

2025 #01



The Chartered
Institute of Logistics
and Transport

THE WORLD IN MOTION

FUTURE MOVES

Innovation
transforming
supply chain,
logistics and
transportation

20

**START-UPS
TO WATCH**

*We find the most
innovative companies
making an
impact*

Innovation in Europe's
postal network
Revolutionising Sri Lankan
freight transportation
Southeast Asia's public
transport puzzle



WELCOME

Chief Teete OWUSU-NORTEY FCILT
President, CILT International



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#StrongerTogether ▪ CILTINTERNATIONAL.ORG

Chief Teete OWUSU-NORTEY Volunteer of the Month

Celebrating CILT's outstanding volunteers across the globe

A legacy project from CILT International President, Chief Teete OWUSU-NORTEY, FCILT, the Chief Teete OWUSU-NORTEY Volunteer of the Month initiative is designed to recognise and celebrate the exceptional contributions of volunteers who go above and beyond to support our mission and values.

Nominate a member today

ciltinternational.org/initiatives/volunteer-of-the-month

Volunteers are the heart of CILT, dedicating their time, expertise, and passion to advancing the supply chain, logistics and transportation profession. Now, it's time to recognise and celebrate their exceptional contributions!

Do you know someone in your territory or branch who has gone above and beyond? Nominate them for CILT International Volunteer of the Month and let their efforts shine on a global stage.

The selected Volunteer of the Month will:

- Be featured on CILT International's digital platforms
- Receive a Certificate of Recognition to honour their achievements

Nomination criteria

Impact

How has their work positively influenced CILT?

Commitment

Have they consistently dedicated their time to support CILT's activities?

Mentorship

Have they demonstrated excellent best practice or gone above and beyond to support more junior members?

Innovation

Have they introduced unique or creative ways to contribute?



Monthly deadlines

Entries will close on a specific date each month. Keep an eye on our announcements for the deadline to ensure your nominee is considered!

Let's celebrate the heroes in our global community! Submit your nominations now and join us in recognising the incredible individuals who keep CILT's world in motion.

Thank you for your support in celebrating our exceptional volunteers! For support and guidance, please contact International Membership Executive, Frankie McGreevy, at membership@ciltinternational.org.



MOTION

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WELCOME

As President of the Chartered Institute of Logistics and Transport International, it gives me great pleasure to welcome you to the inaugural issue of *The World in Motion*, our new flagship biannual publication that marks an exciting chapter in CILT's 105-year history. In an increasingly interconnected world, the strength of our global community – over 33,000 professionals across more than 100 countries – lies in our ability to share knowledge, expertise, and innovation. The World in Motion embodies this spirit of collaboration and excellence, providing a platform where different perspectives meet to shape the future of supply chain, logistics and transportation.


As the first African to hold the position of CILT International President, I have witnessed firsthand the transformative power of knowledge sharing and professional development across different regions. Every country and continent have their own strengths, so we all become stronger when we learn from each other and have a shared vision of progress.

This is exemplified through our numerous global initiatives, from my very own Volunteer of the Month programme recognising outstanding contributions, to our major events such as the CILT International Africa Forum in Rwanda, the CILT Conference in Langfang, China, and our International Convention in Colombo, Sri Lanka. I'm particularly proud of our recent achievement in launching the very first International Day of Supply Chain, Logistics and Transportation, an initiative I personally drove, which further unites our global community.

The first edition of our biannual magazine will explore industry frontiers, showcasing the achievements of our members worldwide while fostering the exchange of ideas that drive our sector forward.

For CILT International, this represents more than just a magazine – it is a testament to our mission of promoting and improving supply chain, logistics and transport around the world.

In these pages, you will find thought leadership from industry heavyweights as well as perspectives from new innovators who are challenging the old ways of working in their respective markets.

As we embark on this journey together, I invite you to engage with the content, share your experiences, and contribute to the valuable discourse that will unfold in future issues. I greatly value hearing from individual members about how CILT International has inspired them and the activities of their local branches. Please feel free to connect with me on LinkedIn and all our social media platforms. After all, it is through such collaboration that we truly demonstrate we are **#StrongerTogether**. 

Chief Teete OWUSU-NORTEY FCILT
President, CILT International.

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NEWS IN MOTION



EU ALLOCATES €422 MILLION FOR ELECTRIC VEHICLES

The European Union has earmarked €422 million for 39 infrastructure projects to expand alternative fuel availability across its trans-European transport network, advancing its decarbonisation goals. The projects were chosen under the initial deadline of the 2024-2025 Alternative Fuels Infrastructure Facility (AFIF), part of the Connecting Europe Facility (CEF) transport infrastructure program.

The selected projects will establish roughly 2,500 charging points for passenger vehicles and 2,400 for commercial vehicles along EU transport corridors, along with 35 hydrogen stations serving cars, trucks, and buses. The funding will also support airport ground service electrification at 8 locations, environmental improvements at 9 ports, and 2 specialised facilities for ammonia and methanol fuelling.

The AFIF's second phase launched February 29, 2024, with €1 billion in total funding, split between €780 million for general projects and €220 million for cohesion initiatives. This aligns with EU regulations on alternative fuel infrastructure deployment (AFIR), which mandate accessible electric charging and hydrogen refuelling across major transport routes and hubs, while supporting ReFuelEU aviation and FuelEU maritime guidelines. 

REVAMPING SUPPLY CHAINS AS TRADE WAR CONCERNS MOUNT

Corporate leaders are intensifying efforts to strengthen their supply chains amid growing trade tensions with Donald Trump in office.

A Conference Board survey of 1,700 senior executives revealed that 85% plan major supply chain modifications, marking a 15-point increase from the previous year and surpassing post-pandemic levels.

The heightened focus coincides with mounting trade uncertainty, particularly as China files a World Trade Organisation complaint against Trump's new 10% tariff on Chinese imports and his elimination of the \$800 'de minimis' duty-free exemption for package imports. The latter has created confusion among e-commerce giants like Shein, Temu, and Amazon.


The Conference Board survey found that 45% of global CEOs view escalating trade wars as their primary geopolitical risk for 2025, more than doubling from 19% last year. American executives showed particular concern, with 47% identifying trade conflicts as their chief worry.

"Supply chain transformation has reemerged as a top priority for executives,

especially CEOs," noted Dana Peterson, Chief Economist at The Conference Board. "This reflects both concerns about the new administration and tariffs, plus intensified US-China trade tensions in 2024."

The Federal Reserve Bank of Richmond highlighted supply chains' role in transmitting economic shocks, warning that resilience improvements could drive up costs.

Southeast Asian executives showed the strongest focus on supply chain reform, with 90% planning changes. The most common strategy, cited by 34% of CEOs, was increased AI adoption for performance and tracking, followed by supplier diversification. The proportion of global executives planning to relocate suppliers closer to customers through reshoring doubled to 26%, with Chinese executives leading this trend at 38%.

Corporate discussions of supply chain risks increased during late 2024 and early 2025, though remaining below pandemic-era peaks, according to AlphaSense. Technology and energy sectors particularly emphasised the need for diverse supplier networks to mitigate tariff impacts. 



FREE PUBLIC TRANSPORT TO COMBAT POLLUTION


Bangkok authorities announced all public transportation to free for a week, as the Thai capital battles severe air pollution levels.

The initiative covers all bus services as well as both elevated and underground train systems throughout the metropolitan area.

City officials hoped the measure would help reduce private vehicle usage, which is a major contributor to the city's air quality crisis.

The free transit scheme encompasses Bangkok's entire public transport network including the Skytrain, metro, light rail, and bus services, with the government providing compensation to operators. This initiative follows other emergency measures including school closures and work-from-home mandates due to dangerous pollution levels.

Thailand faces severe seasonal air pollution when winter conditions trap a combination of agricultural burning smoke, vehicle emissions, industrial pollution, and construction dust. Bangkok has experienced worsening smog in recent years, with vehicle exhaust identified as a primary contributor.

Air quality measurements this year ranked Bangkok as the world's seventh most polluted city, and second worst in Southeast Asia after Vietnam's Ho Chi Minh City. 



WHY SHIPPING COSTS ARE GOING TO STAY HIGH IN 2025

Two leading shipping companies have completely abandoned Red Sea routes, a move likely to increase import costs across East Africa amid ongoing security threats from Houthi attacks.

Maersk and Hapag-Lloyd announced in a joint statement that their new venture, the Gemini Cooperation, will reroute vessels around the Cape of Good Hope beginning February 1, 2025. The shift to the longer African route will introduce additional surcharges for shipping.

'After careful evaluation of persistent safety concerns in the Red Sea,' the companies announced in their customer advisory, they plan to 'transition to their Cape of Good Hope network when the Gemini Cooperation launched early in 2025.'

Both carriers indicated they would resume Red Sea routes once security conditions improve. This indefinite rerouting threatens to disrupt supply chains and drive up costs, while also impacting Egypt's revenue from Suez Canal transit fees.



The Suez Canal Authority (SCA) reported \$6 billion in losses over the past eight months as Yemen's Houthi forces targeted vessels connected to Israel or its allies.

"The Red Sea situation has had enormous impact, particularly on fresh produce exporters like avocado shippers who rely on maritime transport, adding over 12 days to transit times," noted Ogay Ogambi, CEO of the Shippers Council of Eastern Africa. *"We anticipate higher vessel operating costs, compounded by existing surcharges imposed due to Red Sea unrest."*

The Red Sea route, particularly the Suez Canal, serves as a crucial trade link, handling 26 percent of African imports and exports by value to European markets, according to Council data.

Earlier this year, Mediterranean Shipping Company (MSC) also suspended Suez Canal operations due to regional conflicts. Container shipping costs to Red Sea ports have surged from \$750 to \$6,800 per container since the crisis began. 



AROUND THE WORLD



08

Transport and logistics know no borders – and neither does CILT International. With a presence in over 100 countries, our global network connects professionals, shapes policy, and drives innovation across continents.

Here's a glimpse of what's happening across our international branches.

