone does not guarantee a positive experience. Services must be sufficiently frequent, reasonably affordable, accessible to different passenger groups and connected to the places people actually want to visit. The final part of a journey, often referred to as last-mile connectivity, remains particularly important.

A destination may have an excellent railway connection, but if visitors struggle to reach nearby attractions from the station, the overall journey can still be inconvenient. Improving walking routes, local bus services, cycling facilities and connections to tourist destinations can help address this challenge.

What Can Malaysia Learn?

Malaysia has opportunities to strengthen the relationship between public transport, tourism and everyday mobility. While different cities and regions have different transport needs, the experiences gained from travelling abroad encourage us to consider how public transport can become more convenient for both residents and visitors.

First, connectivity between transport modes should remain a priority. Connecting rail services with local buses and other first- and last-mile options can help passengers complete their journeys with fewer difficulties.

Second, clear and accessible passenger information is essential. Consistent signage, easy-to-understand route maps, multilingual information where appropriate and reliable digital journey-planning tools can help domestic and international travellers navigate transport networks with greater confidence.

Third, reliability and service coordination deserve continued attention. Passengers value services that operate predictably and provide useful information when delays or disruptions occur. Better coordination between transport operators can improve the overall experience, particularly for journeys involving multiple modes.

Finally, transport planning should consider the complete passenger journey. Success should not be measured solely by the availability of trains or buses. It should also consider how easily people can reach stations, transfer between services and travel from transport hubs to their final destinations.



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PROFESSIONAL *Reflection*

Making Digital Transformation Work for People in Logistics

By Dr Kan Wen Huey CMILT

A warehouse can install a new inventory system and still struggle to locate stock. If a movement is not recorded or a scan is missed, the information on screen no longer reflects what is on the shelf. When the discrepancy surfaces during order picking, employees must spend time tracing it while the customer waits.

This ordinary situation raises an important question for digital transformation: how well are people prepared to work with the technology?

For Malaysian logistics and supply chain organisations, the answer deserves a place in investment decisions. A system may offer useful functions, but its operational value depends on how consistently people use it and how effectively they respond when problems arise.

Buying technology is a visible commitment. Developing the capability to use it requires sustained attention. It involves making time for practice, explaining changes to established procedures and helping employees understand how their actions affect the next stage of the operation.

In a warehouse, for example, training should go beyond demonstrating which buttons to press. An employee needs to understand why recording a stock transfer immediately matters, how to handle a damaged barcode and whom to contact when the physical quantity differs from the system record. These details can determine whether the information remains dependable throughout a busy shift.

Artificial intelligence brings a similar challenge to planning. A forecasting tool may suggest how much stock to hold, but the planner must still consider an unusual order, a supplier delay or a customer promotion. The recommendation provides a basis for a decision. Someone must assess whether it fits the circumstances.

Human capital development therefore includes judgement as well as technical knowledge. Employees need opportunities to interpret information, investigate exceptions and discuss decisions with colleagues. Supervisors need to recognise when a difficulty comes from the system, the working procedure or a gap in understanding.

It is reasonable to expect that organisations with different levels of workforce preparation may obtain different results from similar technology. How strongly workforce development influences those results is a useful question for research in Malaysian logistics. For practitioners, it also offers a reason to examine training and implementation support alongside the technology itself.

The starting point should be an operational problem that people recognise. Repeated picking errors or delays in confirming delivery status give a digital project a clear purpose. Employees can see what needs to improve, and management can assess whether the investment addresses it.

Their involvement should begin before implementation. People doing the work often know where information is missing or where a proposed procedure will be difficult to follow. A short discussion with warehouse personnel, drivers or planners may reveal issues that are less apparent during a software demonstration.

PROFESSIONAL *Reflection*

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For a smaller organisation, a focused pilot can provide a manageable way forward. Introducing a tool within one process allows the team to test procedures under actual working conditions. Management can then review mistakes, adjust training and decide what is needed before extending the system.

The review should ask practical questions. Has order accuracy improved? Are employees spending less time checking records? Can they resolve routine exceptions without waiting for the implementation team? These questions connect technology use with service performance and workforce confidence.

Attention must continue after the launch. Staff changes, software updates and new customer requirements can create fresh gaps in understanding. Refresher training and clear responsibility for maintaining procedures help keep the system useful as operations evolve.

For logistics managers, the recommendation is straightforward: include workforce development in the digital investment plan, with time, resources and accountability attached to it. Before expanding a system, check that the people using it can carry out their tasks, explain the information and handle everyday problems. That is a practical foundation for turning digital capability into dependable service.



Author Profile

Dr Kan Wen Huey brings experience across manufacturing, strategic business consultancy and academia. A Chartered Member of The Chartered Institute of Logistics and Transport in Malaysia, she combines industry knowledge with academic insight in operations, people management and supply chain management. Her research, training and consultancy interests include digital transformation, operational excellence and workforce development, with a focus on helping organisations translate knowledge into practical improvements.

PROFESSIONAL *Reflection*

ECRL: Welcome aboard but fairness must travel with it

By: Dr Pola Singh CMILT



The ECRL's success will not be measured by the speed of its trains or the size of its investment. It will be measured by whether ordinary Malaysians can use it with ease and dignity. – SUNPIX

ANYONE who has crawled along the Karak Highway on the eve of Hari Raya, stuck for 12 hours or more, will understand why the East Coast Rail Link (ECRL) is such welcome news.

When services begin in December, Malaysians will have another safe, convenient and affordable way to reach the East Coast, alongside the bus, the car and the plane.

With only two stops on the express service instead of 16 on the transit service, Gombak to Kota Bharu takes about four hours, compared to seven or eight on the road.

This is more than a new train; it is a step in the right direction for how Malaysia moves. The ECRL supports the government's policy of shifting people from private cars to public transport, and above all to rail.

Fewer cars mean less congestion during festive peaks, lower fuel consumption and a smaller carbon footprint. Rail travel is also safer. Long-distance night driving, with fatigue and the risk of microsleep, has claimed many lives during festive seasons.

The ECRL should strengthen, not weaken, our integrated transport network. Express buses, with fares of about RM25 to RM45, will remain an option for price-sensitive travellers and those travelling beyond the rail corridor. However, those willing to pay a little more for comfort, safety and predictability may gradually switch to rail.

Air travel, costing RM200 to RM300 during normal periods and far more during festive seasons, now faces a credible competitor. A healthy transport ecosystem requires all modes to play their part.

The economic spillover may be the ECRL's greatest legacy. As the project's chief executive has said, its success should not be measured by passenger revenue alone.

Stations and corridors from Bentong to Kuala Terengganu and Kota Bharu can attract new businesses, boost tourism and create jobs. More visitors will also generate demand for homestays, hotels and eateries, so local communities must be ready to seize these opportunities.

A promising start, however, deserves honest scrutiny. Several issues need attention before the first ticket is sold.

Dynamic pricing: Fares that fluctuate with demand may work for airlines but rail is also a public service. Although an intervention mechanism has been promised to prevent excessive increases, no maximum fare has been announced.

The RM125 and RM147 figures are merely starting fares. Families planning their Hari Raya journeys and retirees on fixed incomes need certainty, not a guessing game. The safeguards must be clearly spelt out and made public.

The family equation: For the solo traveller, the fares are reasonable. For families, the arithmetic is less appealing. A motorist driving his family shares the cost among four while a family taking the train pays four individual fares. Return tickets for a family of four at the starting fare cost about RM1,000, compared with an estimated RM156 in petrol and tolls for the same trip by car.

Few families would leave the car at home at that price difference. Family fares, group bundles or off-peak discounts are essential if the ECRL is to meet its policy objectives rather than simply carry passengers who would have travelled anyway.

ECRL: Welcome aboard but fairness must travel with it

By: Dr Pola Singh CMILT

The digital divide: Tickets will be sold through the official website, with the lowest fares going to early bookers. However, many senior citizens are uncomfortable using online platforms. A discount of up to 50% is of little value to those who cannot navigate the booking process. Counter sales, telephone reservations and assisted booking at stations and post offices must be available from day one, ensuring the best fares are accessible to all, not just the young and digitally connected.

Viability: The discounts for seniors, pensioners, children, persons with disabilities and students are welcome and socially just. But with no operating subsidy at present, Malaysians are entitled to know how these concessions will be balanced against the line's long-term financial sustainability. Transparency now will help prevent controversy later.

The last mile: Rail travel is not door-to-door. Without feeder buses, e-hailing access, adequate parking and connecting schedules, time saved on the rails may be lost travelling to and from stations. If services run only from about 6am to midnight, passengers arriving late will need safe, affordable onward transport. Terminals must also cater to the elderly, families with young children and persons with disabilities.

Operational confidence: The authorities have cited 50,000km of test runs and detailed emergency response plans. Public confidence will grow if trial operations and readiness reviews are communicated openly.

The ECRL's success will not be measured by the speed of its trains or investment size. It will be measured by whether ordinary Malaysians can use it with ease and dignity: the retired civil servant, the young family heading home for the festive season, the student on a tight budget.

The railway has been built. The harder task now is creating the ecosystem around it: fair pricing, inclusive booking, integrated transport and local readiness.

Let us welcome the train and ensure no one is left standing on the platform.

Dr Pola Singh CMILT
Former Secretary-General
The Chartered Institute of Logistics and Transport Malaysia

PROFESSIONAL *Reflection*

The Ripple Effect of Aviation Disruption: Riyadh and the Global Supply Chain

By: Prof. Dr. Hazariah Mohd Noh CMILT



Prof. Dr. Hazariah Mohd Noh is currently a Professor at Prince Sultan University, Riyadh, Saudi Arabia, with extensive experience in aviation, aerospace, and academia. Her expertise includes MRO, Spaceport, aviation management, logistics, supply chain management, sustainability, and digital innovation. Through her involvement with the Chartered Institute of Logistics and Transport (CILT) Malaysia, she contributes to advancing young professional development (Next Generation) with industry collaboration in logistics and transport.

Introduction: The recent attacks targeting King Khalid International Airport (RUH) in Riyadh have highlighted a critical vulnerability in the global aviation system: the extent to which international mobility, trade and economic activity depend on the safe and continuous operation of major airports. Reports of incidents and operational disruption in October 2026 have raised concerns about airport operations, flight schedules and the wider regional network. The latest operational status should be verified before publication.

For the aviation and logistics industry, this situation is a reminder that airports are not simply departure and arrival points. They are strategic gateways connecting people, businesses, cargo networks and international markets. When a major airport becomes unavailable, the impact can spread rapidly through an interconnected global transportation system.



Figure 1. Riyadh Airport from Aerial view and its network – 7 days (7-14th October 2026)

From Airport Disruption to Global Connectivity Challenges: King Khalid International Airport is an important gateway for Saudi Arabia, serving domestic destinations and international routes linking the Kingdom with the Middle East, Europe, Asia and other regions. When airport operations are suspended or restricted for security assessments, airlines may cancel or reschedule services in response to safety requirements and changing operating conditions.

