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Looking for supply chain superheroes

From filling current staffing requirements to hiring the next generation of managers, the question of supply chain talent has always been at the back of our minds. Just what are we looking for in people—and how do we go about developing them?

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From the President Christine Pardiñas

“This doesn’t give us the assurance that we are learning the correct and most efficient way of doing things to help move a defined business strategy.”

In this age of digital transformation and borderless global economies—where technology and the Internet is at the center of almost everything we do nowadays—supply chain management is increasingly recognized as a critical factor in propelling businesses to higher levels of success.

But we are fixated towards ensuring and maintaining a highly integrated and efficient supply chain as part of one’s overall business strategy. In reality, it shouldn’t just be about simply managing the supply chain.

The industry is now facing a challenge, one which some may even classify as a crisis: the demand for people who can take charge of our supply chains outweighs the supply of highly qualified practitioners that can offer value and differentiation, and contribute to the competitiveness of any business.

And with new buzzwords going around us nowadays—automation, blockchain, artificial intelligence, machine learning, augmented reality, e-commerce, Big Data analytics, digital control towers—it is equally important for us practitioners to understand how these advances will change not just our work but our lives.

We have recently observed that larger organizations have begun to elevate their supply chain leaders towards strategic roles. At the same time, they have committed to invest in developing capabilities within their supply chain organization, from planning to distribution and transport management.

Supply chains need to cope with mounting challenges and increased

demands coming from our customers and our partners, as well as from those within the organization. For instance, more information about our supply chains are readily available, but do we have the talent who can crunch the numbers and derive insights from them, to be used to make decisions and create strategies? Also important is the ability to navigate through policies and regulations imposed by the government and other authorities, which can also affect the efficiency of our supply chains.

Thus, the continuous development of supply chain practitioners is a must, through exposure to new technologies and innovations, as well as a better understanding of the concepts changing the nature of our work.

Recognizing these current needs in the industry, and with “Educate” as one of our three pillars, we at SCMAP are committed in cultivating talent in the industry across all levels. We have put in several efforts in promoting talent development and continuous education: collaborations with premier universities, surveys and focus group discussions among member companies, all to establish the path towards significant and sustainable program offerings. These efforts are already in full swing and hopefully several courses will commence within the year.

A lot of us might agree that the best way to learn about supply chain is on the job as we work the grind of everyday demands in our current positions. Still, this doesn’t give us the assurance that we are learning the correct and most efficient way of doing things to

help move a defined business strategy. In my experience, enrolling in continuing education courses provides the needed structure and responsibility on talent development efforts. Formal discussions and peer-learning sessions drive positive changes in behavior and encourage critical thinking. This further strengthens the need for deliberate investment on more formal capability building and talent development programs that will take the employees away from the distractions in their daily work.

One insight that stood out in one of our focus group discussions is the need for capability-building not only on technical areas such as procurement, distribution and logistics planning. We should also develop the capability to understand how to work effectively with other functional areas that intersects with supply chain management, like finance, marketing, and IT. Through this, we can continue raising the bar for us in supply chain to be able to handle all challenges in a globally-competitive environment.

As we move forward into the future, supply chain practitioners need to learn how to collaborate across functions within and outside their organizations. We need to understand how to relate supply chain principles to commercial business success. And most importantly, we should ensure disciplined project execution and consistent delivery of results.

Christine Pardiñas is president of SCMAP and vice president of supply chain for Rustan Supercenters Inc.

Chain Reaction Henrik Batallones

“While there will be disruption in the coming years, there will still be a place for people in the supply chain profession.”

“I’m a communication arts graduate, but here I am, working in supply chain.”

That makes for a neat conversation starter, especially now that I attend a lot of events pertaining to supply chain, and I am surrounded by industry luminaries with years of experience, or newcomers who have prepared for their current roles by taking degrees somewhat close to it—say, industrial engineering or finance.

I start conversations that way not to put myself down, but rather to illustrate the fascinatingly horizontal nature of supply chain: how it touches on virtually every aspect of running a business, and how improving it requires involving every stakeholder of the business—suppliers, partners, employees, end customers.

The concept of supply chain being relatively new, the transition—not just within businesses, but also among policy makers and consumers—is still ongoing. Take SCMAP’s history: we began as an association representing the distribution departments of major manufacturers, and have evolved into one representing the supply chain sector, now including stakeholders in logistics, retail, and other allied industries.

Since we adopted our current name in 2008, our challenge has been to underscore the importance of collaboration in moving not just our industry and our profession, but also the country as a whole. It is why, in recent events, we have begun tapping the expertise of people whose key competencies are not necessarily in supply chain

as we know it. One, it helps us understand how supply chain connects with everything. Two, it helps us appreciate how improving supply chains is an effort undertaken across the board, rather than just one department.

Large companies are leading the way in institutionalizing supply chain’s collaborative nature, with departments and partners beginning to work together more to achieve a common goal: to serve customers in the best way possible at an optimal cost. This knowledge is trickling down to smaller enterprises as time goes on: leadership by example.

Stakeholders in the public sector are also (thankfully) beginning to appreciate this, with initiatives that run across agencies who would otherwise seem busy defending their own turfs. In recent years we have talked with various government agencies who have together presented a holistic view of how we can enhance the country’s supply chain networks, efforts that encompass infrastructure, policy and capacity development.

Finally, the academe has also stepped up efforts to address a new challenge: with the supply chain sector booming alongside the Philippine economy’s sustained growth over the years, there is now a need to develop a new generation of talent who will be able to meet these challenges head on. At the beginning of this transition supply chain talent comes from various places—operations, finance, perhaps even sales—and have had to appreciate the profession’s horizontal nature on the job. It’s worked for the

most part, but old habits are hard to replace, and there is a demand now for people who have an appreciation of the wide-reaching impact of strong supply chains not just on businesses, but on the economy, and ultimately on the lives of the people within it.

This issue of *Supply Chain Philippines* is one product—not the end product, I must add—of many years of efforts trying to understand these needs. As we work to promote supply chain education across all levels, we sought to understand just what is being asked for of today’s supply chain talent. We wanted to know how stakeholders can step up to fill not just current needs, but also future ones.