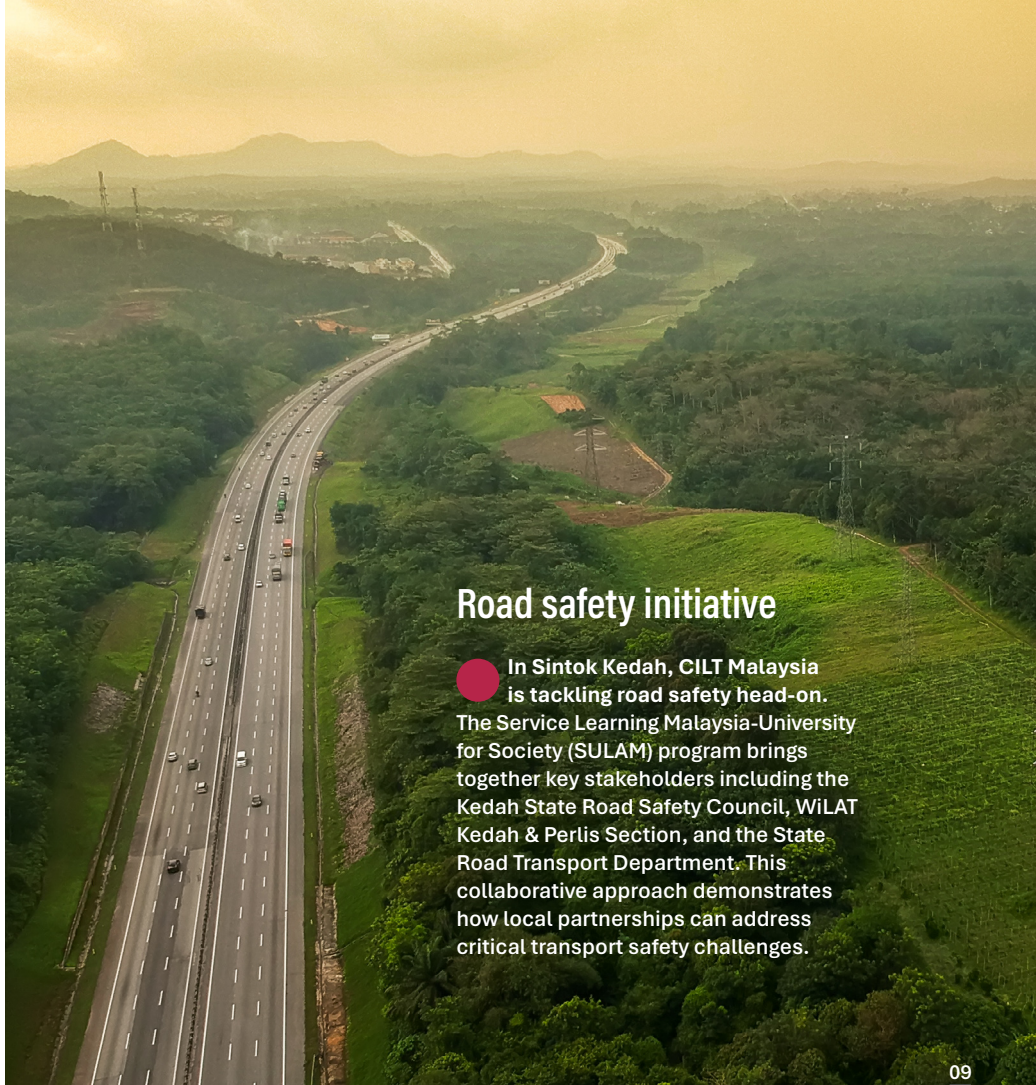




MALAYSIA

At Saito University College Cheras Campus, CILT Malaysia recently demonstrated the power of international collaboration.

A joint Industry Talk and Networking Session brought together 90 students, including 41 from Curtin University Mauritius, to explore 'The Future of Logistics.' The forum connected emerging talent with industry leaders from CILT International and Curtin University Mauritius, sparking discussions on innovation and the evolving transport landscape.



Road safety initiative

In Sintok Kedah, CILT Malaysia is tackling road safety head-on. The Service Learning Malaysia-University for Society (SULAM) program brings together key stakeholders including the Kedah State Road Safety Council, WiLAT Kedah & Perlis Section, and the State Road Transport Department. This collaborative approach demonstrates how local partnerships can address critical transport safety challenges.

09



SOUTH AFRICA

CILT South Africa (CILTSA) and BBOPEX Solutions are joining forces to develop new professional training programs and mentorship opportunities in the transport sector. The partnership expands CILTSA's existing work through the Women in Logistics and Transport (WiLAT) Forum and Next Generation Forum, which already provide career development support across the industry.

"By combining our expertise and resources, we can create impactful programmes that empower individuals, particularly women and youth, to thrive in their careers and contribute to the growth of our industry," says CILTSA President Elvin Harris.

The collaboration will deliver practical support through joint seminars, workshops, and professional development programmes. BBOPEX brings expertise in strategic planning, supply chain management, and leadership development to complement CILTSA's industry network.

BBOPEX founder Glenda Maitin emphasises the focus on developing new talent: *"Partnering with CILTSA allows us to expand our reach and impact, particularly in empowering the next generation of leaders in logistics, transport and supply chain."*





MALAWI

Water transport is emerging as a key focus for CILT Malawi, as demonstrated by their recent visit to Mockeby Mangochi Shipyard. The branch is developing proposals to the ministry of transport to leverage Lake Malawi's potential for improving connectivity and reducing transport costs across the region.

"Water transport does not damage the environment as much as other modes of transport," explains Cuthbert Chinguwo from CILT Malawi. "In terms of global warming, we need to see how we can reduce the reliance on road transportation. We know that in Malawi, our roads are in a bad state because of extremely heavy reliance, so if we can relieve some of that reliance towards water and rail, the lifespan of the roads will improve and the costs on road repair work will drop."



KAZAKHSTAN

Central Asia's transport sector is seeing positive change through women's leadership. The EmpowerHER Forum, co-hosted by CILT Central Asia, showcased 33 success stories, including five CILT members who are reshaping the region's logistics landscape.



**SAVE
THE
DATE!**



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CHANGE. INTEGRATION. DEVELOPMENT.

DIGITAL-INTELLIGENT INTEGRATION DRIVES
INDUSTRY CHANGE, COST REDUCTION AND
EFFICIENCY ENHANCEMENT ACHIEVE
HIGH-QUALITY DEVELOPMENT

CILT Conference 2025, Langfang, China
16 - 18 June | Langfang International Hotel

AFRICAN URBAN MOBILITY

Below: With Africa's urban population projected to expand by 300 million residents by 2050, cities are struggling to keep pace with mobility demands

As Nigeria grapples with soaring fuel costs, one startup is reimagining urban mobility through electric scooters and bikes in Lagos' gated communities, offering a glimpse into Africa's sustainable transport future as the continent faces unprecedented urban growth.



When Johnson Jaiyeola surveys the sprawling residential estates of Lagos, Nigeria's commercial capital, he envisions a network of electric scooters and bicycles, quietly transforming how residents navigate their communities.

As fuel prices spiral following Nigeria's recent subsidy removal, doubling transport costs for many commuters, Jaiyeola's startup Helgg is betting that the future of African urban mobility lies in small-scale, sustainable solutions that tackle the last-mile problem one community at a time.

"The vision is to redefine urban mobility in Africa, starting with communities that need it the most," says Jaiyeola, Helgg's chief executive. His company deploys IoT-enabled e-scooters and e-bicycles within gated environments, targeting students and estate residents who often face a stark choice between long walks or increasingly unaffordable transport options.

The venture highlights both the scale of Africa's urban transport challenge and the innovative responses emerging from a new generation of entrepreneurs. With the continent's urban population growing at an average rate of 4.5 percent annually and projected to expand by 300 million residents by 2050, according to UN estimates, cities are struggling to keep pace with mobility demands.

This explosive growth has led to urban sprawl, increasing travel distances and transport costs for millions. Traditional public transportation systems have failed to keep up, particularly in providing last-mile connectivity – the crucial final leg of a journey that often determines whether public transport is viable for commuters. The strain is evident across the continent. In Kenya, public transport fares jumped 20% in 2022 amid fuel price hikes. South African workers now spend up to R960 (\$51 USD) monthly on taxi fares – a significant portion of their income. The situation has given rise to a patchwork of informal solutions, from minibuses known variously as 'matatus,' 'tro-tros,' or 'dala-dalas,' to motorcycle taxis.

While these informal services fill gaps, they operate largely unregulated, raising concerns about safety and reliability. The World Bank estimates that some low-income earners spend up to 40 per cent of their income on transport alone, a burden that threatens to deepen economic inequalities. Helgg's approach is distinctly tech-forward. The company's solar-powered charging lockers and IoT-enabled vehicles offer a glimpse of what sustainable urban mobility might look like in African cities. "Unlike traditional fossil-fuel-dependent transport systems, we're providing an eco-friendly alternative specifically tailored to African communities," Jaiyeola explains. The startup has developed a sophisticated technology stack that includes NFC-enabled access systems and real-time tracking



**"THE VISION IS TO
REDEFINE URBAN
MOBILITY IN AFRICA,
STARTING WITH
COMMUNITIES THAT
NEED IT THE MOST."**

– Johnson Jaiyeola –

Below: South African workers now spend up to R960 monthly on taxi fares – a significant portion of their income

Bottom: From Kenya to Ghana, informal minibus services like matatus and tro-tros fill crucial transport gaps across African cities



capabilities. This infrastructure not only ensures security but also enables dynamic pricing models that keep services accessible to young, tech-savvy users. The company's partnership model with Enactus teams – student entrepreneurship groups – facilitates rapid deployment while maintaining affordability.

It's an approach that aligns with broader policy initiatives like the World Bank's SSATP (Sub-Saharan Africa Transport Policy Program), which promotes sustainable urban transport solutions through its 'EASI' (Enable/Avoid/Shift/Improve) framework. The program advocates for integrated approaches to urban transport and mobility management that bring together urban transport and development agendas.

"Africa faces numerous challenges in achieving sustainable urban mobility and accessibility. Being passive is no longer an option. By facilitating transport policy development and capacity building, SSATP plays a major role in supporting countries with the implementation of transport sector strategies that ultimately improve urban mobility in Africa," says Romain Kouakou, Director of Land and Transport Mobility at Côte d'Ivoire's Ministry of Transport. As African cities grapple with weak regulatory frameworks and fragmented transport authorities, initiatives like SSATP are working to strengthen institutional capacity and promote integrated urban transport policies for companies like Helgg to thrive.

Yet significant challenges remain. Only a handful of African cities have established agencies with overarching responsibility for urban transport. Coordination between multiple transport unions and operators remains poor, leading to inefficiencies and conflicts. Environmental concerns are mounting as emissions from aging vehicle fleets contribute to deteriorating air quality in major urban centres.

The environmental impact is particularly pressing as Africa's cities grow. Traditional transport solutions, often relying on poorly maintained vehicles, contribute significantly to urban air pollution. This presents both a challenge and an opportunity for sustainable alternatives like electric mobility solutions.

For Jaiyeola, he is clear on seeing opportunities. "The future of transport in Africa is electric, sustainable, and tech-driven," he asserts. As urban populations grow and climate challenges intensify, solutions like Helgg's could offer a blueprint for sustainable mobility in African cities.

The success of such initiatives may ultimately depend on policy support and infrastructure development. But in Nigeria's communities, the quiet hum of electric scooters suggests that Africa's urban transport revolution might start not with grand infrastructure projects, but with smaller-scale, community-focused solutions that bridge the last mile gap. 