PROFESSIONAL *Reflection*

The Ripple Effect of Aviation Disruption: Riyadh and the Global Supply Chain

By: Prof. Dr. Hazariah Mohd Noh CMILT

The disruption illustrates how a security incident at one airport can trigger a chain of operational consequences. Flight cancellations affect aircraft rotations, crew assignments, passenger connections and airport resource planning. Aircraft scheduled to operate subsequent services may be stranded or repositioned, while airlines must reorganise their networks and manage unexpected operational costs. Passengers travelling through Riyadh may miss connecting flights to other international destinations. Those affected may require rebooking, accommodation and alternative travel arrangements. For airlines, these challenges involve not only immediate passenger care but also the complex task of restoring normal schedules after operations resume.

The impact is not confined to passenger aviation. Air cargo shipments may also face delays when flights are cancelled or aircraft and cargo capacity become unavailable. Time-sensitive consignments, including high-value components, pharmaceuticals and urgent industrial supplies, may need to be rerouted through alternative gateways. Such changes can increase transportation costs, handling requirements and delivery times.

The Ripple Effect Across International Networks: Modern aviation operates through an interconnected network in which airports, airlines, air traffic management systems, ground handlers, freight forwarders and other service providers depend on one another. Riyadh's disruption demonstrates how a problem at a single node can affect the wider network.

Airlines may redirect passengers and cargo through alternative airports, including other Saudi gateways or regional hubs, depending on security conditions, available capacity and regulatory guidance. However, rerouting is not a simple substitution. Alternative airports must have sufficient aircraft parking, terminal capacity, handling resources and available flight connections to accommodate additional demand. At the same time, regional airspace restrictions and heightened security assessments can limit routing options, extend flight times and increase fuel consumption. The combined effect can place additional pressure on airline operations, airport capacity and the reliability of international supply chains.

For Malaysia, the situation offers a relevant lesson. International air connectivity supports tourism, trade, business travel and time-sensitive logistics. Disruption at a major Middle Eastern gateway can affect travellers connecting between Asia, Europe and other markets, even when their original journey does not begin or end in Saudi Arabia.

Building Resilience in Aviation and Logistics: This incident reinforces the need for stronger operational resilience across the aviation and logistics sectors. Airlines and airports should maintain clear contingency procedures, effective crisis communication and coordinated recovery plans. These should include alternative routing strategies, passenger re-accommodation, cargo prioritisation and coordination with aviation authorities and supply-chain partners.

Digital systems can strengthen these responses by providing timely flight-status information, tracking cargo movements and supporting scenario-based operational planning. Equally important is the human element: trained personnel, effective leadership and clear communication are essential when decisions must be made under pressure. Diversifying routes and gateways can reduce dependence on individual airports, although alternative facilities must be assessed for capacity, safety and operational suitability. Collaboration between airlines, airports, regulators, logistics providers and international organisations is therefore essential.

PROFESSIONAL *Reflection*

The Ripple Effect of Aviation Disruption: Riyadh and the Global Supply Chain

By: Prof. Dr. Hazariah Mohd Noh CMILT

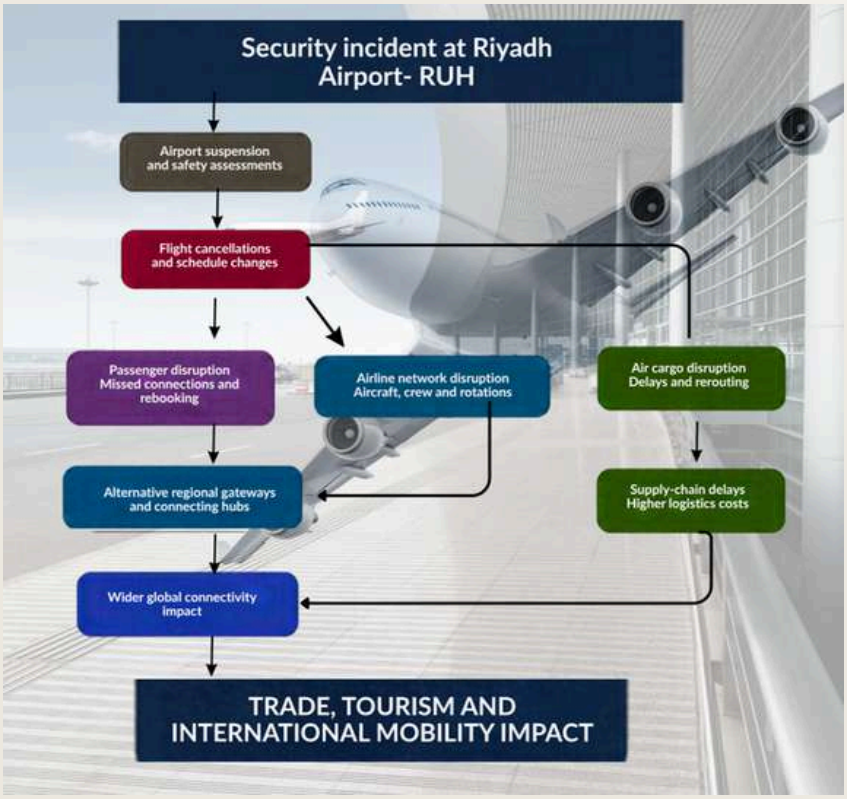


Figure 2. How Riyadh Airport Disruption Can Affect Global Connectivity
Note: This diagram illustrates potential operational effects; it does not represent verified flight-by-flight rerouting or measured economic losses.

Conclusion: The Riyadh airport incidents demonstrate that aviation security is inseparable from global connectivity and economic resilience. An airport disruption can quickly become a regional transportation challenge and a wider supply-chain concern. For the global aviation community, the priority must remain the protection of passengers and personnel, the safe restoration of operations and the preservation of reliable transport links. As international trade and mobility continue to depend on interconnected networks, resilience must be treated as a shared responsibility.

The key lesson is clear: global connectivity depends not only on how efficiently aviation networks operate, but also on how effectively they respond when a critical link is disrupted.

Reference: Saudi Press Agency (https://spa.gov.sa/); Channel NewsAsia (https://www.channelnewsasia.com/); Aviation Week (https://aviationweek.com/).

PROFESSIONAL *Reflection*

The Corridor Test: Can NCER Deliver Reliability from Factory to Ship?

Why Penang Port's future competitiveness depends on more than what happens inside the port **: By Capt. James T. H. Foong, MBA, FCILT, FNI, FCMI**

After two decades in international shipping, I have come to appreciate something that is easily overlooked when we discuss ports and logistics.

A vessel can arrive on schedule. A terminal can be ready. A factory can dispatch its cargo on time. Yet somewhere between the factory gate and the ship, one missed connection can undo everyone's efforts.

The exporter does not necessarily care which party was responsible. What matters is that the shipment missed its intended sailing.

That is the reality of international trade. And it is why I believe Northern Malaysia needs to look beyond individual infrastructure projects when discussing its logistics future.

In my previous article, I wrote about Penang Port's wider significance to the Northern Corridor Economic Region (NCER). The argument was straightforward: Penang Port matters not only to Penang, but also to the industries, businesses and communities across the northern states that depend on international trade.

The next question is more demanding.

How do we ensure that the entire corridor performs as well as the individual facilities within it?

A port is only as competitive as the network behind it

NCER encompasses Penang, Kedah, Perlis and Perak. Across these four states are manufacturing centres, industrial estates, border gateways and transport networks that contribute to Malaysia's economy.

Penang Port occupies an important position within this regional ecosystem.

However, a competitive port does not automatically create a competitive logistics corridor.

Consider a manufacturer in Kulim preparing a shipment for an overseas customer. The factory may be efficient, the port may have adequate capacity and the shipping service may be available. But if inland transportation is unpredictable, cargo information arrives late or coordination breaks down, those individual advantages begin to lose their value.

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We often discuss logistics infrastructure in terms of capacity, investment and development.

These are important. But from the cargo owner's perspective, reliability matters just as much.

Can my cargo reach the vessel as planned? Can I obtain accurate information when something changes? And when a disruption occurs, how quickly can the system recover?

These are questions that should concern not only logistics operators, but also those responsible for regional economic planning.

The Corridor Test

I would propose a simple way of looking at NCER's logistics performance: The Corridor Test.

Rather than evaluating each component separately, why not examine the complete movement of cargo from its point of origin to the vessel?

Start with a representative manufacturing route, such as Kulim to Penang Port. Then consider a suitable cross-border trade route involving the northern gateways.

Measure the total journey. Identify the handovers. Understand where delays occur and, more importantly, why.

Three indicators would provide a useful starting point: end-to-end transit time, consistency of delivery against the planned schedule, and recovery time when disruptions occur.

The purpose is not to find fault with any particular organisation.

Nor am I suggesting that the existing corridor is performing poorly. Without consistent, comparable data, such a conclusion would be premature.

The purpose is to establish what is actually happening.

A corridor can have excellent individual facilities while still experiencing difficulties at the points where different organisations meet.

And those points deserve our attention.

Good governance begins where responsibilities overlap

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One lesson from my time in maritime operations and corporate auditing is that problems do not always arise because people are incompetent or unwilling to perform.

Sometimes, everyone is doing exactly what their own organisation requires.

The difficulty begins when the outcome depends on several organisations working together.

Ports, hauliers, freight forwarders, rail operators, customs authorities and industrial stakeholders each have their respective responsibilities. None operates in isolation, yet no single party necessarily controls the entire cargo journey.

That is where governance becomes important.

Penang Port Commission has its own statutory responsibilities, while other public agencies and commercial operators perform equally important functions across the wider logistics chain.

Effective coordination does not require one institution to take over another's responsibilities. It requires clarity about who makes decisions, how information is shared and how recurring issues are addressed.

We should also be careful not to mistake digitalisation for coordination.

A new platform may provide better visibility, but technology alone cannot resolve unclear responsibilities or ineffective working relationships.

The real test is whether these improvements make cargo movement more predictable for the businesses that depend on them.

Resilience is tested when things go wrong

Having worked on international trading vessels, I have learned that even the best-prepared voyage can be affected by circumstances beyond anyone's immediate control.

Weather changes. Port schedules shift. Equipment fails. Trade routes are disrupted.

The ability to respond matters as much as the original plan.

The same principle applies to NCER.

If a transport connection becomes unavailable, are suitable alternatives understood? If cargo misses its intended sailing, how quickly can the relevant parties respond? Are lessons from disruptions shared across the wider network?

These are practical questions with strategic consequences.

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They also matter to investors and manufacturers making long-term decisions about where to establish or expand their operations.

Reliable logistics cannot eliminate uncertainty. But good planning, communication and coordination can reduce its consequences.

From regional ambition to measurable outcomes

I would begin with something manageable.

Select two representative cargo routes. Bring together the relevant industry participants and public agencies. Agree on a small number of common performance indicators and review the findings over a defined period.