The future, in this case, is interesting if not anxiety-inducing: the advent of artificial intelligence, robotics and the Internet of Things is promising to change the game, and raises significant questions on what will be required of the people working on every end of the supply chain—if they are required to be there to begin with.

But we believe that while there will be disruption in the coming years, there will still be a place for people in the supply chain profession. After all, machines need to be programmed to interact with other machines. On the other hand, we still have the ability to collaborate and think outside of the box. It will still be up to us to navigate this brave new world. The question is: are we up for it?

Henrik Batallones is SCMAP’s marketing and communications executive and editor-in-chief of *Supply Chain Philippines* magazine.

**Opener
Rewind**

Supply Chain Immersion, SCMAP's one-of-a-kind annual event, has been going strong for almost three decades now.

First held in 1992 as the Shipping Immersion Course, the event sees its delegates understand supply chain principles in different contexts as they visit various cities across the Philippines, learning from maritime experts, supply chain managers and local businesses alike.

It has also become one of the most important dates in SCMAP's (and, before that, DMAP's) annual calendar, held in May every year—except for the second ever Shipping Immersion Course in 1993, when it was held in April, and in 2004, when it was not held altogether.

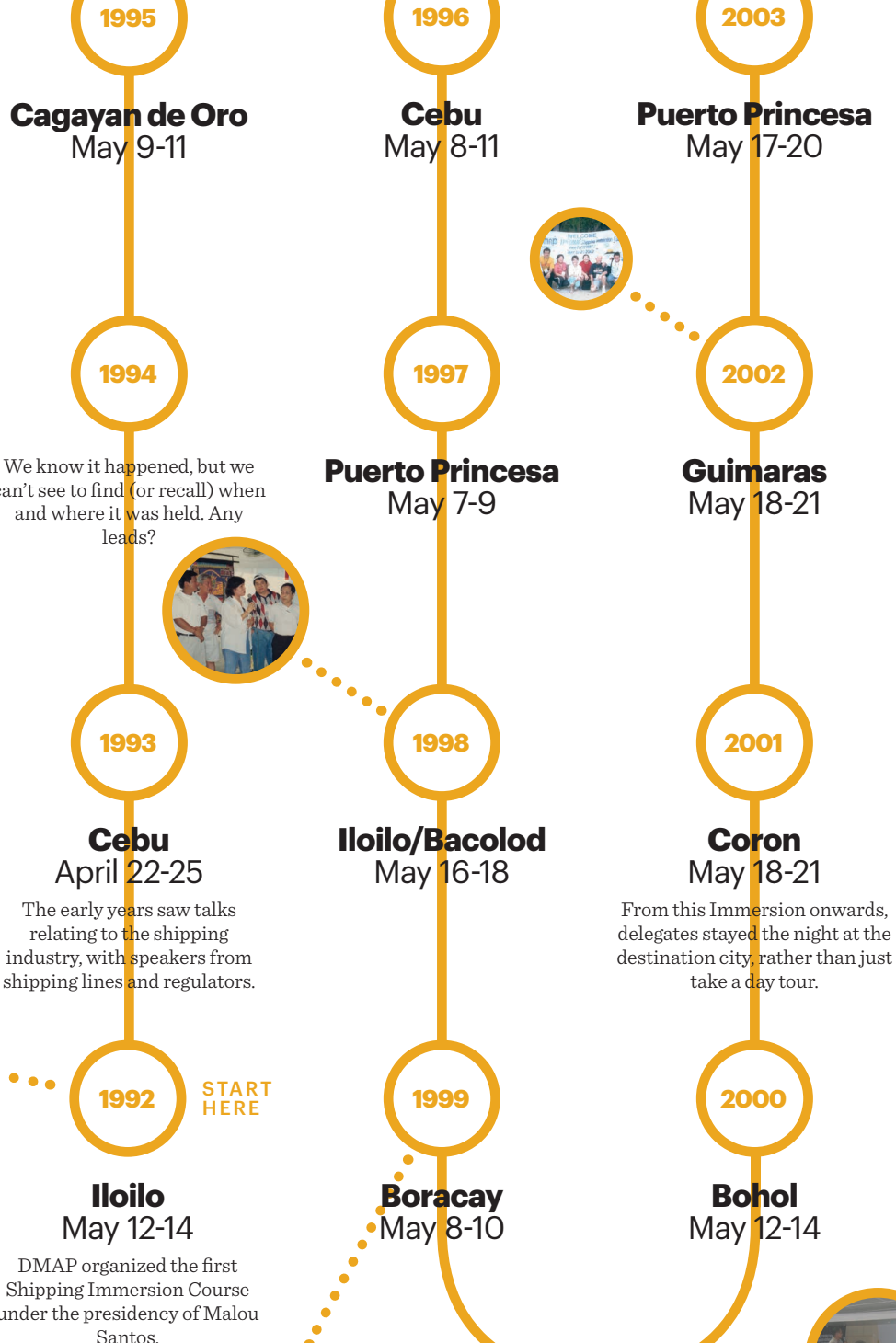
In fact, this is the first SCMAP event Annette Camangon—now a familiar face in the secretariat—took part in.

As we prepare for this year's event—we're visiting Bacolod on May 17-19—we look back at the places we've visited, the lessons we've learned, and the ships we've sailed.



Most visited province Palawan including three visits to Puerto Princesa and two visits to Coron

Most visited cities Boracay, Cebu and Tagbilaran with four visits each



2004

The Shipping Immersion Course was not held in 2004 due to security concerns after the bombing of SuperFerry 14 earlier that year.

2005

Boracay
May 6-8

Delegates stayed the night in Boracay—on board MV Mary Queen of Peace, while it was docked at port.

2006

Bohol
May 19-21

Delegates returned to Manila on board MV Princess of the Stars, which sadly capsized in 2008.

2007

Coron
May 17-20

DMAP evolved into SCMAP in 2008.

2011

Bohol
May 13-15

The 2011 Immersion saw 82 delegates—the highest number of participants so far.

2010

Cebu
May 14-16

This year saw the event get a name change—to Logistics Immersion Course.

2009

Bohol
May 16-18

For the first time, delegates returned to Manila by air; prior events saw all trips from and to Manila done by sea.

2008

Boracay
May 9-12

2012

Boracay
May 11-14

Two firsts here: the first to have scheduled activities on land, and the first to depart from Batangas rather than Manila.