CILT International's strength lies in its network of leaders who shape logistics and transport across key regions.



*In this edition of **Motion** magazine, we introduce two International Vice Presidents.*

LEADERS IN MOTION



Prof. Ts Dr Muhammad Zaly Shah FCILT



Prof. Muhammad Zaly Shah is a Professor of Transportation Planning and Logistics at University Teknologi Malaysia (UTM). He obtained his B.Sc. in Industrial Engineering

from Bradley University, USA, and both M.Sc. and Ph.D. in Transportation Planning from UTM. Currently, Prof. Zaly is the Deputy Dean (Research, Development and Innovation), Faculty of Built Environment and Surveying at Universiti Teknologi Malaysia; as well as the Director of the Centre for Innovative Planning and Development (CIPD) – a UTM research center of excellence focusing on sustainable city planning and communities.

Before joining the academia in 2002, Prof. Zaly has worked with a major Japanese manufacturing firm and an international airline. He has published extensively including in high impact journals like Cities, Land Use Policy, Safety Science, Transportation Research (Part A), and Transport Review, among others. His current research interests are pedestrianism and active mobility as well as smart, sustainable cities.

Prof. Zaly is a Chartered Fellow of the Chartered Institute of Logistics and Transport (CILT) and is a registered Professional Technologist with the Malaysian Board of Technologists (MBOT). He is the sole recipient of the UTM Excellent Teaching Award in 2007 as well as the recipient of multiple UTM Outstanding Service Awards.

Since 2014, Prof. Zaly sits in the Board of Director, Johor Public Transport Corporation – a government-linked corporation that regulates public transportation services in the state of Johor, Malaysia.

Q: WHAT DO YOU SEE AS THE BIGGEST OPPORTUNITY FOR CILT IN YOUR REGION OVER THE NEXT 5 YEARS?

With initiatives like the ASEAN Economic Community (AEC) and projects like the Trans-ASEAN transport network, Southeast Asia is poised for greater intra-regional trade and logistics integration.

With major ports (e.g., Singapore, Port Klang) and strategic trade routes (e.g., Malacca Strait), Southeast Asia offers unmatched insights into managing high-volume, multicultural, and multimodal logistics operations.

The biggest opportunity for SEA is to collaborate on unified professional certifications and operational standards to increase cross-border logistics efficiency. These may also include joint training programs, policy advocacy, and sustainable practices.

The adoption of smart logistics in SEA through AI-driven route optimisation, warehouse automation, and predictive analytics underline the digital transformation in the region.

Last-mile delivery has always been a great challenge in this region. Some of the eco-friendly solutions adopted in the urban area include micro-fulfilment centres, delivery lockers, and electric vehicles (EVs). In the rural areas, collaborating with local SMEs and using innovative modes like drones and motorbike couriers were more suitable to access remote locations.

To develop our NextGen professionals, the SEA region focuses on partnering with universities and vocational institutions to offer CILT-accredited courses. Additionally, the SEA region actively engage our youths through organising logistics challenges, hackathons, and internships to attract young talent. ▽

Andrew Young FCILT



Andrew Young is CILT International Vice President for the Americas and a member of the North America Board. He has over 30 years' experience in

transportation spanning passenger and freight railways, airlines, airports, public transit and multi-modal freight logistics. He has worked in the UK, North America and Latin America. Andrew is currently based in Ecuador and the USA. He applies his rail and transportation industry expertise to assist global technology and service companies understand and develop solutions for these markets.

Q: WHAT DO YOU SEE AS THE BIGGEST OPPORTUNITY FOR CILT IN YOUR REGION OVER THE NEXT 5 YEARS?

Being the professional organisation for the surge of new entrants to the logistics and transportation industry. The US Bureau of Labor Statistics projects hiring will grow by 18% over the next decade, six times the rate in all job categories.

Q: WHAT UNIQUE PERSPECTIVE DOES YOUR REGION BRING TO GLOBAL LOGISTICS AND TRANSPORT?

The US and Canada play an outsize role in global trade, logistics and transportation. A unique perspective is being a region facing both European and Asian markets enabling highly diversified global trade flows.

Another perspective is the uneven distribution of population, which tilts significantly towards the eastern side of the continent and has resulted in highly efficient logistics corridors connecting Pacific coasts in the west with eastern markets hundreds of miles away.

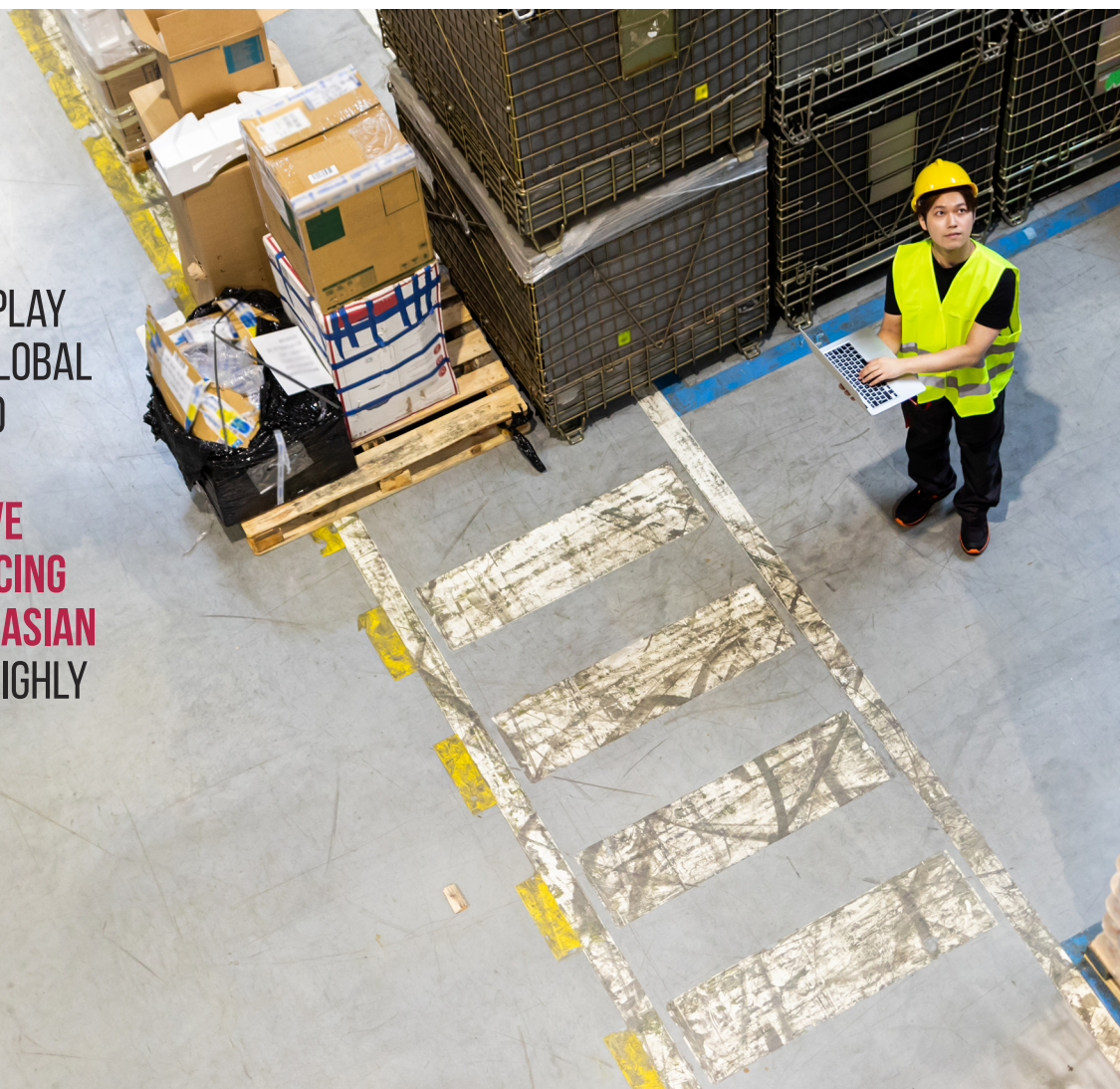
Q: WHAT INNOVATIONS IN SUPPLY CHAIN AND LOGISTICS ARE DRIVING CHANGE IN YOUR REGION?

Automation continues to be the leading driver of change in the industry. Ranging from greater automation of warehouses and distribution centres to the introduction of autonomous road, rail or air vehicles and the adoption of automated infrastructure at ports, rail and road networks.



“THE US AND CANADA PLAY AN OUTSIZE ROLE IN GLOBAL TRADE, LOGISTICS AND TRANSPORTATION. A UNIQUE PERSPECTIVE IS BEING A REGION FACING BOTH EUROPEAN AND ASIAN MARKETS ENABLING HIGHLY DIVERSIFIED GLOBAL TRADE FLOWS.”

– Andrew Young FCILT –



SAVE THE DATE

15TH-17TH SEPTEMBER
2025

INTERNATIONAL
CONVENTION
COLOMBO,
SRI LANKA



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Join us for the annual CILT International Convention, the flagship event for professionals and leaders in supply chain, logistics and transportation. Taking place in the vibrant city of Colombo, Sri Lanka, this year's convention promises to bring together our global community to connect, learn, and celebrate. Save the date and stay tuned for more information, including registration details, speaker announcements, and the full agenda. Mark your calendar now and don't miss this incredible opportunity to be part of CILT International Convention 2025.

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CILT International Membership Panel

Our Membership Panel reviews applications every month. Ensure your submissions and supporting documents are completed and uploaded via EMAS before the monthly deadline.

Stay on track and visit
ciltinternational.org/events
for panel dates and deadlines.

For assistance with EMAS or
submission-related queries,
please contact, **Frankie
McGreevy**, International
Membership Executive.

membership@ciltinternational.org


HOW INNOVATION IS PROGRESSING POSTAL NETWORKS



Not that long ago, postal supply chains relied almost entirely on delivering letters door to door. The e-commerce and digital era have turned the tables, requiring postal organisations to change business models and operations to stay afloat.

18

In France, La Poste Group has been embracing change, using artificial intelligence and simulation tools to fine tune delivery strategies throughout its network. Behind this innovation is Johan Leveque, the technology wizard who is Head of R&D at La Poste.



"WHEN YOU'RE HANDLING 100 PARCELS, YOU NEED DIFFERENT SOLUTIONS. THESE CHANGES IMPACT EVERYTHING FROM THE SIZE AND NUMBER OF OUR SORTING CENTRES TO HOW WE PROCESS GOODS."

– Johan Leveque –



Q: YOU MAINTAIN A STRONG PRESENCE IN ACADEMIA ALONGSIDE YOUR INDUSTRY ROLE. WHAT DRIVES THIS COMMITMENT TO EDUCATION AND KNOWLEDGE SHARING?