Publish the lessons where appropriate, protect commercially sensitive information and concentrate on improvements that are within the participating organisations' control.

There is no need to create another elaborate framework before understanding the existing journey.

Professional institutions such as CILT Malaysia can also contribute by bringing together practitioners from across the transport and logistics sectors.

The value lies in having people who understand different parts of the supply chain examine the same problem together.

For Penang Port, the broader objective should not simply be to attract more cargo. It should be to strengthen the reasons why cargo owners choose its services, particularly reliability, connectivity and confidence.

Not every shipment will be best served by the same port or transport route. Sound regional strategy should recognise that.

A personal reflection

Penang is where I was born and raised. It remains home, regardless of how many years I spend travelling between ports around the world.

Throughout my career, I have seen how trade connects places that may be thousands of miles apart. Yet the success of that trade often depends on decisions made much closer to home.

I would like to see Northern Malaysia recognised not only for its industrial strength and infrastructure, but also for how reliably its logistics network serves the people and businesses depending on it.

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That will require long-term thinking, cooperation and the willingness to examine performance beyond institutional boundaries.

We should certainly celebrate new investments, facilities and development milestones.

But perhaps we should ask one more question whenever we do.

Can the cargo move more reliably tomorrow than it did yesterday?

For me, that is the Corridor Test.

About the Author

Capt. James T. H. Foong is a Penang-born, New Zealand-trained Master Mariner with two decades of experience in international shipping. He began his maritime career as one of a select group of cadets sponsored nationwide by MISC Berhad, graduating from Akademi Laut Malaysia (ALAM).

His professional experience spans international seagoing operations, maritime governance and shore-based corporate auditing. He holds an MBA in Shipping & Logistics from Middlesex University London and is currently undertaking PhD research at Universiti Sains Malaysia (USM), focusing on maritime governance, port strategy and supply chain resilience across Asia.

He is a Fellow of The Nautical Institute UK (FNI), a Chartered Fellow of the Chartered Institute of Logistics and Transport Malaysia (FCILT), and a Fellow of the Chartered Management Institute Malaysia (FCMI).

His professional and research interests centre on maritime governance, port competitiveness and shipping policy, with particular emphasis on Penang Port and the Northern Corridor Economic Region (NCER).

Capt. James T. H. Foong MBA
FCILT FNI FCMI



PROFESSIONAL *Reflection*

Trans International Logistiks Creating Dynamic Moves in the Renewable Energy Sector

By: Stephen Seine CMILT, General Manager, Business Development
TRANS INTERNATIONAL LOGISTIKS SDN. BHD

CILT member Trans International Logistiks (TIL), has marked an impressive and eventful 2025 and 2026, driven by strong performance in the Renewable Energy (RE) sector. With multiple large-scale RE projects running concurrently across the country, TIL has demonstrated outstanding project cargo capabilities, delivering complex equipment under tight schedules while ensuring cost efficiency and safety for its clients.

Backed by a highly experienced operations team, TIL continues to reinforce its reputation as a trusted logistics partner for the RE industry—managing end-to-end transport solutions, vessel chartering, port operations, and challenging inland deliveries across diverse terrains.

Project 1: 100MW / 400MWh Battery Energy Storage System (BESS) Power Plant
Location: TNB PMU 132KV, Santong, Terengganu, Malaysia

- Cargo:

o 114 units of BESS Batteries (43 tons each)
o Transformers (16 tons each)
·Scope:
o Vessel charter from China to Kuantan Port
o Port discharge and storage
o Inland delivery to project site (approx. 120 km)

Despite persistent bad weather, TIL successfully discharged all cargo within three days, coordinating temporary storage and meticulously planning batch deliveries to ensure each unit was placed precisely at its designated foundation. The high-value nature and size of the units required detailed route studies and expert handling, all executed flawlessly.









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Project 2: Delivery of Battery Energy Storage System (BESS) Units & Medium Voltage System (MVS) Units to Various Existing Manufacturing Plant Sites.

Locations: - Shah Alam, Selangor
- Kapar, Klang, Selangor
- Northport, Klang, Selangor
- Batang Kali, Selangor
- Pajam, Negeri Sembilan

- Cargo:

o 28 x Battery Energy Storage System (BESS) Units (45 Tons Each)
o 19 x Medium Voltage System (MVS) Units (14 Tons Each)

·**Highlights**:

One of the defining aspects of this project was the delivery of critical equipment to multiple existing operational plant sites, each presenting its own unique logistical and operational challenges. These included restricted access routes, limited manoeuvring space, ongoing plant operations, stringent safety requirements, and the need to minimise disruption to the facilities. To address these complexities, our team conducted comprehensive route assessments, detailed lift studies, and thorough site evaluations well in advance of each delivery. Every movement was meticulously planned and coordinated with the client, plant operators, transport specialists, and lifting crews to ensure seamless execution. Through careful planning, precise execution, and close collaboration among all stakeholders, we successfully overcame the challenges at each site, delivering and positioning the equipment safely, efficiently, and in accordance with the project schedule.







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Project 3: 2 × 25MW Kerling Lower Small Hydro Power Plant
Location: Selangor, Malaysia

·Cargo:
o 1 unit of Generator Transformer 600KVa @ 17 tons from India
o Multiple containers of plant equipment's from India

·**Highlights**:
o Complex inland transportation through deep forest reserves
o Careful coordination to reach a remote river-based project site.





This delivery demanded specialized route assessments and escort arrangements due to difficult terrain. TIL ensured safe and timely movement through environmentally sensitive areas while meeting the client's construction schedule





Project 4: 2 × 22MW Large Scale Solar (LSS) Power Plants
Location: Sabah, Malaysia
·Cargo:
o 225 containers of PV solar panels, mounting structures, transformers, and inverters from China
·Execution:
o Multi-port handling at Kota Kinabalu and Sandakan
o Precise coordination of deliveries to three separate project sites

TIL successfully managed staggered shipments and synchronized deliveries, ensuring uninterrupted construction progress across multiple LSS sites.

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Project 5: 3 × 45MW Large Scale Solar Power Plants
Location: Kedah and Perak, Malaysia
·Cargo:
o 650 containers of solar panels, transformers, inverters, and mounting structures from China
·Execution:
o Multi-batch coordination from Penang Port to three project locations
The scale of this project required extensive schedule planning, container staging, and on-time land logistics, all executed seamlessly by TIL's project team.









Project 6: 50MW Large Scale Solar Power Plant
Location: Selangor, Malaysia
·Cargo:
o 250 containers of solar panels and associated equipment from China
·Execution:
o Planned batch shipments from Port Klang to the project site
TIL once again demonstrated efficiency through careful coordination of deliveries, ensuring smooth progress for the client's construction timeline.

Driving Malaysia's Renewable Energy Transformation

Through these major RE logistics undertakings, Trans International Logistiks continues to play a pivotal role in Malaysia's transition to cleaner energy. By combining industry expertise, multimodal capabilities, and project-driven precision, TIL ensures reliable transport solutions for the nation's most ambitious energy projects.

TIL's successful execution across diverse RE segments—BESS, hydro, and solar—underscores the company's commitment to innovation, safety, and superior client service.

Agentic Artificial Intelligence for Autonomous and Resilient Supply Chain Management

A.P.TS.DR. VENKATAVENUGOPAL RAO GUDLUR DR.SAI CMILT
UNIMY/VERITAS UNIVERSITY COLLEGE -BAC (GROUP)

Emerging Technologies, Challenges, and Future Directions

1. **Introduction**

Global supply chains are becoming more complex, volatile and data driven. Disruptions such as natural disasters, geopolitical tensions, cyberattacks and demand fluctuations can severely affect supply chain performance. Traditional rule-based systems and human decision-making are no longer sufficient to handle the real-time, multi-stakeholder and multi-layered challenges of modern supply chains.

Agentic Artificial Intelligence (AI) refers to autonomous, goal-driven AI agents that can perceive their environment, make decisions, coordinate with other agents and take actions towards achieving defined objectives. Applied to supply chain management, agentic AI enables proactive decision-making, dynamic coordination and self-optimisation, leading to more resilient and efficient operations.

2. Research Problem

Despite significant advances in AI and digital technologies, existing supply chain solutions face several limitations:

- Reactive decision-making: Most systems respond after disruptions occur.
- Limited coordination: Siloed systems and a lack of real-time collaboration across suppliers, manufacturers and logistics partners.
- Inaccurate forecasting: Demand and risk predictions are often unreliable.
- Security and trust issues: Vulnerabilities arise from cyberattacks and fake data.
- Human dependence: Critical decisions still rely heavily on human intervention.

Therefore, there is a need for an autonomous, intelligent and secure framework that leverages agentic AI to manage the entire supply chain lifecycle.

3. Proposed Solution

We propose an Agentic AI Framework for Autonomous and Resilient Supply Chain Management (AARSCM). The framework uses multiple specialised AI agents that collaborate, learn from data and interact with external systems to optimise supply chain operations, predict disruptions and recommend actions in real time.

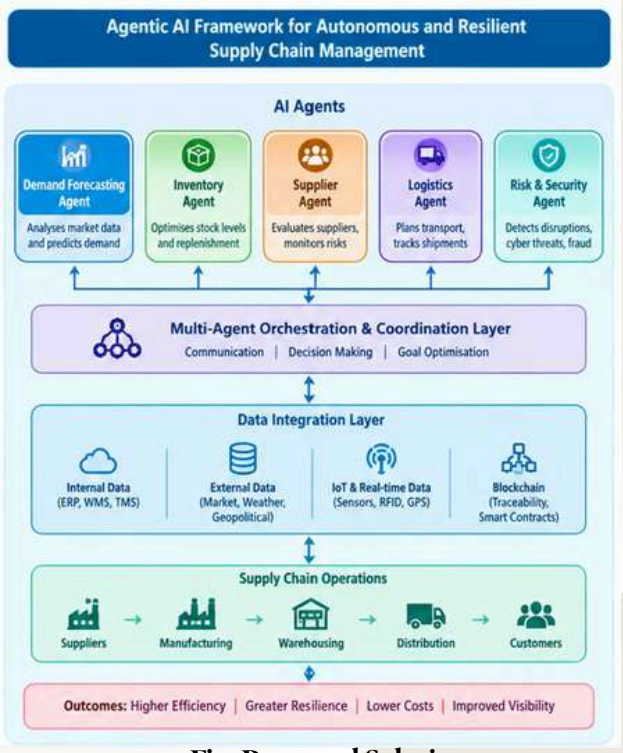


Fig: Proposed Solution

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4. Agentic AI Framework for Autonomous and Resilient Supply Chain Management
The framework connects specialised AI agents with a multi-agent orchestration layer, a data integration layer and real-world supply chain operations. Agents share information and coordinate decisions to support efficient, resilient and secure operations.