2013

Cebu
May 17-19

The Supply Chain in a Day Conference in Cebu led to the launch of SCMAP Visayas later that year.

2014

Puerto Princesa
May 16-18

2015

Cebu
May 15-17

With the help of SCMAP Visayas, the first Vismin Supply Chain Conference was held in Cebu City.

2019

Bacolod
May 17-19

WE'RE
HERE
NEXT!

2018

Clark/Subic
May 17-19

The first Supply Chain Immersion held entirely on land saw delegates travel by bus to the Clark/Subic corridor.

2017

Iloilo
May 12-14

The event got an overhaul this year, with workshops on board and the first ever Supply Chain Perspective.

2016

Cagayan de Oro
May 18-21

This year the event adopted its current name, Supply Chain Immersion.



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Knowledge



An even closer partnership

The proposed Regional Comprehensive Economic Partnership seeks to strengthen the ASEAN's trade relationships with its neighbors. How will it affect the Philippines if it goes into effect?

WRITTEN BY HENRIK BATALLONES
ILLUSTRATED BY SHALLA YU

In 2016, all eyes were on the Trans-Pacific Partnership (TPP), a proposed trade agreement among twelve countries in the Pacific Rim covering roughly 40% of global gross domestic product, including major economic powers such as Japan, Australia and the United States. The pull of the potential deal was irresistible to the Philippines, who expressed an interest in taking part in 2010.

The following year, however, things have changed considerably. Upon being elected president, Donald Trump announced the United States' withdrawal from the agreement, leaving the TPP virtually dead in the water. (The remaining eleven countries would revise the agreement, which came into force at the end of 2018.) Meanwhile,

back in the Philippines, the Duterte administration's policy of fostering closer ties with its Asian neighbors—coinciding with the country holding the chairmanship of the ASEAN in 2017—has meant a renewed interest in another trade agreement, the Regional Comprehensive Economic Partnership (RCEP).

The two proposed trade deals were seen as rivals, due in part to geopolitics. While the TPP was originally led by Brunei, Chile, New Zealand and Singapore, it was widely seen as part of the efforts of the United States to pivot its foreign policy towards Asia, when it joined negotiations in 2008. It was interpreted as an effort to counter the increasing influence of China in the region, a fact underscored by the latter's

Knowledge

non-inclusion in negotiations.

The RCEP, on the other hand, notably does not include the United States. While some have portrayed it as an effort by China to solidify its position in the region, it is, in fact, an initiative by the ten members of the Association of South East Asian Nations (ASEAN), as well as its closest economic partners in the region: Australia, China, India, Japan, New Zealand and South Korea, all countries with which the ASEAN already has existing free trade agreements with.

One of the RCEP's stated goals is to underline the increasing importance of ASEAN countries in the world economy, by further strengthening its economic relationship with its neighbors. This would mean the removal of trade barriers and restrictions, fostering investment and encouraging innovation, particularly among ASEAN's least developed members.

Setting aside the geopolitical implications, the RCEP, if ratified, could represent an important shift in the world economy. Its sixteen member countries represent 45% of the world population and 40% of the world economy. The inclusion of new economic powers like China and India means the possible economic bloc has the potential to grow at a faster rate than TPP member countries. For the Philippines, it could mean access to even more economic opportunities—perhaps the boost we need as we continue on our upward trajectory.

What it could mean

The details of the RCEP are still up in the air, with negotiations still ongoing. The proponents started in 2013 an expected to finish two years later, but has seen delays primarily due to disagreements on the removal of tariffs and provisions on competition and e-commerce. (A particular sticking point is India's reluctance to open its market to foreign players.) Nonetheless, there is optimism that the agreement will be finalized this year; the member countries' latest statement issued last November noted that "substantial progress" has been made.

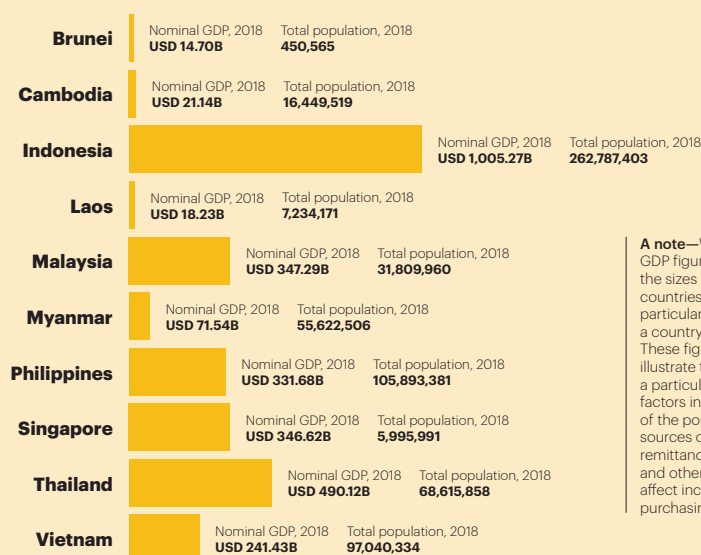
The RCEP's provisions are designed

Meet the countries

If ratified, the Regional Comprehensive Economic Partnership will cover 45% of the world's population and 40% of the world's economic output.

ASEAN member countries

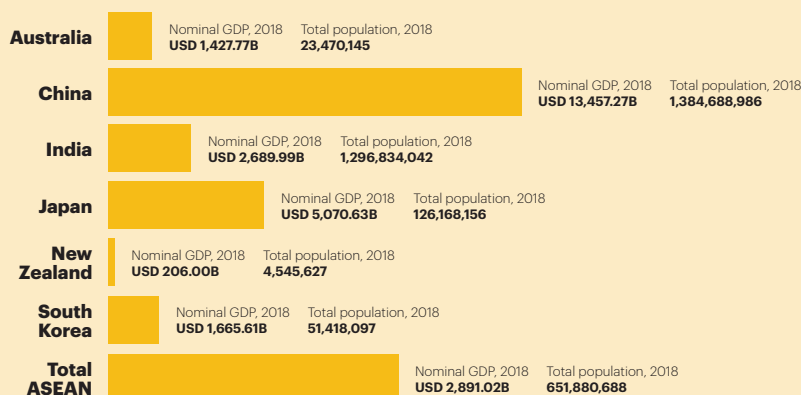
Founded in 1967, the Association of South East Asian Nations includes ten nations that represent roughly 651 million people and USD 2.9 trillion of the world's economic output. Collectively these ten nations are the lead proponents of the RCEP.