On a personal level, I genuinely enjoy teaching and sharing knowledge. I'm passionate about staying at the forefront of developments in my field. Having come from both industrial and academic backgrounds I completed my PhD while driving industrial initiatives – I've seen how crucial the connection between research and industry is. If you want to create cutting-edge innovation, you need to be connected to research. Otherwise, you're simply applying existing technology, which is more engineering than innovation. In logistics specifically, academic research has direct relevance to industrial applications. This is why I work with various universities and enjoy identifying new talents who might join our teams. The cross-pollination between academic knowledge and practical application is essential for pushing the boundaries of what's possible in our industry.

Q: AS AN INNOVATOR IN THE POSTAL SECTOR, WHAT DRIVES YOUR APPROACH TO DEVELOPING NEW SOLUTIONS?

Innovation, at its core, is about applying new knowledge and technology to achieve specific goals. In logistics, this means working within highly constrained ecosystems to find practical solutions. It's not just about implementing existing technology – that's engineering. True innovation requires staying connected to developing research and finding ways to bridge the gap between academic insights and industrial applications.

Q: LA POSTE GROUP HAS UNDERGONE A SIGNIFICANT TRANSFORMATION IN RECENT YEARS. CAN YOU TELL US ABOUT YOUR JOURNEY AT THE ORGANISATION?

When I joined La Poste in 2017, we were exploring the concept of hyper-connected city logistics and the Physical Internet. My PhD research focused on cargo bike logistics at the time, a relatively unexplored solution. We started with just two cargo bikes, and today we operate the largest cargo bike fleet in Europe, with over 3,000 vehicles. This success led to broader responsibilities, including digital twins and autonomous vehicle projects. Eventually, I took the lead of the R&D direction, securing external funding through regional, national, and European channels. Today, I serve as the president of urban logistics for the European Commission, which puts us at the intersection of industrial innovation, academic research, and funding opportunities.



Johan Leveque,
Head of R&D,
La Poste

“MOST OF OUR URBAN FLEET IS NOW ELECTRIC, MAKING IT ONE OF THE LARGEST ELECTRIC VEHICLE FLEETS IN OPERATION GLOBALLY.”

– Johan Leveque –

Q: WHAT CHALLENGES DOES FRANCE PRESENT FOR POSTAL DELIVERY NETWORKS?

We operate across extremely varied environments – from densely populated vertical cities like Paris to sparsely populated countryside, and historic Roman cities in the southeast with compact city centres but dispersed surroundings. This diversity demands a highly multimodal approach to delivery. We need different vehicles for different purposes – from pedestrian delivery to bikes, cars, and trucks of various sizes.

While these challenges aren't unique to France – they're common across Europe – the regulatory environment adds another layer of complexity. Everything is highly regulated, which provides important protections but can slow the pace of innovation. For example, when deploying autonomous vehicles, we must work closely with government authorities to build confidence and prove security measures, a process that takes considerable time but does ensure balanced implementation.

Q: SPEAKING OF DECARBONISATION, HOW HAS LA POSTE APPROACHED SUSTAINABILITY?

We've made remarkable progress in this area. Most of our urban fleet is now electric, making it one of the largest electric vehicle fleets in operation globally. However, the real innovation has been in our cargo bike implementation. In dense urban areas, cargo bikes have proven more efficient than cars – they can use cycle paths, avoid traffic congestion, and create less disruption. The public response has been overwhelmingly positive, seeing it as a welcome shift from traditional delivery vehicles that often cause traffic disruption. No one is thrilled to have delivery vehicles clog up their street every day.

Q: THE POSTAL SECTOR HAS SEEN DRAMATIC CHANGES IN RECENT YEARS. HOW IS LA POSTE ADAPTING?

In 2000, we were delivering around 20 billion mail items annually. Today, that figure has dropped to approximately 4 billion – an 80% reduction. However, the rise of e-commerce has more than tripled parcel volumes. This shift from weight-based mail delivery to volume-based parcel delivery requires a complete rethinking of our network. When your primary business was mail delivery, a postal worker could efficiently manage their route by bike. But when you're handling 100 parcels, you need different solutions. These changes impact everything from the size and number of our sorting centres to how we process goods. And these aren't short-term decisions – when you build a sorting centre, you're making an investment that will impact operations for decades to come.

Q: WHAT'S NEXT FOR CARGO BIKES IN YOUR DELIVERY NETWORK?

We're still expanding our cargo bike implementation, but it requires careful planning. We've had to introduce a new layer of micro-hubs in city centres, as cargo bikes can't handle the long-haul distances that trucks do. Finding suitable logistics facilities in city centres is challenging, but we've been able to capitalise on our existing network of post offices. What's interesting is that we haven't yet reached the boundaries of where cargo bikes become impractical – in fact, for a while, the biggest challenge was simply acquiring enough bikes to meet our implementation plans due to supply chain constraints.


Q: HOW DO YOU SEE DIGITAL TWINS TRANSFORMING POSTAL OPERATIONS?

Digital twins are often misunderstood in our industry and oversimplified. The best way to think of a digital twin is simply as a simulation tool – they're sophisticated systems that gather high-frequency data to represent the state of a network or object in real-time. What makes a digital twin unique is its two-way connection with the physical world. Take an autonomous vehicle, for example. If software merely shows the vehicle's position, that's a digital shadow. But if that software can also send commands to the vehicle, that's a digital twin. When you add the ability to project future scenarios and optimise operations, you enter the realm of simulation. These technologies are becoming increasingly vital to modern postal operations and will continue to shape the big decisions.

Q: YOU MAINTAIN STRONG CONNECTIONS WITH UNIVERSITIES AND RESEARCH INSTITUTIONS. WHY IS THIS ACADEMIC ENGAGEMENT IMPORTANT?

I work with universities like MIT and Georgia Tech in the US, along with various French institutions. This academic engagement serves multiple purposes – it keeps us at the forefront of new developments, helps identify emerging talent, and ensures our innovations are grounded in robust research. The logistics sector is unique in that academic research often has direct industrial applications, making these partnerships particularly valuable.

Q: LOOKING AHEAD TO 2025, WHAT TECHNOLOGIES DO YOU BELIEVE WILL HAVE THE MOST SIGNIFICANT IMPACT ON POSTAL NETWORKS?

While there's much buzz around generative AI, the real technological advances in postal operations will likely be more practical. Internet of Things (IoT) technology continues to be crucial, particularly for large-scale fleet management. These sensors and data-gathering tools are essential for building effective digital twins and enabling high-frequency data collection. Interestingly, we're also seeing a return to some low-tech solutions, especially when dealing with large-scale fleet operations where implementation costs are a significant factor. The key isn't always about adopting the latest trending technology – it's about finding the right balance between innovation and practicality. The future will likely be shaped by our ability to gather and process real-time or near-real-time data effectively, enabling more responsive and better postal networks. 

Left: The diversity of La Poste's network demands a highly multimodal approach to delivery

SOUTHEAST ASIA'S PUBLIC TRANSPORT PUZZLE



22

Traffic congestion and pollution is a mounting challenge in Asian cities. A Malaysian start-up is reimagining mobility in emerging markets by connecting fragmented transport networks through technology.



“APART FROM DEPLOYING
**INTELLIGENT AND COST-EFFECTIVE
SOLUTIONS**, THERE NEEDS TO BE
ALL-ROUND PARTICIPATION OF
PUBLIC AND PRIVATE SECTORS.”

– Ramachandran Muniandy –

For commuters in Kuala Lumpur, time is quite literally money. Last year, drivers in Malaysia's capital lost 159 hours to peak-hour traffic – 75 of them in complete gridlock – while burning through USD \$50 in fuel costs during rush hours alone, according to data from Satnav company TomTom.

It's a familiar story across Southeast Asia's rapidly growing cities, where rising car ownership collides with infrastructure struggling to keep pace. The traditional solution – build more public transport – has proved insufficient. Even as cities invest in new rail lines and bus networks, ridership remains stubbornly low.

Unlike Singapore, with its compact geography and centralised planning, Malaysia's sprawling urban landscape means most residents live far from transit hubs. Simply adding more feeder buses on fixed routes and schedules has failed to attract riders, creating a vicious cycle of low ridership, rising costs, and worsening congestion.

It was against this backdrop that Ramachandran Muniandy and his co-founder set out to solve Malaysia's public transport woes in 2018, starting with a deceptively simple question: 'Where is my bus?'

In a country where 80 percent of the population shuns public transport in favour of private vehicles, it was a question that needed answering. But as their company Asia Mobiliti evolved, they discovered that knowing a bus's location was just one piece of a much larger mobility puzzle facing emerging markets.

159 driver hours
lost to
*peak-hour
traffic*





"We realised that just making buses more trackable wasn't going to move the needle for the city," says Muniandy, the company's CEO. "What about everyone who had already given up on public transport? Would this convince them to change their behaviour?"

The answer led Asia Mobiliti to pivot from a simple bus-tracking service to what Muniandy calls an 'ecosystem-centric' approach. In emerging markets like Malaysia, where sprawling cities and high private vehicle ownership create unique challenges, the solution needed to be more comprehensive.

At the heart of the problem lies what transport planners call the 'first and last mile' challenge. While Malaysian cities continue to invest in new rail and metro infrastructure, many residents live beyond walking distance of stations. Without effective connections to these transport hubs, even the most sophisticated rail network will struggle to attract riders.

To address this gap, Asia Mobiliti developed a demand-responsive transit (DRT) system – essentially a hybrid between ride-hailing and public transport.

"We're combining the convenience of ride-hailing with the dedicated fleet nature of public transport," explains Muniandy. The system has shown promising early results in connecting residents to transit stations. But technology alone isn't the answer, according to Muniandy.

"Apart from deploying intelligent and cost-effective solutions, there needs to be all-round participation of public and private sectors," he says. He advocates for a shift away from the traditional model where public transport agencies attempt to solve everything independently.

This perspective comes from hard-won experience. Previous efforts by transport agencies to develop their own technology solutions often fell short. "They're not technology companies at heart," Muniandy observes. "A public transport operator needs to focus on operating the service, maintaining the fleet, and managing the customer experience – not necessarily building the technology."

The power of this collaborative approach was recently demonstrated at MOVE London 2024, where Asia Mobiliti announced a partnership with UK tech company Journey Alerts. The collaboration aims to tackle a crucial challenge in emerging markets: reaching users who don't typically use transport apps.

Instead of developing another smartphone app – a common pitfall in

markets where app adoption remains low – the partnership focuses on meeting users where they already are: on messaging platforms like WhatsApp, Messenger, and Viber. It's a pragmatic solution that characterises Asia Mobiliti's approach to emerging market challenges.