AI Agents
- Demand Forecasting Agent: Analyses market data and predicts demand.
- Inventory Agent: Optimises stock levels and replenishment.
- Supplier Agent: Evaluates suppliers and monitors risks.
- Logistics Agent: Plans transport and tracks shipments.
- Risk & Security Agent: Detects disruptions, cyber threats and fraud.

Multi-Agent Orchestration & Coordination Layer
Enables communication and coordination among agents, supports collaborative decision-making, resolves conflicts and optimises overall supply chain goals.

Data Integration Layer
- Internal data: ERP, WMS and TMS systems.
- External data: Market, weather and geopolitical information.
- IoT and real-time data: Sensors, RFID and GPS.
- Blockchain: Traceability and smart contracts.

Supply Chain Operations
The framework supports the connected supply chain lifecycle: suppliers → manufacturing → warehousing → distribution → customers.

Outcomes
Higher efficiency | Greater resilience | Lower costs | Improved visibility

5. How It Works
- Data Collection: Real-time data from IoT devices, supply chain systems, market feeds and external sources are collected and processed.
- Analysis & Prediction: AI agents analyse data, predict demand, detect risks and identify opportunities.
- Decision-Making: Agents collaborate through the orchestration layer to choose the best actions.
- Action Execution: Approved actions are implemented automatically (for example, reorder stock, reroute a shipment or switch suppliers).
- Continuous Learning: Agents learn from outcomes and improve over time.
- Human Oversight: Managers monitor the system, set goals and intervene when necessary.

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Emerging Technologies, Challenges, and Future Directions

6. Expected Benefits

- Proactive disruption management and faster recovery.
- Better demand forecasting and inventory optimisation.
- Improved supplier selection and risk assessment.
- Real-time visibility across the entire supply chain.
- Reduced operational costs and emissions.
- Enhanced security and traceability.

7. Challenges

- Data privacy and cybersecurity risks.
- Integration with legacy systems.
- High implementation costs and complexity.
- Lack of explainability in AI decisions.
- Need for a skilled workforce and change management.
- Regulatory and ethical concerns

8. Future Directions

- Explainable and trustworthy Agentic AI.
- Integration with digital twins for simulation and scenario planning.
- Federated learning for data sharing across partners.
- Standardisation and industry frameworks.
- Human–AI collaboration and governance models.
- Scaling to sustainable and green supply chains.

9. Conclusion

Agentic AI offers a transformative approach to supply chain management by enabling autonomous, intelligent and resilient operations. While significant challenges remain, the potential benefits are substantial. Future research and industry collaboration can help realise the full value of agentic AI, building supply chains that are smarter, safer and more sustainable.

Key Components Summary

1. Specialised AI Agents: Each agent focuses on a specific function (forecasting, inventory, supplier, logistics or risk). Agents use machine learning and real-time data to make decisions and take actions.
2. Multi-Agent Orchestration Layer: Enables communication and coordination between agents, resolves conflicts and optimises overall supply chain goals.
3. Data Integration Layer: Combines internal and external data (ERP, IoT, blockchain and market data) and provides real-time, accurate and trusted information.
4. Supply Chain Operations: Agents interact with real-world systems such as suppliers, warehouses, transport and customers. They execute decisions automatically or with human approval.
5. Desired Outcomes: Improved responsiveness and flexibility; reduced disruptions and risk; optimised costs and service levels.

Agentic Artificial Intelligence for Autonomous and Resilient Supply Chain Management

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Asst. Prof. Ts. Dr. Venkata Venugopal Rao Gudlur CMILT

About the Author

Asst. Prof. Ts. Dr. Venkata Venugopal Rao Gudlur is an academic and technology professional with over 30 years of combined experience in academia and industry. His areas of expertise include cybersecurity, digital forensics, artificial intelligence (AI), the Internet of Things (IoT), cloud computing, blockchain, FinTech and digital transformation.

He is currently serving as an Assistant Professor and Senior Lecturer at the University of Malaysia of Science and Technology (UNIMY), under BAC Education Group. His academic experience includes teaching, curriculum development, supervising undergraduate and postgraduate research, and developing digital learning materials. He has supervised more than 50 student research projects and delivered over 20 modules across undergraduate and postgraduate programmes.

Dr. Venkata holds a PhD in Management, specialising in Cybersecurity and Digital Forensics, from Limkokwing University, alongside qualifications in commerce, software engineering and information and communication technology. He has also held industry roles in IT project coordination, delivery management and SAP consultancy, with experience in IT infrastructure, enterprise systems and international client engagements.

An active researcher, he has published more than 15 research papers in IEEE conferences and international journals. His research interests include IoT digital forensics, cybersecurity vulnerabilities, AI security, blockchain security and industrial systems. He is also a member of the Chartered Institute of Logistics and Transport (CMILT), a registered technologist with the Malaysia Board of Technologists (MBOT), and an HRDF Certified Trainer.

PROFESSIONAL *Reflection*

SMALL DETAILS, LASTING LESSONS: REFLECTIONS ON OPERATIONS AND LOGISTICS

By Major Mimimalisa Zulkupli @ Zulkifli, CMILT

What could weighing vegetables possibly teach someone about logistics?
Quite a lot, as I discovered later in life.

Before joining the Malaysian Army in 2004, I worked in the private sector, including the food and beverage industry. I was an operational employee, doing the everyday work needed to keep a restaurant running.

Every three days, I was involved in receiving fresh produce and other raw ingredients used in various menu preparations, including pizza toppings. I weighed the deliveries and checked the quantities against our requirements. Before closing each evening, we also checked the remaining ingredients in the preparation area against the stock issued earlier.

There was nothing extraordinary about these tasks. But every kilogram counted. Too much stock could lead to waste, too little could affect food preparation and customer service.

At the time, I was not thinking about supply chain management or leadership. I was simply learning to do my job properly.

The Basics Still Matter
When I joined the Malaysian Army, the working environment was very different. The purpose, scale and demands of military logistics were not those of a restaurant. Yet certain principles were familiar. supplies had to arrive when needed, records had to be accurate, and people had to coordinate their work.

As my responsibilities changed, I began to see routine tasks from another perspective. A procedure might look straightforward in a manual, but applying it on the ground can be more complicated. Having been the person checking quantities and completing daily records, I try not to overlook that difference.

Listen to Those Doing the Work
People closest to an operation often notice problems before they become visible in a report. A storekeeper might recognise unusual stock movements. A receiving clerk might spot recurring delivery discrepancies. A driver might know why a particular route regularly causes delays.

These are practical observations, not necessarily dramatic discoveries. But are we listening?

Listening does not mean accepting every suggestion. It means creating space for people to explain what works, what does not, and why. Managers can then test those observations against records and decide which changes would genuinely improve the operation.

Do Not Lose What People Know
Another question concerns what happens when experienced colleagues transfer, retire or move on. Some of what they know can be found in written procedures. Much of their judgement comes from years of handling situations that do not always fit neatly into a checklist.

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Mentoring, practical handovers and short discussions about lessons learned can help preserve that knowledge. Sharing should work in both directions: experienced personnel offer context, while newer colleagues may question habits and suggest better methods.

The goal is not simply to document everything. It is to make useful knowledge available to the next person who needs it.

Three Questions Worth Asking

When reviewing an operational problem, I believe we can begin with three simple questions. Are we getting the basics right? Have we listened to the people doing the work? And are we passing on what we have learned?

These questions offer a practical starting point. Check the accuracy of receiving and stock records. Invite frontline staff to explain a recurring difficulty. Capture one useful lesson in a handover, briefing or training session. Small improvements become meaningful when they are repeated and sustained.

After more than two decades in military service, I still remember those early restaurant routines. They taught me to pay attention, take responsibility and understand that even ordinary tasks have consequences.

For those entering logistics, learn the fundamentals and take pride in doing them well. For those leading teams, remember what it feels like to carry out the instructions.

Systems and technology will keep changing. The judgement, care and practical knowledge of the people behind them will continue to matter.

Sometimes, lasting lessons begin with a weighing scale and a box of vegetables.



Major Mimimalisa Zulkupli @ Zulkifli, CMILT

About Author

Major Mimimalisa Zulkupli @ Zulkifli, CMILT, is a serving Major in the Malaysian Army's Royal Service Corps. Her professional interests include logistics operations, organisational learning, leadership development and knowledge transfer. Her perspectives draw on operational work in the private sector and more than two decades of military service.

PROFESSIONAL *Reflection*

OCCUPATIONAL SAFETY AND HEALTH IN THE WORKPLACE

BY: SADRADIN BIN HAIRAN AMN, FCILT

Recently, there has been much discussion regarding workplace safety. The question is,is our workplace free from hazards? Year after year, the number of workplace accidents remains high. Are our employees in danger? Workers must be protected from workplace accidents to reduce the costs incurred from such incidents and to enhance work productivity.


LETTERS

SAFETY PRACTICES

CONSTRUCTION SITE ACCIDENTS RISING

Various issues arise following workplace accidents. Who should take responsibility for issues concerning workplace accidents? This includes the logistics industry, which is considered a sector prone to accident risks.



Occupational Safety and Health (OSH)

Occupational safety and health in the workplace aims to protect the welfare, safety, and health of all employees, as well as others present within the work environment. Stated below is a summary of the key components of OSH in the workplace for your reference.

The Importance of OSH

1. **Preventing accidents: Reducing the risk of physical injury and fatalities while on duty.**
2. **Protecting health: Preventing occupational illnesses resulting from exposure to chemicals, dust, or poor ergonomic conditions.**
3. **Mental health: Addressing excessive stress and safeguarding the emotional well-being of employees in the workplace.**
4. **Increasing productivity: A safe environment reduces the rate of sick leave and employee turnover.**

Employer Responsibilities

Under Section 15 of the Occupational Safety and Health Act 1994 (Act 514) (OSHA 1994), employers bear full responsibility for ensuring the safety, health, and welfare of all their employees, as well as protecting other individuals (such as visitors and contractors) from hazards in the workplace.

The following are the primary responsibilities of an employer as outlined under the Act:

Safe Work Environment and Systems

1. Providing and maintaining plant (machinery/equipment) and systems of work that are safe and without risks to health.
2. Ensuring that safe measures are taken regarding the production, handling, storage, and transportation of materials.

PROFESSIONAL *Reflection*

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Risk Assessment and Management

1. Conducting risk assessments to identify, control, and eliminate hazards in the workplace.
2. Providing adequate information, instruction, training, and supervision to ensure the safety of employees.

Safety and Health Policy

1. Formulating and establishing a written Occupational Safety and Health Policy
2. Communicating this policy to all employees on an ongoing basis.

Personal Protective Equipment (PPE)

1. Providing appropriate, sufficient, and well-maintained Personal Protective Equipment (PPE) to employees at no cost.
2. Ensuring that employees wear and use such equipment at all times.

Appointment of Officers and Committees

1. Establishing an Occupational Safety and Health Committee at the workplace if the number of employees exceeds the prescribed threshold or as directed by the Director General.
2. Appoint a Safety and Health Officer (SHO) for organizations with more than 40 employees, or appoint an OSH Coordinator (OSH-C) for industries where this is required.