A note—We use nominal GDP figures to illustrate the sizes of the RCEP countries' economies, particularly the output of a country's production. These figures alone do not illustrate the prosperity of a particular country; other factors include the size of the population, other sources of income (like remittances from abroad) and other issues that may affect income equality and purchasing power.

ASEAN economic partners

The ASEAN has individual trade deals with six countries: China, Japan and South Korea (or ASEAN Plus Three), as well as Australia, India and New Zealand (or ASEAN Plus Six). The RCEP seeks to expand on the relationships established by prior FTAs.



The trade picture

As a member of the ASEAN, the Philippines enjoys free trade with the other nine members of the group. Also, it enjoys free trade with six countries (plus, most recently Hong Kong) through trade agreements the ASEAN has made on its behalf. All figures are as of 2017.

Australia Imports to PH USD 1.89B Exports from PH USD 453.20M	Brunei Imports to PH USD 44.52M Exports from PH USD 7.58M	Cambodia Imports to PH USD 61.82M Exports from PH USD 32.77M	China (except Hong Kong) Imports to PH USD 18.48B Exports from PH USD 8.02B	India Imports to PH USD 1.80B Exports from PH USD 576.56M
Indonesia Imports to PH USD 6.76B Exports from PH USD 724.20M	Japan Imports to PH USD 11.80B Exports from PH USD 10.85B	Laos Imports to PH USD 2.95M Exports from PH USD 1.37M	Malaysia Imports to PH USD 3.97B Exports from PH USD 1.71B	Myanmar Imports to PH USD 22.82M Exports from PH USD 27.30M
New Zealand Imports to PH USD 507.65M Exports from PH USD 55.68M	Singapore Imports to PH USD 5.88B Exports from PH USD 3.97B	South Korea Imports to PH USD 8.82B Exports from PH USD 4.33B	Thailand Imports to PH USD 7.06B Exports from PH USD 2.74B	Vietnam Imports to PH USD 2.80B Exports from PH USD 907.21M

to complement and consolidate existing free trade agreements between ASEAN and its economic partners, and also to build new economic linkages between partner economies that may not have existing FTAs with each other. (Like the TPP, the trade deal is open to other interested countries, although no other country has expressed intentions to join as of yet.) These provisions can be grouped into the following categories:

Trade of goods: The RCEP aims to progressively eliminate tariffs, and also address non-tariff barriers, with the view of establishing a comprehensive free trade area. Provisions would protect certain products deemed important to any given country, as well as establish a standard set of rules governing trade facilitation and food safety.

Trade of services: The RCEP aims to substantially eliminate restrictions concerning trade of services across member countries. Chapters are devoted to the financial and telecommunications sectors, as well as movement of people.

Promoting investment: The RCEP aims to develop an environment conducive to investment, while promoting regulations that prohibit anti-competitive activities, protection of intellectual property rights, and supports the growth of small- and medium-sized enterprises, particularly with its support of e-commerce development. The proponents particularly note how SMEs comprise almost 90% of all businesses across the sixteen negotiating countries.

Economic cooperation: The RCEP aims to bolster the capabilities of its member countries and narrow the gaps between the more powerful countries and the least developed ones by promoting cooperation on laws regarding government procurement, as well as mechanisms for settling possible issues that arise due to the implementation of the trade deal.

One notable difference between the RCEP and the TPP is its almost singular focus on establishing free trade. On the other hand, the TPP included provisions promoting human rights,

good governance and environmental protection.

Huge potential

Again, the RCEP presents huge economic opportunities for its member countries. If finalized and ratified, it will cover 45% of the world population and 40% of the world's economic output. It could be a particular win for China and India, whose combined GDP makes up half of that.

From the perspective of ASEAN countries, who already benefit from individual free trade agreements forged with their neighbors, the impact may not be as drastic. However, global value chains will benefit from smoother movement of both goods and services not just within ASEAN, but also between its economic partners. It further opens up new markets for smaller businesses seeking to take advantage of new consumer preferences, particularly with the RCEP's promotion of investment in e-commerce.

These benefits may be amplified as the ASEAN region makes its way toward further economic integration, envisioning free movement not just of goods and services, but also of capital and skills. Already ASEAN countries are benefiting from measures established to facilitate economic integration, including agreements on lowering trade barriers and promoting SME growth, and commitments to forging transport linkages.

From the viewpoint of the Philippines, which has been aggressive in pursuing foreign direct investment particularly in less developed parts of the country, the RCEP may make it even easier for companies from the fifteen other member countries to establish a presence. Already the country has attracted manufacturers from the region, particularly those in the automotive, fashion and electronics industries; the trade deal can allow more companies to tap into Filipino talent and resources much easier.

However, any free trade agreement of this scope ultimately serves to create a more equal playing field for all involved. While in theory it will bring benefits to a participating economy,

in reality there are many more factors at play. Take trade of goods: despite the country being a signatory of the ASEAN Trade in Goods Agreement (ATIGA), which saw tariffs on virtually all goods trades with other ASEAN members removed, non-trade barriers—insufficient infrastructure, for example—still hinder flow of goods. Another is the country's historic trade deficit: we import more than we export, leading to logistics issues in the long run.

The many agreements that form the framework for ASEAN economic integration bound the Philippines (and other countries) to align policies to realize the vision of a single ASEAN market, an endeavor that admittedly is not easy to make. That said, efforts are underway to bring the country at par with its neighbors across many fronts: expanding infrastructure to address current and future requirements, promoting ease of doing business, and updating tax laws.

However, these efforts will not be completed soon enough: planning and building infrastructure will understandably take years, while there are considerable hurdles in the implementation of the now-passed Ease of Doing Business Law, as well as some political resistance to the various tax reforms packages proposed by the Duterte government. With the RCEP seemingly on track to be fully unveiled in 2019—and possible ratification one or two years after that—efforts must be stepped up.