The collaboration builds on a successful pilot in Malaysia that combined Kuala Lumpur's public transport services with real-time travel updates through popular messaging platforms. Beyond just providing information, the system's sophisticated intent mapping technology helps transport operators optimise routes based on actual passenger demand – a crucial capability in rapidly evolving urban environments.

"The results we've seen in Malaysia have created strong demand from Indonesia, Africa, Eastern Europe, and South America," says Muniandy. With trials planned in Southeast Europe later this year, the partnership exemplifies how emerging market innovation can create solutions with global relevance.

Asia Mobiliti's platform has evolved to integrate multiple transport modes, including parking systems that help drivers combine car use with public transport, and partnerships with micro-mobility providers. This 'Mobility as a Service' concept was virtually unknown in Malaysia when Asia Mobiliti launched. Now, it's becoming central to discussions about urban transport solutions.

The company's approach represents a new model for emerging markets. Rather than importing expensive solutions from developed nations, the company builds its technology locally, ensuring it meets the specific needs and cost constraints of developing economies.

As Southeast Asian cities grapple with congestion, pollution, and the challenges of rapid urbanisation, the question is no longer just 'Where is my bus?' It's more of a mouthful, but the question should be, "How do we create an integrated transport system that works for everyone?" Asia Mobiliti's evolution suggests that the answer lies not in any single technology or service, but in knitting together existing transport options into a more coherent whole.

For Malaysia and similar emerging markets, this could offer a path to reducing car dependency without requiring the massive infrastructure investments seen in developed nations. The key, as Muniandy puts it, is "decentralising transport planning from national government-led thinking to local government participation." ■



OUR GLOBAL VISION

26

AMRA ZAREER



**Global Vice Chair
of External Relations**



WiLAT





Above: WiLAT has a vision of being the most sought after organisation for advocacy and empowerment of women in the Logistics and Transport industry



A

s the global economy evolves, logistics, transport, and supply chain industries are emerging as vital drivers of growth and innovation. In this

dynamic landscape, women are carving their space, contributing their unique perspectives, and taking on leadership roles that shape the future. Global Women in Logistics and Transport (WiLAT) is at the forefront of this transformation, dedicated to empowering women, creating opportunities, and fostering a culture of inclusion in these critical industries.

FUTURE PREDICAMENTS

Global WiLAT is the women's forum within the International Chartered Institute of Logistics and Transport (CILT), with a presence in over 38 territories. Our mission is to encourage female participation in the logistics, transport, and supply chain sectors, offering mentorship, support, and opportunities for growth. By addressing the challenges women face and advocating for equity, we aim to build a sustainable, inclusive industry where everyone thrives.

DEVELOPMENTS AND OPPORTUNITIES IN THE INDUSTRY

The logistics, transport, and supply chain sectors are undergoing significant transformations driven by technological advancements, globalisation, and sustainability efforts. These changes are opening new doors for women, from leadership roles in supply chain management to innovation in green logistics.

At Global WiLAT, we are committed to creating awareness about the industry and its vast potential. By engaging with students, we aim to inspire them to pursue degrees in logistics, transport, and supply chain, emphasising that these fields are rich with opportunity and ripe for innovation.

OUR CORE PROGRAMS AROUND 'VALUES IN ACTION'

Global WiLAT's commitment to empowering women is reflected in our initiatives and programs that drive meaningful change. Our Values in Action Program addresses critical priorities shaping the future of our industry and communities. We have appointed industry leaders as champions in each pillar to spearhead these programs and projects for Global WiLAT.

Left: The WiLAT Capacity Building Centre provides comprehensive leadership training and industry insights to emerging professionals

Right: WiLAT's dual focus: Embracing technological innovation while promoting sustainable practices in transport and logistics

LET'S TAKE A LOOK AT THESE PROGRAMS IN BRIEF

GENDER AND NEURO DIVERSITY

Diversity is the key for women and individuals with special needs to actively participate in our industry. Global WiLAT actively promotes gender and neurodiversity and inclusion by creating platforms to empower women to step into leadership roles. We advocate for capacity-based representation in decision-making processes and guide women through mentorship, skill-building workshops, and networking opportunities. We aim to create a workplace culture where everyone can thrive.

GREEN PRACTICES AND SUSTAINABILITY

Sustainability is no longer an option; it is a necessity. Global WiLAT champions are mobilising resources available in our network to gather eco-friendly practices in logistics and transport. Focusing on reducing carbon footprints, adopting renewable energy solutions, and implementing green logistics strategies, we encourage members and industry stakeholders to prioritise sustainable practices, ensuring that the sector contributes positively to environmental conservation while meeting global demands.

WILAT CAPACITY BUILDING CENTRE (WCBC)

Recognising the importance of skill development and leadership training, we have established the WiLAT Capacity Building Centre (WCBC). This centre serves as a hub for young leaders, offering tailored programs to equip them with industry insights, technical expertise, and leadership skills. Through WCBC, we prepare the next generation of professionals to navigate the complexities of the logistics, transport, and supply chain industries with confidence and competence.

GLOBAL COLLABORATION FOR GROWTH

Collaboration is at the heart of Global WiLAT's mission. We work closely with WiLAT territories worldwide, sharing best practices, fostering partnerships, and driving initiatives that create tangible impacts. Our global network enables us to amplify women's voices, champion equity, and unlock opportunities for growth.

IN SHORT

■ WILAT MISSION

Our mission is to promote the status of women in Logistics and Transport, to bring together those who aid the career development of women, and to provide a support network for women in the sector. We have a vision of being the most sought after organisation for advocacy and empowerment of women in the Logistics and Transport industry.

■ THE FUTURE

Our work toward this goal is concentrated into four key areas: leadership, mentorship, entrepreneurship and empowerment. Within these areas we work to bring change to our industry and the wider economy.

**Amra Zareer**

Global Vice Chair of External Relations, WiLAT.

JOIN US IN SHAPING THE FUTURE

As Global WiLAT continues to advance its mission, we invite individuals, organisations, and communities to join us in reshaping the logistics, transport, and supply chain sectors. Together, we can empower women, foster innovation, and build a sustainable future that benefits all.

The freight, logistics, aviation, maritime, and supply chain sectors are witnessing rapid advancements, fuelled by globalisation and technological integration. In freight and logistics, digitalisation is enhancing efficiency through real-time tracking, predictive analytics, and automated processes. Aviation is embracing greener technologies, such as sustainable aviation fuel and advanced navigation systems, to reduce environmental impact. The maritime industry is undergoing a significant transformation with the adoption of smart ports, eco-friendly shipping solutions, and autonomous vessels. Supply chains, meanwhile, are becoming more resilient and agile, leveraging AI and advanced technologies to ensure transparency and reliability. These shifts are opening vast opportunities for innovation and leadership, especially for women and diverse talents eager to drive the future of these interconnected industries.

Global WiLAT envisions a future where women and diverse talents are at the forefront of innovation in logistics, transport, and supply chain. By continuing to break barriers, foster inclusion, and champion sustainable practices, we aim to redefine what success looks like in this industry. Our efforts are not just about creating opportunities today but building a legacy of equity and excellence for future generations.

The journey ahead is filled with opportunity and transformation. At Global WiLAT, we are proud to lead the way, ensuring that women thrive and contribute meaningfully to an industry that is vital to global progress. 🚀

ONE GLOBAL COMMUNITY

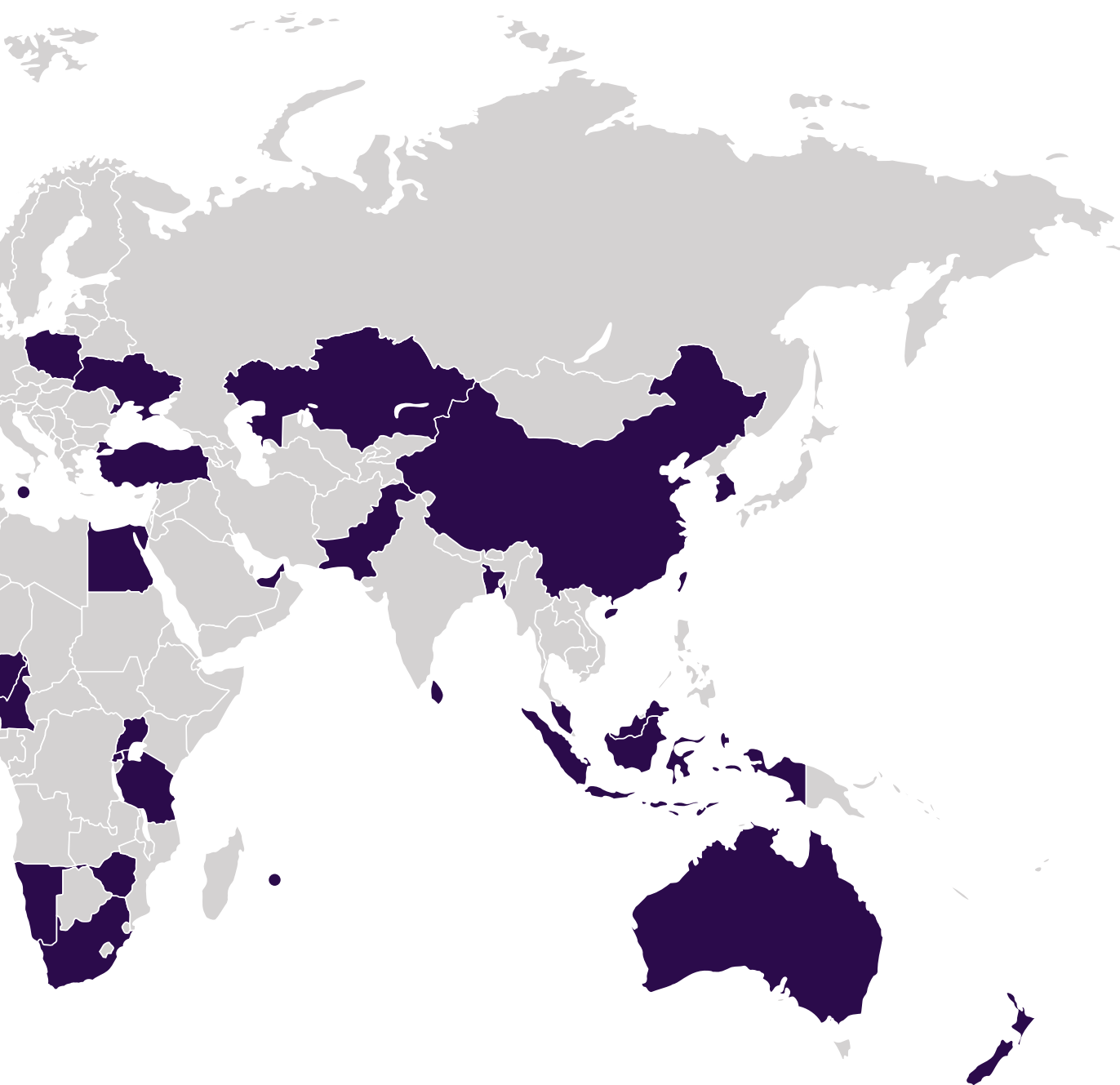


CILT is the world's leading organisation for professionals in logistics, transportation and supply chain. With our global community, we are creating the deeper intelligence needed for our world's future.