Employee Welfare

Every employee is entitled to welfare facilities provided by their employer. Such welfare is a basic necessity for employees and a legal requirement. Employers must consider the availability of welfare facilities—as well as how these facilities will be maintained—during the planning and preparation phases.

Responsibilities of Employees

Section 24 of the OSHA 1994 outlines that employees also play a crucial role and are responsible for:

1. Taking care of their own safety and health, as well as that of their colleagues who may be affected by their actions.
2. Wearing the PPE provided by the employer at all times.
3. Cooperating with the employer in complying with OSH measures.
4. Promptly reporting any equipment damage or hazards in the workplace.

Adequate and well-maintained facilities can significantly benefit the health and well-being of employees. Furthermore, proper facilities can help prevent certain occupational illnesses (such as hepatitis A, cholera, and dermatitis).

OCCUPATIONAL SAFETY AND HEALTH IN THE WORKPLACE
BY: SADRADIN BIN HAIRAN AMN, FCILT

Good OSH Practices

1. Conducting HIRARC: Identifying hazards, assessing risks, and implementing risk controls throughout the premises.
2. Establishing a committee: Forming a Safety and Health Committee for companies with 40 or more employees.
3. Providing first aid: Supplying well-stocked first aid kits and training designated personnel.
4. Lighting and ventilation: Ensuring that workspaces have safe lighting and a supply of clean, circulating air.

Author Profile

Sadradin bin Hairan AMN, FCILT, serves as a Senior Assistant Director of Customs I at the Royal Malaysian Customs Department Headquarters, within the Classification, Tariff & Drafting Section, Technical Services Division, under the Ministry of Finance Malaysia. He is based at the Ministry of Finance Complex, Putrajaya, where his professional role is associated with customs classification, tariff matters and technical services. In terms of academic qualifications, he holds an Advanced Diploma in Logistics Management from the Malaysian Association of Productivity (MAP) and a Master of Science (MSc) in Occupational Safety and Health Management from Universiti Utara Malaysia (UUM).

His combination of professional experience in the Royal Malaysian Customs Department and academic background in logistics management and occupational safety and health provides a foundation for his work in the customs and logistics sectors. As a Fellow of the Chartered Institute of Logistics and Transport (FCILT), he is also affiliated with the professional community dedicated to advancing logistics and transport.



SADRADIN BIN HAIRAN AMN, FCILT

Navigating Supply Chain Turbulence - Lessons from the IMF's Global Warning

Rajendran Narayanasamy PhD
MCIT(UK), CPLM(US), CSCM(US), CSSCP(US), CSCA(US)
HRD CORP ACCREDITED TRAINER

In Simple Words: What Did IMF Say?

On 7 Oct 2025, the boss of IMF, Kristalina Georgieva, said 3 big problems are coming:

1. Fuel will stay expensive – Oil around USD 100.
2. Governments borrow too much money – Loans become expensive for everyone.
3. Everyone is spending big on AI – If AI does not make money, many companies will be in trouble.

This is important for your small business in Klang, Penang or Johor, because you buy, make, move and sell goods.

How Does It Hit Your Business?

1. Fuel Expensive = Delivery More Expensive.

If you send 1 container from Port Klang to Europe, normal cost is about USD 3,000. If war blocks the Strait of Hormuz (where 20% of world oil passes), ships must go around Africa. Extra time: 10 days. Extra cost: USD 2,500 to 3,500. Example: Ah Chong runs furniture SME in Muar. His customer in Germany will not pay extra. So, Ah Chong must pay for his profit. If he sends 4 containers a month, he loses RM40,000 just on freight. Your warehouse also uses electricity – cold storage, forklifts, lights – all cost more.

2. High Debt = Bank Loans More Expensive.

Because governments borrow a lot, banks increase interest. Last time loan interest was 4%, now it is 6%. Example: Mei Ling holds RM500,000 stock for 3 months. At 4%, bank interest is RM5,000. At 6%, it is RM7,500. That RM2,500 is her staff salary for one month. If your supplier has no cash, he may close. Then you have no materials.

3. AI Boom = Chip Shortage and Price Up-Down.

Many big companies are building data centers in Johor. They buy many chips and use a lot of electricity. So, chips become expensive and hard to get. Example: Kumar repairs E&E machines. He needs a chip that used to arrive in 2 weeks. Now it takes 20 weeks. His customer waits, Kumar loses order. Also, if AI companies overspend and later stop buying, chip prices will crash. If you buy too many chips, you will be stuck.

What Can You Do? 4 Simple Steps (You Can Start Tomorrow)

Step 1: Don't Depend on One Supplier (Jangan letak semua telur dalam satu bakul). Find 2 suppliers. Example: If you buy cartons from a factory in KL, find a second one in Ipoh. If one fails, you have backup. Cost: maybe 2% more, but you avoid 100% shutdown.

Step 2: Save Fuel and Electricity. Use route planning apps (like Google Maps for trucks, or EasyParcel, Lalamove) to avoid traffic and save diesel. Share lorry with nearby SME (kongsi lori). Install LED lights and solar panels on warehouse roof – many SMEs in Shah Alam save 20% electric bill. Example: A small warehouse in Klang installed RM30k solar, saves RM800/month, payback in 3 years.

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Step 3: Use Simple AI – Don't Need Expensive System. Use free tools to forecast. Example:
Use Excel + past 12 months' sales to predict next month's demand. Use WhatsApp Business to track orders. Use Shopee/Lazada data to see what sells. Unilever uses big AI to reduce wrong forecast by 15% – you can do small version with your phone. Don't buy expensive AI software you don't understand.

Step 4: Keep a Little Extra Stock for Important Items + Keep Cash. Don't keep too much stock (interest high) but keep 2-4 weeks' safety stock for your top 5 best-selling items. Example:
If you sell 100 units of Product A daily, keep extra 500 units. Also, ask your customer for 30% deposit, and ask your supplier for 45 days credit – this helps cashflow. Talk to your bank early about loan, not last minute.

Simple Checklist for This Month

□ List your top 5 suppliers – do you have backup?
□ Check your delivery cost – can you combine deliveries?
□ Check your stock – what are your top 5 fast-moving items? Keep extra 2 weeks.
□ Ask your transporter about fuel surcharge – can you fix price for 3 months?
□ Talk to one other SME to share lorry or warehouse.

Conclusion: Don't Panic, Prepare

IMF says world growth will be slow – only 3% until 2030. So, we cannot wait for economy to become good. We must be smart. Old thinking: Cheapest is best. New thinking: Safe, Flexible and Green is best. You don't need a lot of money to start. Start small: one new supplier, one fuel-saving step, one simple stock plan. If you do this, your business will survive even if oil goes to USD 120 or chips become expensive.

Author's Note

Disclaimer: This article reflects purely my personal thoughts and observations as a practitioner/educator in the logistics field. There could be other better steps and perspectives – I welcome feedback and discussion from fellow CILTM members.

MOVING WITH PURPOSE: THE STRATEGIC ROLE OF TRANSPORTATION IN DEFENCE LOGISTICS

By Major Log. Ts.Prabhakaran Rajagopal LogM,CMILT

Abstract

Transportation is the physical expression of logistics. It converts stored resources, personnel and equipment into usable capability at the point of need. For Malaysia's defence establishment, its strategic value is particularly acute. The country's geography is divided between Peninsular Malaysia and the states of Sabah and Sarawak, while the operational environment also includes coastlines, islands, dense forests, mountainous areas, rivers and dispersed communities. An efficient, modern and integrated transportation network is therefore not simply a supporting function. It is a foundational pillar of combat readiness, operational agility and national resilience. Malaysia's Defence White Paper identifies mobility and reach as essential to the rapid and uninterrupted deployment of integrated forces between the two theatres.

Transportation as Readiness

In military logistics, readiness is not measured only by the number of vehicles, aircraft or vessels held on inventory. It depends on whether personnel, equipment, fuel, ammunition, medical support, spare parts and sustainment supplies can be moved safely, reliably and promptly when required. A vehicle unavailable because of maintenance delays, an airfield constrained by infrastructure limitations, or supplies held far from the operational area can reduce real capability despite appearing available on paper. Transportation planning must therefore integrate mission priorities, route accessibility, payload, fuel endurance, weather, vehicle serviceability, driver competence, maintenance support and alternative movement options. The Malaysian Army's logistics doctrine recognises transportation as a core logistics function alongside supply, maintenance, engineering and health services. It also emphasises that logistics preparedness is inseparable from the readiness of primary assets, auxiliary assets, ordnance and personnel. For logisticians, the essential question is straightforward: can the required capability reach the required location, in the required condition, within the required time? This question should guide planning more strongly than asset ownership alone.

The Sabah and Sarawak Imperative

Malaysia's two theatre geography creates a distinctive strategic transportation challenge. The movement of forces and sustainment resources between Peninsular Malaysia, Sabah and Sarawak requires reliable maritime and air links, supported by capable land transport networks and forward infrastructure. The distance involved, coupled with environmental conditions and infrastructure limitations in certain areas, means that deployment cannot be improvised after a crisis has begun. The Defence White Paper highlights that infrastructure support such as camps, bases and associated facilities is critical to readiness and to the success of two theatre operations. It also identifies Multi Role Support Ships as important for amphibious

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operations, two theatre missions and operations other than war. More recently, the Malaysian Armed Forces has identified MultiRole Support Ships as a priority for strengthening the strategic mobility of personnel and assets between the Peninsula, Sabah and Sarawak, while a new naval base and a forward operating base in Bintulu are intended to enhance regional readiness and response capacity. The implication is clear: transportation capability must be designed as a network, not as a collection of individual platforms. Ships, aircraft, troop carriers, engineering assets, road infrastructure, ports, airstrips, warehouses, maintenance facilities and communications systems must function as an integrated system.

Resilience Beyond Efficiency

Commercial transport often prioritises cost, utilisation and delivery speed. These indicators matter in defence, but they are insufficient during disruption. Military transportation must also be resilient: able to continue operating despite adverse weather, damaged infrastructure, route denial, fuel constraints, equipment failures or supplier interruption. This requires practical redundancy. Alternative sea, air and land routes; reserve transport capacity; pre positioned stocks; interoperable equipment; trained drivers and crews; and decentralised decision making can prevent a local disruption from becoming a system wide failure. In the Sabah and Sarawak context, road, riverine, coastal and air mobility must be considered complementary rather than competing options. Preventive maintenance is equally important. Transport assets only create capacity when they are serviceable. Maintenance planning must therefore be synchronised with spare parts forecasting, workshop capacity, technical expertise, recovery arrangements and operational schedules. A fleet is not defined by its total number of vehicles; it is defined by the number that can perform the mission when needed.