Where the Philippines can get ready now is in expanding awareness among businesses to take advantage of what the RCEP may offer. Large businesses have long capitalized by leveraging on the strengths of their regional value chains. Small enterprises can also take advantage, but they will need to understand not just the opportunities available, but also the means to navigate the challenges that come with it. The RCEP promises to further promote SME development, but in a way the Philippines is ahead: programs such as GoNegosyo have long been assisting entrepreneurs across the country, and in recent years has become a template for such programs across the ASEAN. •

Connectivity brings more opportunities

The latest Asian Logistics and Maritime Conference focused on what the technologies that enable deeper Asian connectivity bring to the table

WRITTEN BY HENRIK BATALLONES

The most recent Asian Logistics and Maritime Conference, held last November 20-21, 2018 at the Hong Kong Convention and Exhibition Centre, had a slightly different backdrop than previous versions.

Sure, China reaching out to its neighbors through the Belt and Road Initiative remains a topic, but this year's event came at the heels of Hong Kong signing a free trade agreement with the Association of South East Asian Nations (ASEAN), further opening up the city's access to USD 2.9 trillion's worth of the world's economic output. The two parties have long enjoyed a fruitful trade relationship, with total trade reaching around USD 119 billion in 2017. While the ASEAN already has a trade deal with China in place, the new agreement with Hong Kong firms up the region's focus to its north, and further expands the city's reach to its neighbors to the south—including the Philippines.

These developments come at a time when enhancing trade and commerce linkages with neighboring countries has become essential. ASEAN countries have been boosting its spending on critical infrastructure. The organization's secretary general, Dato Lim Jock Hoi, was the event's keynote speaker; he outlined the region's efforts to stay economically competitive.

For one, Hoi said, "the state of physical infrastructure varies across ASEAN, and this remains a challenge." In response, up to USD 3.1 trillion is projected to be spent on infrastructure from 2016 to 2030, with a particular

focus on international transport links, like the ASEAN RORO project which was piloted between Davao and Bitung, Indonesia.

Hoi also identified other ASEAN efforts to improve trade, including the liberalization of trade services, faster transit procedures—including more stringent security measures in ports—and the implementation of the ASEAN Single Window system. The region also has its sights set on the digital economy, with the region estimating its value to go up to USD 1 trillion by 2025.

"Only through achieving connectivity with the global economy can we achieve sustainable growth," he said at the closing of his address.

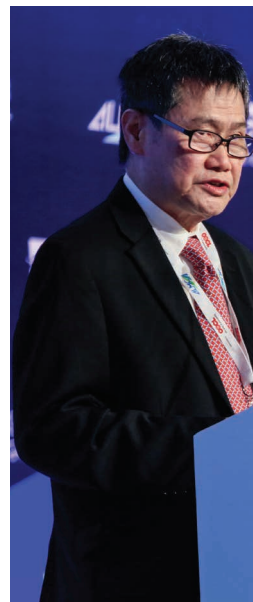
For Hong Kong's part, the free trade agreement firms up the city's status as "Asia's most connected city," according to HKSAR chief executive Carrie Lam. Continuing its recognition of supply chain and logistics being one of the city's prime economic movers, it has continued to invest in both infrastructure and training, the former through projects such as the recently-opened Hong Kong-Macau-Zhuhai Bridge, and the latter through initiatives like the Maritime and Aviation Training Fund, which from 2014 has spent around HKD 100 million on training professionals in the transport sector. Just this October, the government extended this program with an additional HKD 200 million in funding.

Of course, it's not all up to the public sector to take advantage of these opportunities for further connectivity. With the opening of new avenues for trade comes new ways to improve service levels not just for stakeholders across the supply chain, but for end consumers as well. Past editions of the ALMC have seen discussions on e-commerce as well as halal logistics. This time we focused on cold chain logistics, and particularly its role in ensuring the food that reaches one's table is safe and at its best condition—an important factor as ASEAN consumers broaden their tastes and begin exploring food from beyond their borders.

Businesses can invest in the infrastructure that enables the cold chain—



1—2,270 delegates took part in this year's Asian Logistics and Maritime Conference
2—ASEAN secretary general Dato Jock Lim Hoi and HKSAR chief executive Carrie Lam
3—Hoi called for stronger connectivity to ensure growth
4—Representatives from SCMAP and F2 Logistics with Fatima Quintin, Philippine vice consul to Hong Kong
5—SCMAP member Indigo Software also took part





1



2



3

as Keith Reardon, senior vice president of CN Railways in Canada, illustrated when he outlined how his company expanded their network to enable trade not just within Canada but beyond it. Similarly, simple solutions such as increased monitoring not just of the location of a product, but also whether its temperature is still within acceptable levels, can be implemented. Of course, these technologies would be meaningless if the people running the cold chain do not constantly collaborate to ensure both the quality of the product as it goes down the line, as well as the trust assured to them by stakeholders and consumers alike.

In any case, improving supply chain networks has never been more important. “The logistics and transport industry must adapt to fast-changing demand from customers,” Mike Fang, head of Chinese operations for Maersk Line, reiterated in ALMC’s first plenary session. “We must connect and simplify supply chains.”

Karen Reddington, president of FedEx Express in the Asia-Pacific region, also stressed the need for foresight to stay ahead of the game, particularly with regards to physical infrastructure. “Policy makers must have foresight for an infrastructure master plan,” she said, adding that any infrastructure must be five to ten years ahead of current growth to be effective. She also emphasized the need to make all stakeholders future-proof with an understanding of how technologies can help them, but also an awareness of how their operations are impacting the environment.

That brings us back to Hoi’s confidence about ASEAN’s prospects. It is now the sixth-largest economy in the world, he said, and it continues to grow further as it pursues further opportunities beyond its borders. With all this change going on, can the Philippines be ready? We hope to see results in the years ahead. •

The next Asian Logistics and Maritime Conference will be held on November 19-20, 2019. For more information, visit their website www.almc.hk. Many thanks to Maribeth Barros of the Hong Kong Trade Development Council for the assistance.

A Filipino presence at Asia’s largest logistics conference



4



5

Once again, SCMAP was a media partner of the Asian Logistics and Maritime Conference, co-organized by the Hong Kong SAR government and the Hong Kong Trade Development Council.