Join your local branch today www.ciltinternational.org

Present in almost 40 countries, including:

Cameroon | Cote d'Ivoire | Egypt | Ghana | Malawi | Mauritius | Namibia | Nigeria | Rwanda
South Africa | Tanzania | Uganda | Zimbabwe | North America | Ireland | United Kingdom
Malta | Central Asia | Poland | Turkey | Ukraine | UAE | Australia | Bangladesh | China
Indonesia | Korea | Malaysia | New Zealand | Pakistan | Singapore | Sri Lanka | Taiwan





20

ON WA

**START-UPS
IMPACTING
GLOBAL
LOGISTICS &
TRANSPORT**

EST TO ATCH

***Motion** magazine investigated and spoke with 20 of the world's most innovative start-ups reshaping the transport and logistics landscape. From blockchain revolutionaries to autonomous vehicle pioneers, these companies aren't just adapting to change – they're driving it.*

Let's find out how these organisations are transforming everything from last-mile delivery to global freight documentation, and why they're the ones to watch in the years ahead.

01



“We believe the future of logistics is fully digital, driven by an interconnected ecosystem of essential data.”

CARGOX (Slovenia)

Founded in 2018, CargoX has established itself as a pioneer in blockchain-based logistics documentation, offering a groundbreaking platform for secure, transparent document transfer in global trade.



NEXT MODULAR VEHICLES (Italy)

NEXT produces electric modular vehicles that are capable of docking and undocking with each other without stopping. When the vehicles connect, they open up the front and back doors creating a longer bus in which you can freely move. The modularity solution of NEXT has been inspired by physics and complex systems, such as car traffic modelling and optimisation.

02



03

PARKWAY AUTONOMOUS (USA)

This US-based innovator offers advanced transportation solutions through their CAVway platform, which integrates autonomous driving capabilities, vehicle-to-vehicle communications, and smart infrastructure integration. Their Level 5 automation vehicles feature rapid electric charging, ultrawideband micro-positioning, and comprehensive WiFi connectivity.

PARKWAY
AUTONOMOUS

35

PACTO MEDICAL (USA)

Pacto Medical is revolutionising medical logistics with innovative solutions that address critical healthcare supply chain challenges.

The company's flagship innovation is a patent-pending compact pre-filled syringe that reduces packaging volume by 40% compared to traditional designs. This breakthrough came from a deep understanding of healthcare delivery challenges in resource-constrained settings.



05

FUTURAIL
(Germany)

Based in Munich, Futurail advances autonomous train technology with a focus on perception and visual localisation systems, addressing critical challenges in rail operations including driver shortages and operational reliability.



“Our mission is to drive the shift to rail by providing frequent, reliable, and cost-effective autonomous trains.”

Alex Haag, CEO, Futurail.



TOPSHIP (Nigeria)

Topship is transforming the shipping landscape for Nigeria's thriving small and medium-sized businesses through comprehensive digital solutions and personalised service.



37

TRUKKER (UAE)

Trukker is making waves in the Middle East and North Africa's logistics sector with its digital freight network. By connecting shippers with carriers through a user-friendly platform, Trukker is streamlining the traditionally fragmented trucking industry. Their use of AI for route optimisation and real-time tracking is setting new standards in logistics efficiency.

TRUKKER
ANY TRUCK ANY TIME ANY WHERE

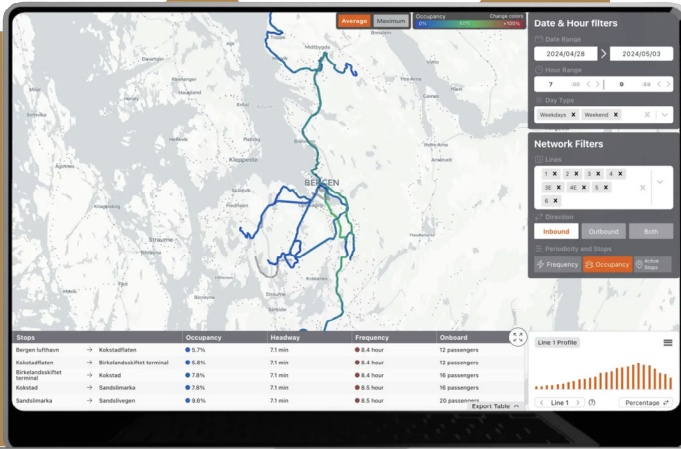
07



08

ASISTOBE (Norway)

Asistobe develops cutting-edge software for analysis, modelling, optimisation, and planning of public transport. Their platform integrates various data sources, including public transit data, micro-mobility data, demographics, and mobile network data, to uncover how people actually move within cities. Using advanced AI and machine learning algorithms, Asistobe can forecast transportation demand with 85-90% accuracy.



asistobe

09

OFLOAD (Australia)

This innovative freight marketplace is tackling the challenge of empty truck miles in Australia. Ofload purchased CIA Logistics for an undisclosed sum and continues to grow revenue year-on-year, responding to demand for its service that sells access to empty truck space.

The start-up has created a digital road freight platform connecting some of the country's largest companies with transport operators, enabling shipments to be delivered more quickly, affordably and sustainably by utilising previously unused truck capacity.



SWUGO (Netherlands)

This Dutch startup advances urban micromobility with innovative e-bike conversion technology, offering drop-in motors, smart batteries, and a battery-as-a-service model supported by a cell-swapping network. Control algorithms maximise availability and battery life. Batteries only operate when authorised, so you don't have to worry about them getting stolen.

39

NOWPORTS (Latin America)

Nowports is modernising Latin American logistics through its digital freight forwarding platform, leveraging AI and machine learning for predictive analytics to make international shipping more accessible and efficient.






DELHIVERY
Small World

12

DELHIVERY (India)

This logistics success story sets new benchmarks in India's complex logistics landscape through AI-powered route optimisation and predictive analytics, particularly in last-mile delivery and supply chain solutions.

Delhivery has built a nation-wide network with a presence in every state, servicing over 18,600 pin codes. 24 automated sort centres, 94 gateways, 2880 direct delivery centres, and a team of over 57,000 people make it possible for us to deliver 24 hours a day, 7 days a week, 365 days a year.

13

GOJEK (Indonesia)

As a super-app impacting Southeast Asian mobility, Gojek combines ride-hailing, food delivery, and logistics services in an integrated platform reshaping urban transport and delivery systems.

An on-demand app that offers choices of solutions to cater different user's needs

41

14

KOBO360 (Nigeria)

This innovative platform transforms African logistics by connecting truckers with shipping companies through a sophisticated digital platform powered by big data analytics for route optimisation.


KOBO

15

TUGA INNOVATIONS (Canada)

TUGA pioneers urban mobility with three-wheeled electric vehicles, featuring innovative designs that combine motorcycle agility with car safety, including modular body components and an expanding rear axle.

“TUGA combines a forward looking approach to urban mobility with the possibilities of digital technology.”





16

FLUENT CARGO (Australia)

Established in 2021, Fluent Cargo has quickly made a name for itself with its revolutionary platform for freight routing and planning. The Fluent Cargo platform allows shippers to input an airport, seaport, city, or country and instantly view a variety of route options and carriers.



43

17

GOMETRO (South Africa)

GoMetro is transforming transportation through integrated fleet management solutions and innovative approaches to data integration.



18

PLEDGE (UK)

Pledge provides enterprises with comprehensive emissions calculation and tracking capabilities across their logistics supply chain. Their cloud-based platform automates data collection and reporting across all transport modes, helping companies meet sustainability compliance obligations.

By collecting activity data directly from logistics suppliers, Pledge delivers transparent and traceable emissions data, empowering supply chain teams to meet their sustainability compliance obligations and helping drive emissions reduction at scale.

CSCS (USA)

As a trusted system integrator, CSCS specialises in optimising logistics and warehouse operations through AI-driven digital supply chain solutions. Led by former Manhattan executives, they offer comprehensive implementation services for supply chain software, ensuring seamless integration with enterprise systems.

The organisation specialises in addressing the unique technology needs of transportation, warehouse, and retail businesses, ensuring seamless integration with internal enterprise and client/partner systems.

19



20

JOURNEY ALERTS (UK)

Journey Alerts works like a digital chaperone, providing real-time, step-by-step guidance that mirrors having a helpful person accompanying you. Alerts are sent to the users' phone directly rather than through an app, or through scanning QR codes at stations (currently being trialled in the East Midlands), and instead of presenting all journey information at once, it only tells users what they need to know right now and what to do next.

REVOLUTIONISING SRI LANKA'S FREIGHT NETWORK

Meet Dharshana De Silva, the visionary behind Sri Lanka's first successful public-private partnership in rail freight transportation. As Assistant Group General Manager of Prima Group and Co-Chair of the Committee on Developing Rail Freight Services, De Silva is spearheading a transformation in how cargo moves across the island nation.



In 2017, under Dharshana's leadership, Prima Group initiated Sri Lanka's first public-private partnership (PPP) for transporting finished goods cargo by rail freight. This project focused on transporting finished goods (flour) using containers via Sri Lanka Railways. Despite the challenges and years of efforts required, Prima became the first private company to invest over LKR 600 million (USD 2 million) in such a venture. This initiative has since become a model for others, showcasing the benefits of rail freight.

Prima has now also begun utilising reverse logistics to transport third-party goods on return trips, opening doors for other companies to trial the rail network. This approach has significantly reduced carbon emissions and road congestion. With 2 million kilometres removed annually from road transportation through Prima's efforts, the long-term goal is to scale this reduction to over 6 million kilometres by establishing strategic rail hubs nationwide.

Q: HOW DOES MULTI-MODAL INTEGRATION BETWEEN RAIL AND OTHER TRANSPORT MODES IMPROVE LOGISTICS EFFICIENCY IN SRI LANKA?

Currently, Sri Lanka lacks significant multimodal integration between rail and other transport modes, despite its vast potential. The country's compact size and extensive rail connectivity offer immense opportunities for rail logistics. Tapping into this potential is essential to support Sri Lanka's economic stability, especially given the challenges the nation has faced in recent years.

Q: WHAT ROLE DO YOU SEE RAIL FREIGHT PLAYING IN REDUCING SRI LANKA'S TRANSPORT-RELATED EMISSIONS OVER THE NEXT 5 TO 10 YEARS?