Digital Visibility and People

Modern logistics increasingly depends on fleet management systems, GPS enabled tracking, warehouse systems, electronic documentation, predictive maintenance and data analytics. These tools can improve asset visibility, route planning, fuel management and decision making. However, technology must support not replace professional judgement. Data must be accurate, timely, accessible and secure, particularly where cybersecurity and operational information are concerned. People remain the decisive factor. Logistics excellence requires leaders who understand operational intent, personnel who communicate clearly across functions, and teams that can adapt when plans change. For CMILT members and students, this means developing not only technical competence in transport, inventory and supply chain systems, but also judgement, risk awareness, coordination skills and ethical professionalism

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Conclusion

The strategic lesson from defence transportation is that movement must be purposeful, integrated and resilient. For Malaysia, the ability to mobilise and sustain forces across the Peninsula, Sabah and Sarawak depends on transportation networks that combine maritime, air, land and supporting infrastructure into one responsive system. The same principles have direct relevance to civilian logistics: readiness requires preparation, resilience requires alternatives, maintenance protects capacity, data improves decisions and skilled people sustain performance. The best transportation systems are not judged solely by efficiency in normal conditions, but by their ability to deliver capability when conditions become uncertain.

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PROFESSIONAL *Reflection*

MOVING WITH PURPOSE: THE STRATEGIC ROLE OF TRANSPORTATION IN DEFENCE LOGISTICS

By Major Log. Ts.Prabhakaran Rajagopal LogM,CMILT



SHORT PROFILE



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He holds dual Master's degrees, a Postgraduate Diploma in Strategic and Defence Studies, and qualifications in Sports Management and Computer Science. A Chartered Member of CILT and Professional Technologist registered with MBOT, he specialises in military logistics, disaster management, supply chain resilience, and Humanitarian Assistance and Disaster Relief (HADR). His expertise has been evaluated and approved by LogM BAAC.

FUEL SECURITY IN A FRACTURED WORLD
HOW GEOPOLITICS AND A CHANGING CLIMATE ARE RESHAPING THE FUTURE OF MARITIME

By Reshma Yousuf, FCILT

A vessel can leave port with full tanks and still sail into an insecure energy future. Its next fuel supply may depend on a contested passage. Its destination may face flooding or severe weather. Its owner may be considering a replacement ship whose fuel will not be reliably available across its trading routes.

These are increasingly connected commercial decisions. Fuel security, geopolitical tensions and climate pressures are converging around an industry that must continue serving the world while changing how it operates.

The consequences extend well beyond shipping. When maritime networks become less dependable, countries face higher import costs, manufacturers reconsider supply arrangements and consumers pay more for essential goods. Decisions made about vessels, ports and fuels will help determine how economies withstand disruption.

The question confronting maritime leaders is therefore larger than which fuel will power tomorrow's ships.

How do we build a maritime system that remains dependable when the political, environmental and commercial conditions around it keep changing?

The changing meaning of fuel security

Fuel security has traditionally centred on availability, affordability and access. Those considerations remain fundamental, but the transition adds further questions: Can the fuel meet future emissions requirements? Is its production genuinely less carbon intensive? Can it be handled safely? Will it remain available if trade relationships deteriorate?

The International Energy Agency's October 2026 Oil Market Report describes a fragile recovery in Middle Eastern oil supply alongside continuing threats to infrastructure and tanker traffic. It also highlights the slower recovery of refined-product shipments and forecasts prolonged pressure on middle-distillate supplies. [1]

The distinction between crude supply and usable fuel is important. More oil entering the market does not automatically mean the required marine product will be available at the right port, in the right quantity and at an acceptable delivered price.

Fuel security depends on a chain of functioning relationships: production, refining, transport, storage, finance and delivery. Weakness in one link can undermine confidence in the whole arrangement.

For a shipowner, that may mean changing bunker plans or carrying additional reserves. For a port, it may mean investment in storage or supply diversification. For a country, it raises questions about how much exposure its economy can tolerate.

An inexpensive fuel becomes costly when access to it cannot be relied upon.

Geopolitics is redrawing the maritime map

The world's commercial geography is being reconsidered through the lens of security.

PROFESSIONAL *Reflection*

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UN Trade and Development's Review of Maritime Transport 2025 describes how geopolitical tensions, trade-policy changes and disrupted passages are reshaping shipping routes and energy flows. Longer journeys increase costs and can raise emissions, complicating the industry's transition. [2]

The Strait of Hormuz, the Red Sea and the Black Sea represent different forms of exposure. Each has its own political and operational circumstances. Together, they challenge the assumption that established routes will remain commercially predictable.

A route can remain physically navigable yet become difficult to use because of insurance conditions, security assessments, sanctions exposure or risks to crews.

The resulting decisions reach far beyond the bridge of a ship. Cargo owners reconsider lead times. Manufacturers hold more inventory or diversify suppliers. Governments reassess strategic dependence. Ports gain or lose relevance as trading patterns adjust.

My assessment is that the future maritime network will place greater value on dependable access and the ability to change course. Cost will remain important, but it will increasingly be assessed alongside the consequences of interruption.

This carries a difficult question for businesses built around efficiency: **How much resilience have we removed in pursuit of lower costs, and what would it take to restore it?**

Climate is changing the operating environment

While geopolitics can alter access to a route, climate pressures can affect its physical capacity.

The World Meteorological Organization's State of the Global Climate 2025 confirms that 2015–2025 were the hottest eleven years recorded. Its findings document continuing ocean warming and the disruptive effects of extreme heat, heavy rainfall and tropical cyclones on interconnected economies. [3] 2026 has so far been much worse comparatively, with super el-Nino, earthquakes, landslides and melting glaciers causing massive landslides, and the forest fires that have affected all of in Malaysia, Singapore and Indonesia.

Individual weather events still require specific scientific assessment before their connection to climate change can be established. Nevertheless, the broader warming trend creates a clear reason to reassess maritime exposure.

Ports concentrate infrastructure, people and commercial activity along the coast. Their performance depends on electrical systems, access roads, drainage, communications and inland connections. Disruption outside the terminal boundary can be as consequential as damage within it.

A vessel may arrive safely and discharge on schedule, yet its cargo can remain stranded because the surrounding transport network has failed.

UNCTAD's analysis of disruptions affecting the Suez and Panama canals in 2023 and 2024 demonstrates how both geopolitical conflict and climate-related constraints can interrupt critical trade passages. [4]

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The concern is how disruptions combine.

Imagine a security incident forcing vessels onto a longer route while severe weather restricts capacity at an alternative port. Fuel consumption rises, schedules deteriorate and spare capacity becomes harder to obtain. This is a planning scenario, but it illustrates why assessing each risk independently may underestimate the consequences.

Maritime planning must increasingly examine what happens when several assumptions fail together.

New fuels will change dependencies

Alternative fuels offer an opportunity to diversify supply and reduce emissions. They will also create new commercial relationships and infrastructure requirements.

Diversification must therefore be examined carefully. Several suppliers may rely on the same production facility. Different fuels may pass through the same vulnerable terminal. A new production project may depend on electricity or feedstock whose long-term availability is uncertain.

Changing the fuel does not automatically eliminate concentration risk.

Environmental performance also requires evidence. IMO's lifecycle approach assesses greenhouse gas emissions from production and delivery through to use onboard. It covers carbon dioxide, methane and nitrous oxide, recognising that different production pathways can produce substantially different results. [5]

The name of a fuel is consequently insufficient to establish its climate value. Methanol or ammonia must be assessed according to how it is produced and used. LNG's availability likewise should not be confused with proof of a zero-emission pathway.

My expectation is that shipping will develop through several energy pathways, shaped by vessel type, voyage pattern, supply conditions and investment decisions.

That makes flexibility valuable, but flexibility needs a credible operating case. A vessel capable of using an alternative fuel gains limited benefit if qualifying supply remains unavailable or unaffordable throughout its service.

The investment question becomes more demanding: **Are we buying an option that can realistically be exercised, or paying for reassurance?**

What Global Maritime Forum's findings tell us

Global Maritime Forum's September 2026 assessment, developed with the UCL Energy Institute and the Getting to Zero Coalition, presents an uneven transition. It reports advances in methanol bunkering availability and methanol-capable tonnage, alongside weaker demand signals and difficulties in finance and policy. [6]

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Its findings suggest that technical capability is advancing faster than some of the commercial conditions needed to use it.

The Forum's 2025 green-corridor assessment offers another useful perspective. It identified 84 active initiatives, of which four had reached the realisation stage involving construction or operation of vessels, infrastructure or fuel plants. These figures describe that assessment, rather than today's count of completed routes. [7]

An announced corridor can establish common intent. Delivering one requires fuel supply, committed customers, infrastructure and workable risk allocation.

A producer needs confidence that someone will buy the fuel. A shipowner needs confidence that it will be available. A financier needs confidence that the project can earn a return.

If each waits for certainty from the others, progress can stall despite widespread agreement on the destination.

Malaysia's opportunity depends on implementation

For Malaysia, these changes present an opportunity to strengthen its place in international maritime trade. That opportunity will depend on the reliability of the services and capabilities offered.

Malaysia's Green Bunkering Regulatory Roadmap, launched during Malaysia Maritime Week 2026, provides an important foundation. According to Australia's Partnerships for Infrastructure programme, which supported its development with the Ministry of Transport, it includes nine priority recommendations addressing institutional reform, digital licensing, methanol and ammonia safety frameworks, investment incentives and the development of a longer-term Clean Fuels Act. [8]

A single-window bunkering licensing process managed by the Ministry of Transport is scheduled for February 2027. The proposed legislation remains a longer-term development rather than an enacted Act. [8]

These distinctions matter because a roadmap's commercial value ultimately depends on implementation. Investors need to understand how approvals will work, which standards apply and where responsibilities sit.

Practical preparation is also taking place. Partnerships for Infrastructure reports alternative-fuel bunkering pilots at the Port of Tanjung Pelepas in 2024 and exploration of a green shipping corridor with the Port of Melbourne. [9]

On the vessel and workforce side, MISC announced charter and shipbuilding contracts for two ammonia dual-fuel Aframax tankers in April 2024, alongside plans to work with ALAM and industry partners on seafarer preparation. WinGD's collaboration with AET and ALAM also provides for ammonia-engine training materials and a crew syllabus. These demonstrate development commitments; they should not be read as confirmation here of completed delivery or full operational readiness. [10][11]

Malaysia's opportunity extends beyond supplying fuel. It includes dependable regulation, technical services, competent personnel and trusted operating arrangements.

Geographic advantage will help attract attention. Consistent execution will determine whether that attention becomes lasting business.

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Preparation must reach the whole maritime community

The transition will be experienced differently across the industry. A large international operator may have specialist teams and access to finance. A smaller service provider may be trying to understand what changes are required and how to afford them.

Ports must consider emergency arrangements and their interface with surrounding communities. Workers need training linked to actual responsibilities and equipment. Cargo owners need to understand how their purchasing decisions influence demand for cleaner shipping.