The 2018 edition of the annual conference saw 74 speakers from across the globe discuss issues affecting logistics not just in Hong Kong and China but around the world as well. Issues tackled include continued efforts to enhance connectivity between China, Hong Kong and its regional neighbors; the challenges of cold chain logistics and e-commerce; and new technologies such as blockchain and hyperloop. Leading the speakers was ASEAN secretary general Dato Lim Jock Hoi, who presented the keynote address.

2,270 delegates from across the region also attended. Then SCMAP president-elect (and now president) Christine Pardiñas led around 20 delegates from the Philippines, consisting of SCMAP members and other stakeholders in the country’s supply chain sector.

Also attending the event was Fatima Guzman Quintin, vice consul of the Philippines’ consulate in Hong Kong.

For the third year running, F2 Logistics was an exhibitor in this year’s ALMC, and this time was accompanied by another SCMAP member, software firm Indigo, which is based in Hong Kong. And, as media partner, copies of this magazine were distributed to the participants, providing a unique insight into supply chain issues and opportunities in the Philippines.

Is this the supermarket of the future?

And what do these new retail models say about how supply chain is going to serve its customers better?

WRITTEN BY HENRIK BATALONES

As ground zero for almost all shopping done by an average household, the supermarket is a great way to gauge where supply chain is heading, particularly how it can better serve its customers. And while many improvements in this front happens behind the scenes—say, systems that ensure shelves are not empty, or processes that ensure freshness in meats and produce—new advances that target a better customer experience is also helping us understand where supply chain is headed.

In the Philippines, this has taken the form of new retail formats that bring the supermarket closer to customers, particularly those with little time left after being stuck at work, or traffic, or generally being far away from the nearest full-service grocery. New brands such as Alfamart, All Day and Shopwise Express sees stores closer to residential areas and in routes otherwise not served by malls and big-box supermarkets, carrying only the essentials (and perhaps something extra) to give customers the option to shop for supplies without having to travel further. These formats act as a bridge between the community sari-sari store and major supermarket chains like SM and Puregold.

Supermarkets here have also started to dabble in new services enabled by the ubiquity of smartphones and the Internet. Walter Mart now allows customers to shop through an app and either have their items delivered to their homes, or picked up at the nearest branch. SM Supermarket recently ventured into click-and-collect,

CHINA

Alibaba's Hema grocery chain fuses the conveniences of online and the familiar comforts of offline.



HONG KONG

The ubiquity of cashless payment has made self-checkout counters in Watson's branches feasible.

while Robinsons Supermarket forged a partnership with delivery service Honestbee. A particular target of these services is the millennial demographic: imagine someone who now lives alone in a condominium to beat the traffic, and yet still finds himself stuck in traffic, or doing overtime at work. With no time to shop, one can just fire up and app and let others do the shopping for him.

But then most Filipino shoppers still prefer to be able to see the products they are looking to buy, especially if it's meat or produce. Between that and the lower-than-expected penetration of credit cards and cashless payment services, it's safe to say we won't see the disappearance of the physical supermarket any time soon.

Elsewhere we're seeing the super-

market come closer to its customers in other ways. In Hong Kong, for instance, customers are even more time starved—but there is a wider acceptance of cashless payment methods, from the Octopus card to mobile-based systems like AliPay. Shopping through apps are therefore thriving in the city.

Supermarket chain Wellcome has gone one step further, with their concept of a virtual supermarket, where customers “browse” products displayed in one of the city's many MTR stations, scan the ones they prefer to an app, pay on the spot, and have the items delivered to their homes.

Most recently drugstore chain Watson's has begun rolling out self-checkout counters across its stores in Hong Kong. This isn't a new concept, but one apt for the



SINGAPORE

Delivery service Honestbee opened a supermarket that brings a more convenient shopping experience.



UNITED STATES

Amazon Go relies heavily on technology to provide a seamless (and queue-free) experience for the customer.

city considering how long lines can imply wasted time. However, one can imagine the potential inconvenience for older customers who are not as accustomed to technology.

A supermarket concept that has most pundits excited is Amazon Go, a retail format where customers can just grab an item and go, with no need to deal with long lines and fiddling for money in their wallets. After downloading an app on their smartphones—which is then connected to an Amazon account—the customer can pick up any item he pleases; these items are automatically added to his virtual shopping cart. When the customer is finished shopping, he can just exit the store, and the transaction is automatically charged to a credit card connected to the app.

Amazon already has ten such stores operating in the United States, with the first opening inside the company’s Seattle headquarters in 2016. Rollout has been slower than expected, however, due to the limitations of existing technology, particularly its ability to track multiple customers at any given time.

Variations of this concept are already at play in Asia. Chinese e-commerce giant Alibaba has gone one step ahead of its American rival with Hema, a grocery chain that brings together the conveniences of online with the comforts of offline. Customers use an app to find out the provenance of pretty much every product in the shelves, as well as customer reviews of said products. If one intends to shop in the store itself, one can do so; otherwise they can

put an order for it online—also through the app—and have it delivered to their home. (Hema stores somewhat act as a distribution center for online grocery purchases, possibly similar to what Amazon plans to do after its acquisition of brick-and-mortar grocery chain Whole Foods.) Newer stores have also introduced payment through face recognition, and even a restaurant where almost all items are served by robots. (Soups are the only exception.)

In Singapore, Honestbee has opened a store called Habitat, which operates on a similar principle. You download an app, scan the products you want to buy, and pay at an automated kiosk. If you’re buying ten items or less, you can bring the items with you as you step out; otherwise, you’ll be informed when you can visit the store’s collection points to collect your groceries, packed nicely in a bag.

Even going one step further is this concept patented by Russian inventor Semenov Dahir Kurmanbievich of a drive-thru supermarket. A customer can just drive in like he would in a gas station, and choose items from vertically-rotating shelves, which are then paid for on the spot. The concept aims to shorten queues, improve customer service and add convenience, but one can imagine such a store would require massive investment in infrastructure, both in the physical structure and the equipment that makes the grocery work. And maybe it should be placed in a country that loves its cars and still has space for it. Not in the Philippines, then.