In Sri Lanka, most goods are transported by road, with rail freight playing a minimal role. Prima's project demonstrates the potential for rail to reduce emissions, as 24 containers are transported via rail 16-18 times a month, removing over 2.2 million kilometres of road travel annually between Trincomalee and Colombo.

If strategic rail hubs are developed, connecting key locations such as the northern and southern regions, the shift from road to rail could remove 5-10 million kilometres from roads. This would significantly reduce the carbon footprint, road congestion, and maintenance costs while enhancing fuel efficiency and saving foreign exchange. Such efforts are critical for a country navigating economic recovery in addition to Sri Lanka becoming more competitive in the export market where carbon footprint becomes a competitive advantage.

Q: WHAT DO YOU SEE AS THE MAIN BARRIERS TO INCREASING THE SHARE OF FREIGHT TRANSPORTED BY RAIL IN SRI LANKA, AND HOW MIGHT THESE BE OVERCOME?

Sri Lanka faces several challenges in increasing rail freight, including outdated infrastructure, resource limitations, inefficiencies, lack of storage facilities, and shortages of skilled personnel. Additionally, Sri Lanka Railways has been running at a loss for decades, hindered by unionisation, overstaffing, and bureaucracy.

Addressing these issues requires targeted investment. Establishing 2-3 rail cargo hubs within the next 1-2 years and connecting rail to Colombo Port for export cargo could generate positive income, fostering confidence and paving the way for necessary reforms to take place.

Q: ARE THERE ANY UNIQUE CHALLENGES SRI LANKA FACES IN DEVELOPING SUSTAINABLE RAIL FREIGHT SYSTEMS COMPARED TO OTHER SOUTH ASIAN NATIONS?


Sri Lanka's railway network, over 150 years old, was built for the requirements of a bygone era. Modernising this system is crucial to meet current demands. Comparatively, Sri Lanka's well-known delays in rail transportation and inefficiencies erode confidence in rail as a viable freight option.

However, the country can learn from neighbours like India and Bangladesh where long-term infrastructure planning has enhanced rail freight capabilities. Gradual improvements in reliability and efficiency can rebuild trust among private sector stakeholders, attracting investment and fostering growth. I sincerely hope the new Government will take necessary steps and promote investments for rail freight development and continue to support this initiative started by the previous regime.

Q: WHAT PARTNERSHIPS BETWEEN THE PUBLIC AND PRIVATE SECTORS DO YOU BELIEVE ARE MOST CRUCIAL FOR MODERNISING SRI LANKA'S RAIL FREIGHT INFRASTRUCTURE?

Public-private partnerships (PPPs) are essential for modernising Sri Lanka's rail freight system. Building confidence through improved efficiencies and successful projects is key. The Prima project has demonstrated the potential of PPPs, but systemic reforms are needed to unlock further opportunities.

Empowering project-based decision-making, fostering innovation, and reducing bureaucratic red tape are critical steps forward. Additionally, a mindset shift among Sri Lanka Railway's employees – focusing on organisational goals and embracing change – is vital. Over the past 14 years, many individuals within the organisation have expressed a positive vision for reform, but their efforts need support through investment and strategic leadership.

Ultimately, government backing, investor confidence, and employee commitment are essential for developing strategic rail cargo hubs. These efforts can usher in a new era for Sri Lanka Railways, transforming it into a cornerstone of the nation's logistics and sustainability goals. I am optimistic about my role as Co-Chairman in taking Sri Lanka forward to a new era of fast-paced development which is the need of the hour. 

Sri Lanka's first public-private partnership for transporting finished goods cargo by rail freight



“OVER THE PAST 14 YEARS, MANY INDIVIDUALS WITHIN THE ORGANISATION HAVE EXPRESSED A POSITIVE VISION FOR REFORM.”

– Dharshana De Silva –

VOLUNTEER OF THE MONTH

January
2025

CILT International is delighted to announce Alice Yip from CILT Hong Kong as our first-ever recipient of the Chief Teete OWUSU-NORTEY Volunteer of the Month Award.



“

I am truly honoured to be selected as the first recipient of the Chief Teete OWUSU-NORTEY Volunteer of the Month Award.

I would like to extend my heartfelt gratitude to CILT International and President Chief Teete for presenting this award to me. I also want to thank my respected nominators, Dr Dorothy Chan and Ms Vicky Koo, as well as my colleagues at CILT Hong Kong and CILT International, especially those in the WiLAT and Next Generation forums, for their unwavering support and wonderful teamwork.

CILT's commitment to nurturing the next generation of professionals means so much to me and has had a profound impact on my growth within the Institute. I hope this recognition not only encourages me but also motivates other next generation members to strive for excellence and actively contribute to the CILT International Community.

I look forward to receiving the award certificate and continuing my contributions to CILT International and CILT Hong Kong. Thank you once again for this wonderful recognition. ”

ALICE YIP



Nominate your
**Volunteer of the
Month** via the
CILT International
website

THE COUNCIL OF TRUSTEES

CILT brings its community together to develop powerful networks, strengthen individuals within their roles and bolster the awareness of logistics, supply chain and transportation. Here we profile our esteemed Council of Trustees.

Chief Teete OWUSU-NORTEY FCILT

PRESIDENT



"As the first African to be elected to this position since the inception of CILT in 1919; the honour to represent, the global community, our continent Africa and my nation Ghana is significant, and I will approach it humbly and with gratitude."

JAN STEENBERG FCILT

PRESIDENT ELECT



A veteran of CILT, Jan joined the Institute in 1995, encouraged by the desire to connect with likeminded people, improve his skillset and be part of a global professional community. With a proven track record of excellence within the supply chain industry, Jan previously held the position of Honorary Secretary, supporting our Trustees and helping develop strategies, policies and guidelines to add value to our members and keep the Institute in the forefront of progression.

PAUL MACDONALD CMILT

HONORARY TREASURER & TRUSTEE



"As your Honorary Treasurer & Trustee, I will approach the role with objectivity, openness and diplomacy."

JENNIE MARTIN FCILT

HONORARY SECRETARY & TRUSTEE



"I am passionate about creating a transport sector where everybody has the opportunity to achieve their full potential."

MICHAEL BOURLAKIS FCILT

TRUSTEE



"I am honoured and thrilled to become a member of the Board and I am looking forward to serving and supporting the Institute and our profession."

ELIZABETH GILLIARD FCILT

TRUSTEE



"CILT was my route to the boardroom, and I want to secure that route for future generations of blue collar workers who have the ability and the ambition to contribute to transport and logistics at a senior level."

DR DOROTHY CHAN FCILT

ADVISOR TO TRUSTEES



"I have learned from my role as WiLAT Global Advisor that if we want to excel in what we are doing, we have to be humble, ready to listen and at the same time hold firm on the long-term vision for WiLAT as a group under CILT promoting the interests of female members in the Institute. I will continue to serve the Institute as an Advisor to the Trustees and encourage professional development."

VICKY KOO FCILT

ADVISOR TO TRUSTEES & GLOBAL WILAT CHAIRPERSON



"I am passionate about seeing women advance their careers in our industry; and it is my privilege to serve our member countries. We are Stronger Together." 

EDUCATIONAL DEVELOPMENTS IN OUR INSTITUTE





*As supply chain, logistics and transportation evolves globally, CLT International continues to adapt its qualifications framework to meet the changing needs of industry professionals. **Motion** finds out more.*

Written by **RUTH FRANCIS**
& **PROFESSOR MICHAEL**
BOURLAKIS

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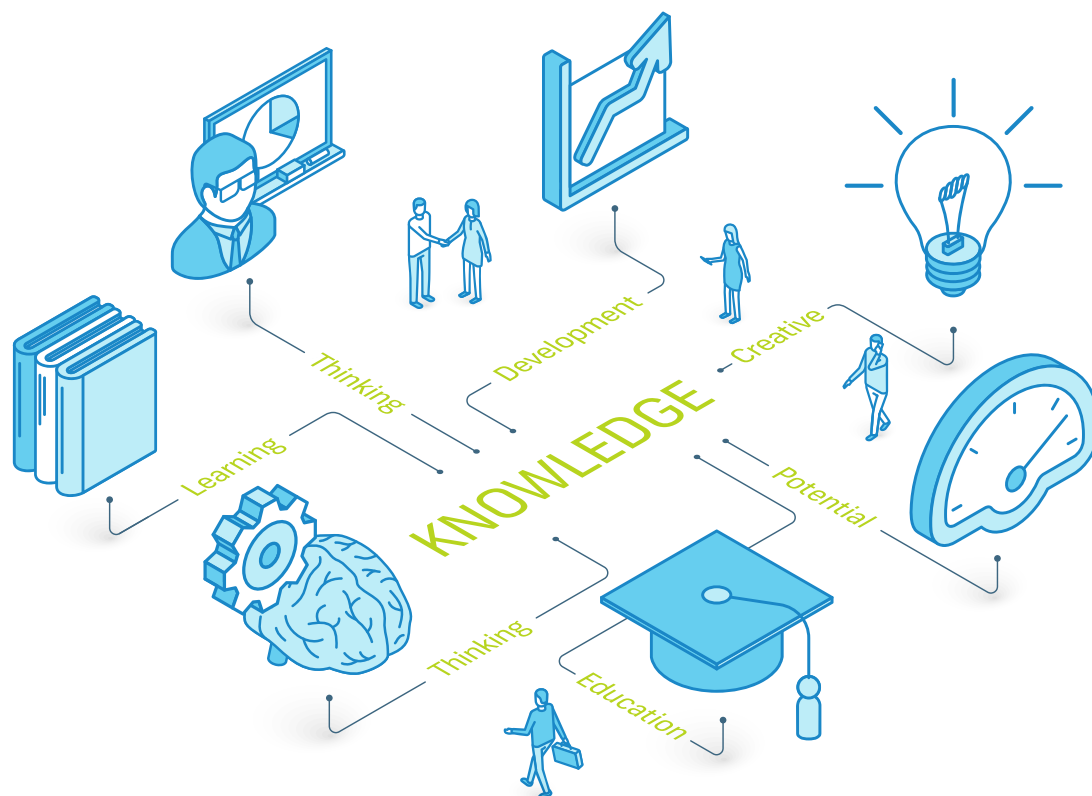
uring the past 50 years we have witnessed an explosion of Logistics, Transport and Supply Chain degree offerings across the globe. This is a testament to the specialised body of knowledge that professionals need to be successful in our industry. Indeed, when we consider what changes a 'job' into a 'profession', specialised knowledge is one of the centrally agreed characteristics that is needed. As a Chartered Institute, we understand that centralising this existing knowledge into qualifications and training, and sharing this globally and consistently, will help to drive the progress of our profession and support our members accordingly. We recognise the exemplary work that our branches and territories carry out to provide a rich calendar of Continuing Professional Development (CPD) that is on offer to Institute members. Alongside this more informal CPD engagement, every year, nearly 5,000 learners, across 40 different countries, engage with our Chartered Institute of Logistics & Transport International (CILT International) qualifications and use their knowledge and skills to create impact for themselves, their organisations, and the profession as a whole. Whilst our most popular qualification is our International Diploma, we offer education

Below: Logistics professionals collaborate on-site, sharing expertise and best practices in warehouse operations

for those at entry level (Introductory Certificate), all the way through to strategic leader (Advanced Diploma). These qualifications are benchmarked against the UK qualifications framework, a globally recognised system that ensures consistency in learning, no matter where you are in the world. Our programmes focus on core knowledge and competencies, with each level (1 through 6) being underpinned by a set of assessment criteria that emphasise what a successful learner will be able to do (rather than simply know) when they complete their training. Whilst the education and training landscape is broad, utilising a professional body to engage with this learning, feeds into our global network, and ultimately drives innovation and the creation of new knowledge.