IMO's interim training guidance and the International Chamber of Shipping's work on alternative-fuel competencies recognise that new fuels require specific knowledge and safety measures. [12][13]

Infrastructure investment must therefore be accompanied by preparation of the people expected to operate it.

The dialogue we convened through WISTA Malaysia and the PLWN Maritime Chapter during Malaysia Maritime Week on 2 October brought global maritime perspectives together with energy, ports and shipping interests.

One point from that exchange remains particularly relevant: stakeholders need to work simultaneously to determine priorities and dependencies. Waiting for each party to complete its part before the next begins can prolong the uncertainty that holds everyone back.

That principle deserves to move from discussion into implementation.

What I recommend

First, I recommend establishing a shared implementation agenda across the maritime and energy sectors. Regulators, fuel suppliers, ports, shipowners, financiers, cargo interests and training institutions should identify the decisions that depend on one another, assign responsibility and agree realistic milestones.

Second, Malaysia should translate its roadmap into measurable priorities with visible progress. Licensing reform, fuel-specific safety arrangements and workforce preparation should advance together. Pilots should generate evidence about actual fuel availability, demand, operating performance and cost.

Third, fuel security and decarbonisation should be examined within the same investment decision. A project should demonstrate credible lifecycle performance alongside supply reliability, affordability and practical readiness. Environmental ambition becomes more durable when the commercial arrangements can withstand disruption.

Fourth, maritime businesses should test combined risks. Boards need to ask what happens when a supply interruption coincides with severe weather, reduced port capacity or a financing constraint. Exercises should reveal weaknesses and produce workable alternatives.

Fifth, climate adaptation and workforce competence should be included in project approval from the outset. Resilient access, reliable power, emergency capability and competent personnel are part of the investment required to keep operations dependable.

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Finally, I believe the transition must remain accessible to smaller operators and developing economies. Transparent incentives, practical guidance and cooperation on standards can help prevent new divisions between those able to adapt and those left struggling to participate.

The sea connects economies whose interests will not always align. Climate pressures will continue to test infrastructure, while energy choices will reshape commercial relationships.

We cannot remove every uncertainty. We can make better decisions about the dependencies we accept, the capabilities we build and the partnerships we sustain.

When the next disruption arrives, will our preparations give us meaningful choices, or will they reveal how much we continued to take for granted?

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PROFESSIONAL Reflection

BUILDING PROJECT LOGISTICS CAPABILITY IN AN ERA OF COST AND RESOURCE PRESSURE

An oil and gas practitioner's perspective on fuel risk, contractual discipline and developing future professionals

BY AMNURRASYID RASEDIN, FCILT, MANAGER, LOGISTICS & TRADE COMPLIANCE, MCDERMOTT ASIA PACIFIC

Offshore project delivery depends on resources that are rarely available without constraint. Suitable vessels, cargo readiness, port facilities, regulatory approvals and experienced personnel must converge within a workable execution window. A change in any one of them can alter the cost and reliability of the entire operation.

After more than 25 years in project logistics and trade compliance, I have found that the discipline lies less in securing competitive freight than in managing the connections between these elements.

Reviewing linepipe transportation proposals, shipment sequences, marine arrangements and customs requirements means asking three questions of every proposal: is it technically suitable, is it commercially understood, and is it operationally achievable?

In my earlier CILT article, Beyond Freight Rates: How Middle East Disruption Is Rewriting Project Bid Logistics, examined how geopolitical developments shape freight assumptions and project exposure. This article takes the discussion further and asks a practical question: how can we strengthen contractual controls and professional capability to deliver the projects ahead?

Understanding the drivers behind a revised freight quotation

External disruption can influence fuel costs, routing and vessel deployment. Even so, a revised quotation must be tested against its underlying execution assumptions before the increase can be properly assessed.

In project transportation, changes in cargo quantities, stacking restrictions, vessel intake and discharge arrangements can materially affect price. Reduced stacking height enlarges the cargo footprint and may require an additional voyage. Phased discharge in support of an offshore installation campaign may extend vessel attendance well beyond that of a conventional port discharge.

These effects must be distinguished from market escalation. Otherwise, project teams risk attributing the entire increase to external conditions while overlooking changes in their own transportation requirements.

A sound commercial review follows a clear sequence: establish the original basis, identify what has changed, and quantify the consequences. Vessel deployment, voyage numbers, loading and discharge productivity, fuel consumption and waiting exposure should be evaluated together rather than in isolation.

This discipline also strengthens negotiation. A transparent cost explanation allows both parties to examine alternatives and allocate responsibility with confidence.

Fuel escalation: managing price and consumption exposure

Fuel escalation becomes particularly significant where transportation involves multiple voyages, ship-to-ship (STS) transfers or prolonged attendance during offshore installation.

BUILDING PROJECT LOGISTICS CAPABILITY IN AN ERA OF COST AND RESOURCE PRESSURE

An oil and gas practitioner's perspective on fuel risk, contractual discipline and developing future professionals

BY AMNURRASYID RASEDIN, FCILT, MANAGER, LOGISTICS & TRADE COMPLIANCE, MCDERMOTT ASIA PACIFIC

The exposure has two dimensions: the price of fuel and the quantity to which that price applies. A price increase combined with an additional voyage or extended waiting period can produce a result materially different from the original budget.

The starting point is a clear fuel basis. Project teams should establish the fuel grades assumed, their reference prices, the applicable consumption quantities and the activities already covered by freight.

Where propulsion and auxiliary machinery use different fuels, each exposure should be assessed separately. An MGO-based allowance should not be adjusted against a VLSFO benchmark without an expressly agreed basis.

BIMCO's Bunker Price Adjustment Clause 2004 offers a recognised framework. It identifies a base fuel price and grade, a reference location or source, upper and lower price thresholds, and agreed consumption for each voyage, and it accommodates both upward adjustments and downward credits.

For project cargo, however, the commercial inputs need careful development. A clause that refers generally to "prevailing bunker prices" leaves the essential questions unanswered: which price, measured where, on what date, and applied to how much fuel?

Translating the risk into the booking note or charter party

Where arrangements are documented through a BIMCO booking note or voyage charter party, I favour an agreed fuel schedule supported by clearly drafted riders.

The schedule should separate consumption by fuel grade, voyage and activity. Passage, loading, discharge, crane operations, STS transfers and waiting should each carry an identified commercial treatment, and positioning fuel should be addressed expressly.

The accompanying riders should establish:

- A defined adjustment mechanism: the base price, named benchmark, pricing period, adjustable quantity and treatment of price decreases.
- Clear consumption boundaries: whether quantities are fixed allowances or reimbursable actual consumption, with agreed limits and supporting evidence.
- Protection against duplicate recovery: confirmation that fuel already included in freight, demurrage or handling charges cannot be recovered again through another surcharge.
- Control over changed deployment: the treatment of vessel substitution, additional positioning and additional voyages, including when prior agreement is required.
- A settlement process: notice requirements, calculation records, credits and reconciliation with other contractual adjustments.

BUILDING PROJECT LOGISTICS CAPABILITY IN AN ERA OF COST AND RESOURCE PRESSURE

An oil and gas practitioner's perspective on fuel risk, contractual discipline and developing future professionals

BY AMNURRASYID RASEDIN, FCILT, MANAGER, LOGISTICS & TRADE COMPLIANCE, MCDERMOTT ASIA PACIFIC

These are project-specific negotiating provisions. Their wording must be reconciled with the selected form and edition, the parties' defined roles and the contract's order of precedence.

The distinction between price and quantity is critical. A fuel adjustment mechanism should not inadvertently pass every consequence of vessel inefficiency or owner-driven redeployment to the charterer. Equally, a charterer-requested change in scope should follow a defined process for assessing its additional cost.

War-related diversion costs call for separate but coordinated treatment. BIMCO's VOYWAR 2025 addresses freight adjustments based on documented time and expenses incurred or saved. Any fuel recovery under that mechanism should be reconciled with the bunker adjustment provision to prevent overlapping claims.

The objective is an allocation that both parties can understand, price and administer throughout execution.

Operational preparation remains essential

Contractual provisions allocate exposure; sound planning reduces it.

Reliable shipment forecasts avoid unnecessary voyages and poorly timed mobilisation. Cargo readiness assessments should cover inspection release, packing, documentation and collection arrangements, not manufacturing completion alone. Receiving readiness matters equally. Berth availability, receiving-vessel schedules, handling arrangements and approvals must support the proposed arrival sequence. A transportation solution is vulnerable for as long as these dependencies remain unresolved.

Where operationally suitable, an agreed just-in-time arrival arrangement can improve coordination. BIMCO's Just in Time Arrival Clause for Voyage Charter Parties 2021 provides a framework for requested speed adjustments under agreed conditions, with compensation reflecting fuel savings. Its application also requires attention to the associated carriage documents.

On offshore projects, such arrangements must remain consistent with installation priorities and safe operating requirements. Their value lies in reducing avoidable sailing and waiting while preserving execution reliability.

Suitable capacity and experienced people

Resource planning must consider suitability as well as availability.

A vessel may offer sufficient deadweight yet fall short on cargo footprint, crane capability, draft, discharge sequence or transfer requirements. Capacity should therefore be validated against the actual task, location and execution window.

The same principle applies to people. Project teams need professionals who can connect technical requirements, commercial assumptions and regulatory dependencies.

PROFESSIONAL *Reflection*

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TalentCorp's MyMahir Malaysia Critical Occupations List 2024/2025 includes Logistics Manager within the Supply, Distribution and Related Managers occupation group. Employer feedback for that group cites relevant experience and skills among recruitment difficulties, with reported vacancies predominantly at senior level.

The wider energy sector faces related pressures. The International Energy Agency's World Energy Employment 2025 reports that around 60% of surveyed companies experienced labour shortages, affecting timelines, reliability and cost control. These findings concern the broader energy workforce, particularly technical roles, rather than project logistics staffing specifically.

In my view, professional development must form part of long-term resource planning. Recruiting experienced personnel meets an immediate need; developing successors requires sustained opportunities to learn and to assume responsibility.

Connecting project demands with the next generation

These concerns became more personal during a recent visit to UniKL MIMET, where my son is pursuing a Bachelor's degree in Maritime Management.

I went as a father, but the visit prompted me to consider the professional environment he and his peers will enter. A close friend of my son also looks to me for guidance on logistics, and another friend of him who is an UUM student recently called to ask about the Special Drawing Rights (SDR) provisions he had encountered in a booking note.

These interactions showed a genuine willingness to understand. They also reminded me that experienced practitioners have a responsibility to make industry knowledge more accessible. A booking note can introduce contractual awareness. A freight comparison can teach students to question assumptions. A fuel adjustment exercise can show how a benchmark, a consumption quantity and a pricing date translate into financial exposure. Practical connections of this kind help students see why accuracy and judgement matter.

Universities, employers and professional bodies such as CILT can support this development through structured placements, mentoring and discussions based on anonymised industry cases. Progress should be judged by a person's ability to explain a recommendation, identify uncertainty and seek appropriate specialist advice.