That said, all these illustrate how supply chain has to utilize new technologies and processes to conform to customers’ ever-changing expectations. More importantly, there is no one solution that applies to all markets. Countries that have wider acceptance of technologies like cashless payments—not to mention distribution networks that are not prone to congestion—can go crazy with the scanners. In the Philippines, we may have to do with new smaller formats for now. The bottom line is, do whatever it takes to serve the customer, wherever, whenever. •

How to keep your supply chain going

As risks go up, having a supply chain business continuity plan has never been more important. We look at what to consider when making these plans

WRITTEN BY JOSE MANUEL MERCADO

Commerce has historically been impacted by events that strain the resources required to maintain operations. It is wise then, to plan for unforeseeable crises whether your business is small or large, your model is to outsource manufacturing, build in-house, or sell wallets or smartphones.

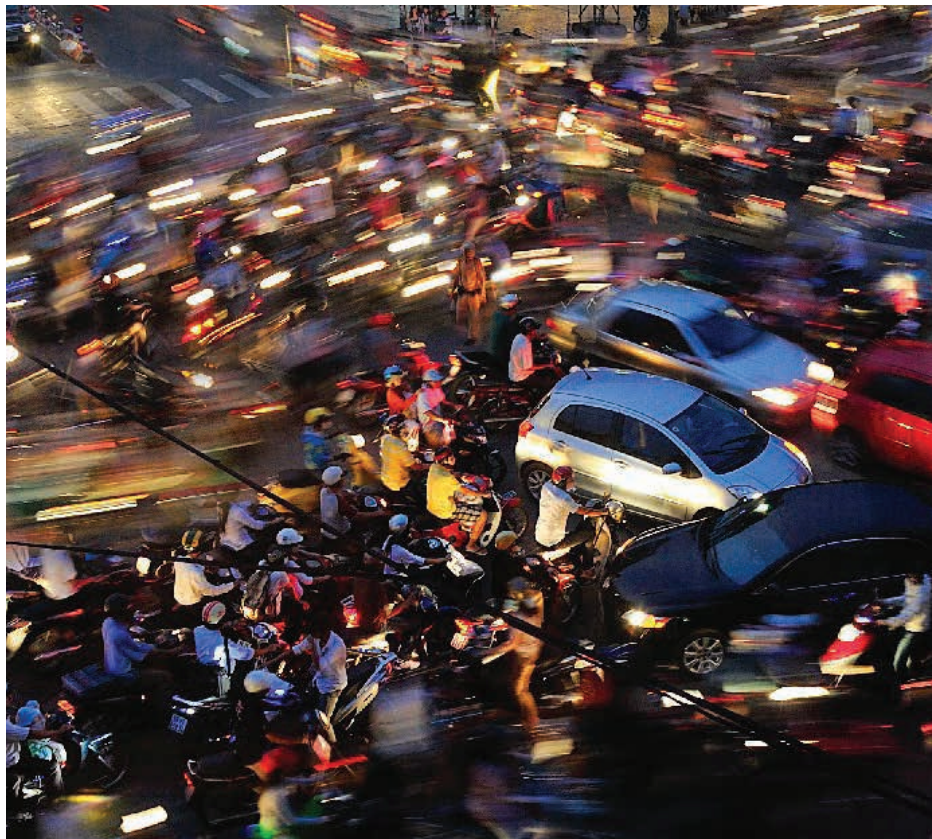
Natural and man-made disasters, epidemics, strikes, and political and military unrest are just a few of the events that have routinely tested the operational resilience of business. In today's interconnected world, which is focused on cost cutting and lean supply chains, there is little spare capacity in the systems.

Given the wide spectrum of operational threats faced by today's globally connected businesses, considerate crisis planning must be central to any business continuity strategy. Supply chain professionals need to be trained to focus on the consequences of any incident, local or global, in ways that prepare organizations to maintain operations, without having to predict the nature of the next event.

For any company, a great place to start is to identify its critical business functions. The executive management team then needs to commit to making business continuity planning (BCP) an integral part of the company's wider strategic business plans.

Management commitment

For the BCP to be successful, the highest level of management must be committed to it, and the plan must be embedded in any wider strategic



business plan with a budget that is both appropriate and separate from the overall commercial budget.

Identify critical functions

After securing support from the executive leadership, the next step is to identify how the company earns revenue from its primary business functions. A typical order-to-payment cycle may comprise:

- Taking orders for widgets
- Building the widgets
- Shipping, distributing, installing or delivering the widgets to the client
- Billing/collections

If the company is applying a just-in-time business model, purchasing may need to order widget components from suppliers quite often. Variables to the cycle can be many, but senior management must confirm each element of this list of high-level, mission-critical functions.

Build a BCP core team

The BCP core team should include people from operations management, information technology, supply-chain and customer management (client advocates), and applications support staff for each critical business func-

tion. During a crisis, in addition to its traditional role, each department may be required to implement major infrastructure changes to support the functions that have been compromised. A contact list for the BCP core team members needs to be created and maintained as part of the planning process. After establishing commitment from executive management and defining core teams, the critical exercise of assessing risk can begin.

Assessing risk and impact

A professional risk assessment involves identifying threats, vulnerabilities, risks and the business impact of any disruption for each entity.

Threats are events that could significantly disrupt a company. Examples include natural disasters (earthquake, hurricanes/typhoons, floods, wildfires), disasters created by people (fires, chemical spills), epidemics, acts perpetrated by disgruntled employees, and political or social unrest.

Vulnerability is the degree to which company is susceptible to, or the probability of, a threat.

The types of business impact can be classified into four categories:



Loss of facility: Offices, factories, warehouses and other physical structures can be rendered inaccessible or unusable by events such as floods, fires, chemical contamination, loss of power and condemnation by inspectors.

Disruption in operations: The supply of vital resources needed to carry out operations can be interrupted by events such as labor strikes, supply chain breakdowns, mass transit disruptions and pandemics.

Technology disruption: Incidents that deny organizations the use of their technology can be caused by events such as hardware malfunctions, cyber-attacks, and network or software failures.

Organizational issues: Issues that prevent organizations from fulfilling their obligations such as legal, regulatory, intellectual property, bankruptcy and financial malfeasance. The business impact from these risks can range from a loss of revenue and/or customers, to damaged corporate reputations, or a disgruntled workforce, if the company is unable to make payroll or create a safe working environment.