As the ways in which logistics, transport and supply chains work has changed dramatically, the body of existing knowledge has also changed. As an Institute, we have entered a detailed review of our qualifications and training to ensure they are as relevant and up-to-date as possible. Through the reconstitution of the International Education Standards Committee, we have brought together a number of education experts to support, and professionally challenge this important project. The members of the





Committee have been drawn from a range of geographies, industry experiences, academic expertise and specialist technical knowledge areas. As CILT International, we take pride in representing a broad church of modalities and the end-to-end supply chain, as such, it was imperative for us to ensure our experts accurately represent this breadth and global picture. This International Education Standards Committee has a specific remit such as, among others, meeting appropriate global education standards and quality frameworks, ensuring that our modules and programmes are up to date supporting our members' continuous professional development, accrediting educational providers and other stakeholders delivering our programmes and qualifications.

During the past few months, we prioritised updating our educational material and we sought relevant input from various stakeholders worldwide to decide which modules and educational material we need to focus on. Subsequently, we conducted relevant surveys and workshops and following the first round of surveys and analysis, we have seen some key trends emerging including for example,

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– Professor Michael Bourlakis –

Digitalisation, Blockchain and Artificial Intelligence, Big Data Analytics, and Sustainability. Based on this work we will ensure that our curriculum in our offerings meet the needs of the workplace and produce graduates who can apply their learning to make an impact from day one.

Finally, as a Chartered Institute, there is one further thing that drives the direction of our education and training – our charitable objective. To ‘promote, encourage and co-ordinate the study of the science and art’ of our profession. We have, and will continue to keep this at the heart of everything we do, and we look forward to sharing further exciting updates in upcoming issues of *Motion* magazine. 🚀

IN SHORT

■ WHAT IS CPD?

CPD is described as ‘the systematic maintenance and improvement of knowledge, skills and competence throughout a professional’s working life’. A commitment to CPD is an integral part of being a professional.

Keeping your knowledge and skills up to date in today’s fast-changing world of work is vitally important, yet some people find it more challenging to plan and systematically improve their own skills than to set up systems for continuous improvement in the workplace. CILT offers members guidance and support to help them get the best out of their Continuing Professional Development.

■ CILT SUPPORT

CILT have made a strong commitment to CPD and all members are expected to adopt the philosophy as part of their own career paths. Commitment to CPD will be seen as a key indicator when seeking to upgrade to higher levels of CILT membership.

Many of the CILT Territories have already developed CPD material to help professionals at every level to develop, grow and progress their careers.

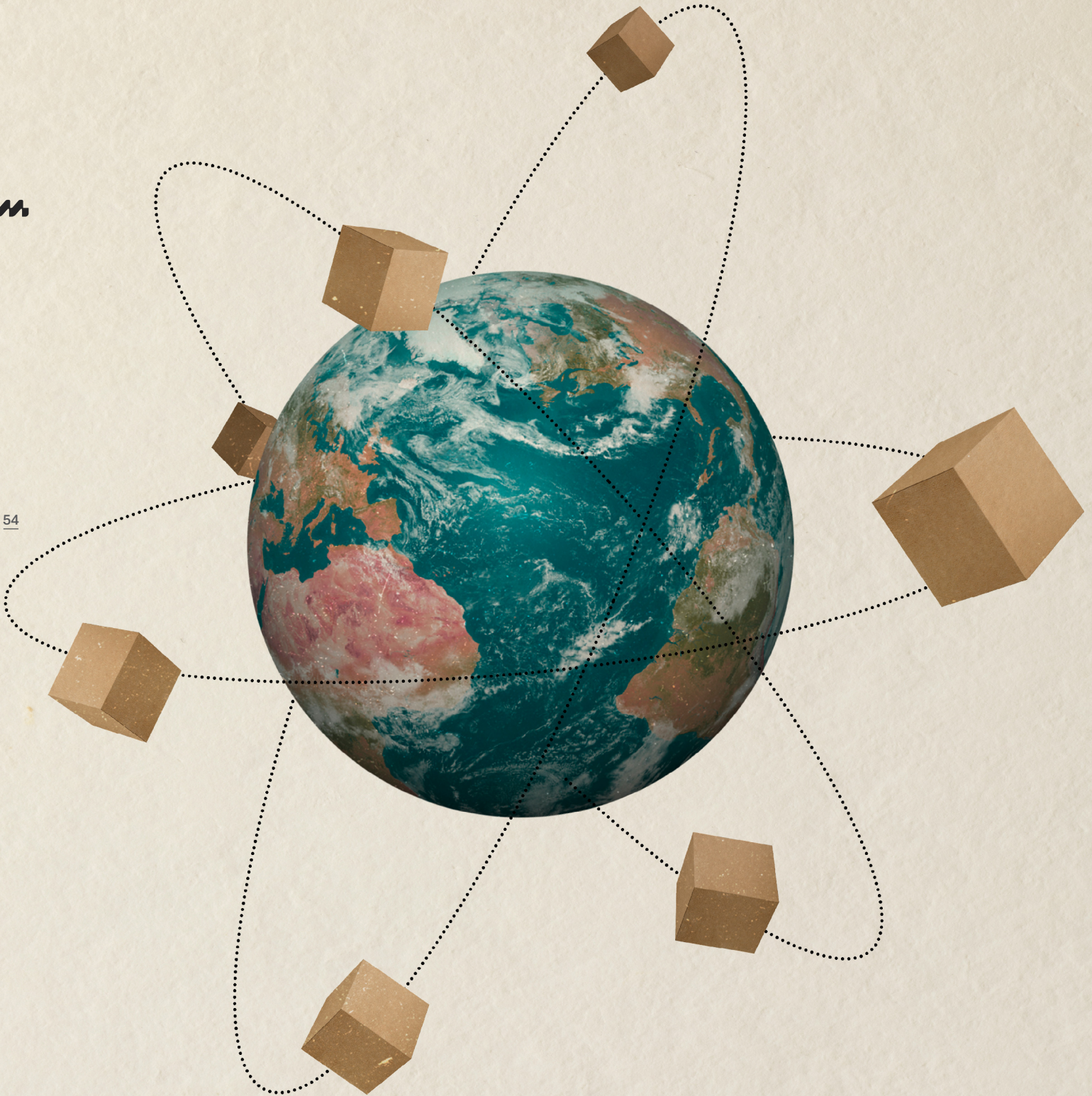


Ruth Francis
Education Strategy Lead,
CILT International.

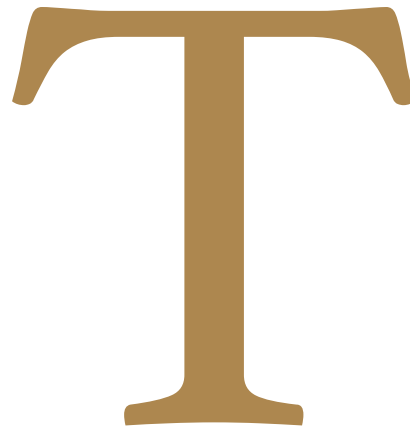


Professor Michael Bourlakis
Trustee,
CILT International.

HISTORIC LAUNCH



As one of CILT President Chief Teete OWUSU-NORTEY's legacy projects from 2024, and in a landmark initiative for the logistics, supply chain and transportation sector, CILT International successfully launched the first International Day of Supply Chain, Logistics, and Transportation on November 3, 2024



he celebration, themed 'One Network, One Global Community,' united CILT's global network of over 30,000 professionals present in over 100 countries recognising the industry's vital contributions.

The day marked a significant achievement in CILT's 105-year journey of advancing professional standards in logistics and transport. Building on our legacy since 1919, the initiative highlighted the essential role of 450 million supply chain professionals worldwide who represent almost 13% of the global workforce.

A cornerstone of the celebration was the establishment of CILT's International Education Standards Committee (IESC), demonstrating our continued commitment to evolving professional qualifications and education across the Institute. This strategic initiative ensures CILT remains at the forefront of industry education and professional development.

CILT territories worldwide embraced the celebration with innovative programs. CILT Sri Lanka hosted a special launch event, while CILT Singapore contributed through its Shipping & Maritime Webinar series and the publication of an eBook. The Women in Logistics and Transport (WiLAT) launched the Career and Life Formula (CALF) Programme, aimed at nurturing the next generation of industry leaders. CILT Ireland's continued co-chairmanship of the Logistics & Supply Chain Skills Group highlighted our organization's commitment to professional development.

The success of this inaugural celebration builds upon CILT's remarkable heritage. From our Royal Charter in 1926 to the establishment of 10 national councils in 1994, CILT's evolution mirrors the industry's growing sophistication. Today, as the global voice for logistics, transport, and supply chain professionals, we continue to champion progress and innovation across the sector.

As we look ahead to November 2025's celebration, CILT International remains committed to leveraging this platform to advance industry standards, foster professional development, and strengthen our global network. The International Day of Supply Chain, Logistics, and Transportation stands as a testament to CILT's enduring mission: supporting and connecting the professionals who keep our world moving forward. 



WHAT'S NEXT?

Look out for the next edition of The World In Motion, where we'll be exploring the power of
collaboration



In a world of motion where challenges and opportunities are constantly evolving, the power of regional partnerships has become a cornerstone for building resilient supply chain, logistics and transportation operations. This edition will examine how collaboration between industry, governments, and institutions is pushing progress across regions. We'll explore groundbreaking initiatives that demonstrate how working together drives a better world:

- Public-private partnerships transforming transport infrastructure
- Cross-border solutions streamlining supply chain operations

- Regional trade agreements enhancing market access
- Joint initiatives improving customs and border efficiency
- Knowledge-sharing networks accelerating industry development

We will showcase success stories of collaborative projects that are strengthening connections, from multimodal transport hubs to unified logistics networks, and examine how different regions are working together to overcome shared challenges and create new opportunities.

For all your latest supply chain, logistics and transportation industry news, be sure to join our community on LinkedIn