Preparing for the projects ahead

The challenges facing project logistics demand earlier decisions, clearer commercial assumptions and stronger coordination across functions.

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- Fuel escalation should be governed by a defined contractual mechanism.
- Vessel capacity should be validated against the execution requirement.
- Shipment forecasts should reflect actual readiness.
- Professional development should offer a deliberate pathway from academic understanding to accountable practice.

For Malaysia and the region, these priorities are closely linked. The students asking questions today may one day manage the transportation strategies, contractual commitments and cross-border arrangements on which future projects depend.

Making time to develop their judgement is a practical investment in our industry's ability to deliver.

Author Biography

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



Mr. Amnurrasyid bin Rasedin, FCILT

The Impact of Haze on Transportation Activities in Malaysia

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

Every year, Malaysia faces the recurring challenge of haze, which affects air quality, public health and daily transportation activities. Often associated with regional biomass burning, forest fires and other pollution sources. Haze can disrupt daily routines and create challenges for transport activity in Malaysia. Road users face reduced visibility, while public transport and logistics services may experience delays. A tragic accident in Pontian, Johor, on 8 October 2026, involving three siblings on a motorcycle and a lorry, also raised public concern about road safety during this period. This situation highlights the importance of recognising haze as a transportation safety and operational challenge.

Road transportation is particularly vulnerable to haze because drivers depend on clear visibility to identify vehicles, pedestrians and road hazards. Poor visibility can make it difficult to judge distances and react quickly, increasing risks for all road users, especially motorcyclists. Exposure to polluted air may also cause eye irritation and breathing discomfort. Drivers should reduce the speed, maintain safe distances and follow official safety advisories. Public awareness and responsible driving are essential to minimise risks during haze episodes.

Haze can also disrupt public transport and logistics operations. Bus services may experience delays, while lorry movements and goods deliveries can face longer journey times and increased operating costs. These disruptions may affect delivery schedules and supply chain efficiency. Meanwhile drivers, delivery riders and other outdoor workers may be exposed to unhealthy air quality. Transport and logistics companies should monitor air quality, adjust operations when necessary and prioritise workers' health and safety.

Aviation and maritime transport may also be affected when haze reduces visibility. Airports may experience flight delays, diversions or cancellations when visibility falls below operational requirements. Similarly, poor visibility around ports and shipping channels can make navigation more challenging. The actual impact depends on local conditions and applicable safety procedures.

To reduce these impacts, government agencies should strengthen air quality monitoring, public communication and emergency preparedness. Logistics companies can introduce flexible delivery schedules and contingency plans during severe haze episodes. Cleaner vehicles, energy efficient transport and greater use of public transportation can also help reduce transport related emissions. Although these measures cannot eliminate haze caused by regional fires, they can support long-term environmental improvement and operational resilience.

In conclusion haze is more than an environmental issue but it is also a transportation safety, public health and supply chain concern. Malaysia must adopt a coordinated approach involving government agencies, transport operators, logistics companies and road users. By improving preparedness, protecting transport workers and promoting sustainable mobility, the country can minimise disruptions and strengthen its transportation system.

LEARNING & DEVELOPMENT CORNER



CAREER OPPORTUNITIES IN PROJECT LOGISTICS

Trans International Logistiks Sdn Bhd is seeking experienced and motivated candidates to fill three full-time positions in Project Seafreight/Airfreight Operations, Business Development, and Indirect Tax Exemption.

Requirements:
Diploma or Degree in Logistics, Transportation or an equivalent qualification.
Preference for candidates specialising in Logistics, Freight Forwarding, Supply Chain Management or related fields.
Relevant experience is an advantage.
Proficiency in English, Bahasa Malaysia and Mandarin.
Good communication, coordination and problem-solving skills.
Interested candidates may submit their resumes to Ms Kaavine, Head of Human Resources, at kaavine@tilogistiks.com. The company is also seeking potential Business Satellite Partners across Malaysia. For enquiries, contact Mr Stephen Seine at stephen@tilogistiks.com or +603-7873 1333.

LEAN LOGISTICS: STRATEGIES TO REDUCE WASTAGES IN LOGISTICS

Date: 26th - 27th November, 2026 | **Time:** 9am - 5pm
Venue: Ibis PJCC, Petaling Jaya

Overview

In today's highly competitive logistics and supply chain environment, organizations must continuouslyseek ways to improve efficiency, reduce costs, and enhance customer value. Lean Logistics focuses on identifying and eliminating activities that do not add value to the customer while optimizing the flow of materials, information, and resources throughout the supply chain. This practical two-day programme introduces participants to Lean Thinking and the 8 Wastes (DOWNTIME) commonly found in logistics and supply chain operations. Participants will learn how to identify waste through observation, process mapping, and workplace analysis, and develop practical improvement initiatives that drive operational excellence, productivity, and profitability. Through real-world logistics examples, case studies, group exercises, and process improvement activities, participants will gain the skills needed to recognize inefficiencies and implement continuous improvement strategies within warehousing, transportation, inventory management, distribution, customer service, and administrative processes.

Learning Objectives

- Gain understanding of lean operations in logistics & supply chain management
- Learn the Eight (8) wastages in operations
- Ways to identify the wastages through process mapping
- Learn to measure the activities related to productivity
- Apply techniques using SMART approach
- Eliminate non value adding activities to reduce cost
- Review and measure productivity as continuous improvement process

Topics Covered

- Introduction to Lean Management
- Impact of wastages in Logistics & Supply Chain to businesses
- The Eight wastages in Operations
- Identify wastages through value stream mapping
- Measure & record the activities and analyse to efficiency & cost
- Identify ways to minimise, reduce or eliminate the wastages
- Use SMART technique to do improvements
- Measure Productivity & Report

Target Audience

- Supply Chain/Logistics/ Warehouse Managers
- Operations Executive
- Procurement Professionals
- Distribution & Transport Teams
- Continous Improvement Teams

Trainer: **Inbarajan Marimuthu**

A Logistics & Supply Chain professional with over 35 years of industry experience. He has held senior positions with Henkel, Panasonic, Heineken, and Energizer. His expertise includes Supply Chain Planning, Logistics, Warehousing, 3PL, and Procurement. He is an experienced trainer, speaker, and university lecturer. He holds a DBA, MBA in Logistics, and Professional Degree in Logistics & Transport.

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INCOTERMS 2020

Application in sales contracts and the logistics implication

INCOTERMS is the abbreviation for International Commercial Terms developed by the International Chamber of Commerce to assist sellers and buyers in selecting the most appropriate 3-letter rules in their sales contracts to outline the cost and risk obligations of both parties.

These rules when applied correctly will effectively reduce costs and offer clarity in understanding the obligations of both the parties and reduce uncertainty. It is also essential that logistics service providers understand the INCOTERMS rules thoroughly in order to efficiently facilitate the physical movement of goods as well as the various statutory requirements to facilitate the import and export of goods.

23rd November, 2026
(9am-5pm)
@
Remote Online Learning

OBJECTIVES :

At the end of this programme, you will be able to:

- Explain how the 11 rules work in international trade and transport
- Identify how it relates to the Sales Contract, Marine Insurance, Coverage, Documentary Credits and LCs and Contracts of Carriage - BLs
- Define the cost & risk division between seller and buyer in all the 11 rules
- List the differences between the 2010 and 2020 versions
- Identify Supply Chain complication related to Incoterms

OUTLINES :

- What are INCOTERMS R 2020 and what are the Intended for?
- Rules for Sea/ Inland Waterway
- Rules for Multimodal transport
- Delivery, risk and costs in the INCOTERMS R 2020 rules versus the 2010 rules
- Alignment of multiple contracts to avoid disputes and conflicts
- Supply Chain Implications
- Case- Studies



Reshma Yousuf; CMILT
Trainer
Founder & Managing Director of CLLB Sdn Bhd
Dangerous Goods Safety Advisor – DGSA – Scottish Qualifications Authority (294793/191014)
Charter Member: Chartered Institute of Logistics & Transport
Malaysian Maritime Education and Training Association-MyMET

REGISTER NOW!

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For further information, please contact the relevant party as stated in the poster.

The Chartered Institute of Logistics and Transport MALAYSIA

WHAT WE DO »

Advancing Professional Excellence in Logistics, Transport and Supply Chain

The Chartered Institute of Logistics and Transport in Malaysia (CILT Malaysia) is the leading professional body dedicated to advancing excellence and professionalism in the logistics, transport and supply chain sectors.

We connect **professionals, industry, government, academia** and **future talent** to promote professional development, knowledge sharing, industry collaboration and continuous improvement across the sector.



CONNECT
Uniting professionals and stakeholders across the ecosystem

DEVELOP
Building competencies through learning and continuous improvement

COLLABORATE
Working together with industry, academia and government for shared progress

SHAPE
Shaping the future of logistics, transport and supply chain excellence

OUR KEY AREAS OF WORK INCLUDE:

PROFESSIONAL MEMBERSHIP & RECOGNITION
We provide professional membership pathways and recognition for individuals working in logistics, transport and supply chain management, supporting their career progression and professional standing.

EDUCATION & PROGRAMME ACCREDITATION
We work with higher education institutions and training providers to promote industry-relevant education and professional standards through academic programme accreditation, curriculum engagement and professional recognition.

PROFESSIONAL DEVELOPMENT & CPD
We organise and support training programmes, workshops, seminars, webinars and other continuous professional development (CPD) activities to enhance the knowledge, skills and competencies of logistics and transport professionals.

INDUSTRY ENGAGEMENT & COLLABORATION
We collaborate with government agencies, industry organisations, higher education institutions, professional bodies and other stakeholders to address industry needs and support the development of Malaysia's logistics and transport ecosystem.

KNOWLEDGE SHARING & NETWORKING
We provide platforms for professionals and stakeholders to exchange knowledge, share best practices and build meaningful professional networks through conferences, forums, publications, webinars and industry events.

FUTURE TALENT & PROFESSIONAL PATHWAYS
We support the development of the next generation of logistics and transport professionals through student engagement, career development initiatives, professional pathways and industry exposure.

WOMEN & NEXT GENERATION DEVELOPMENT
Through initiatives such as WiLAT Malaysia and CILT NextGen Malaysia, we promote leadership, professional development, networking and greater participation in the logistics and transport profession.

INDUSTRY & PROFESSIONAL ADVOCACY
We contribute professional perspectives and industry insights to support the continuous improvement and development of Malaysia's logistics, transport and supply chain sectors.

CONTACT CILTM SECRETARIAT:

Web: www.cilt.org.my

Email: info@cilt.org.my

OUR COMMITMENT
CILT Malaysia is committed to developing competent professionals, strengthening industry–academia collaboration and promoting excellence, integrity and professionalism across the logistics, transport and supply chain sectors.

CONNECTING PROFESSIONALS.
ADVANCING INDUSTRY.
SHAPING THE FUTURE.

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Driving Professional Excellence

Your Trusted *Partner* in CILTM

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