Rankings must be established, either quantitative or qualitative, to set the probability of occurrence for each

potentially disruptive event, including the estimated recovery time. The BCP core team will need to jointly develop metrics for estimating these probabilities.

Recovery planning

As part of the risk assessment, it is important to consider how long a product or service could be unavailable (recovery window) and make plans to lessen any interruption by turning to alternative sources. Once the risks are assessed and the recovery windows are determined, work can begin to outline contingency plans for their business functions, starting with the most critical. During this process, execution times are a key consideration, factoring in elements such as transport distance, communication lines, language barriers and time zones.

Another key component of the recovery plan should be the communication matrix, which includes the internal BCP core team, supplier and customer contacts, and the notification protocol. The people on this list constitute the crisis management team. The next step is to establish well-defined BCP activation procedures that are understood by stakeholders throughout the supply chain. It will include the creation of an emergency operations center where the local members can meet and guide the recovery.

The core BCP team is responsible for communicating all plans to key staff and suppliers. Equally, they must share these plans with other key stakeholders to build confidence in the ability to maintain “business as usual.” This is particularly important for small businesses or those working with suppliers and buyers for the first time.

BCP testing

Assess and understand vulnerabilities and weak points. Conduct risk assessments to evaluate each supplier’s ability to adhere to your continuity plans and requirements. Test your plans in mock crisis drills. If possible, include suppliers in your exercises: remember to test them against not only physical risk scenarios such as weather conditions that make facilities inaccessible

but also in people risk scenarios, such as supply chain failures and boardroom departures.

Testing helps to evaluate the readiness of the organization to face crisis. Many companies with mature BCP processes will conduct a tabletop exercise to evaluate the effectiveness of the plan, involving one of the areas deemed critical during the business impact analysis. It should be unannounced, as realistic as possible, and should involve everyone who could be impacted by the crisis. Evaluating the response’s effectiveness is also highly recommended as part of testing the plan.

At its core, crisis and business continuity management is all about planning for the unexpected. While lean and efficient supply chains make good economic sense, they can be comparatively more vulnerable to the type of unexpected events that can have a significant impact on operations and business reputations.

Make sure your continuity plans are nimble and able to evolve quickly. If your plans look the same as they did ten years ago, then they probably won’t meet current requirements. Organizations fully engaged in business continuity management will actively learn from internal audits, tests, management reviews, and even from incidents themselves.

Make sure your continuity management culture is not confined by prescriptive, “box-ticking” exercises that eliminate items on the to-do list without reflecting the organization’s business strategy and objectives.

Any business continuity plan you build must help you to get back up and running in a way that aligns with your company’s objectives, limits losses and protects its hard-earned commercial reputation. •

Jose Manuel Mercado is the industry leader for Willis Towers Watson’s Technology, Media and Telecommunications Risk practice.

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Liberating

We should always keep in mind the impact of a good supply chain on the human psyche

WRITTEN BY HENRIK BATALLONES

My girlfriend has always been interested in art. She's been following illustrators and painters on social media, and we've gone to a handful of exhibits, but not enough, I'll admit.

Three years ago she decided to pursue it as a hobby. She's been doing some sketches up to that point and wanted to go beyond pen and paper. She wanted to try watercolor painting, and she didn't want to begin with the materials you'd find at your typical bookstore—the materials you usually get for pre-schoolers. "There's student-grade and there's artist-grade,"

she explained to me.

However, it was a little difficult being able to get these materials. Three years ago you either had to go to a specialist art supply store, which were few and far between in Manila. Luckily for us there was one at SM Megamall—not surprising, in hindsight, because it was alongside the art galleries—which offered a good spread of brushes, papers and palettes. But it didn't always have what she wanted, so she'd have to go hunting at some bookstores—if she's lucky, there's some good supplies there—or she'd order from local resellers online, which didn't always prove reliable. At one point I even got her some supplies from a store in Hong Kong, which happened to be a short walk from my hotel—she wanted to try Copic brush markers, supposedly used by manga artists, and the store sold them individually rather than just in a (pretty expensive) set of 24 or 36.

It took her a while to have a decent arsenal of brushes, pens, paints and

other supplies. It's not just a matter of having the things you need, but also knowing which combination of them works for you. In the case of watercolors, sometimes it boils down to chemistry: certain papers don't work with certain paints, and it all depends on your own technique. This trial and error phase is difficult considering supplies were hard to get by.

But that was three years ago. In the years since, we have seen both existing bookstores and new art supply stores step up to the plate, appearing in more accessible locations. We began seeing more brands, both student-grade and professional-grade, allowing my girlfriend to consider more options when replenishing her supplies. (There's a particular pencil she swears by, Palomino, that I only saw in Singapore



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years ago.) Now, it seems, the problem is whether she still has the time to do some sketching and painting.

Recently the fourth branch of this art supply store called Artbar (it's run by National Bookstore) opened in Alabang. I saw three ladies enter the store and literally gasp in delight upon discovering it sold Copic markers.

This is the liberating power of supply chain. When we do our job right, we allow people to venture beyond what they thought was possible. What was previously out of reach is now within batting distance. This does wonders for quality of life: apart from the obvious concerns of having the items you need to survive day-to-day, the feeling of being able to get something you've always had your eyes on has an impact on one's psyche. Getting someone in a good mood goes a long way.

I know this all sounds lofty—and my example of art supplies makes it sound a bit upper-class—so I'll present another example: the recently-concluded

Christmas season. Across the years I have seen supermarkets step up to the plate not just by extending opening hours (with some going 24 hours) but also by offering more items. The recent trend of specialization has led to smaller groceries offering the basics, supplemented by bigger stores that sell more, say, imported and specialized items. For New Year's eve my family, inspired by someone gifting us with a cheese board, decided to serve various cheeses and wines. In one trip we had all we needed: a box of brie, a wedge each of gouda and emmental, a bottle each of red and white wine, some olives, some dates, some crackers. Imagine that scenario for other families—with, say, meats and vegetables now available not just in their community markets, but also in supermarkets, they can try new dishes and make their families happier.

Of course, this takes a lot of work, continuous work. For companies, this means improving their processes, identifying new ways to increase effi-

ciency while keeping costs at optimal levels. This could mean investing in new technologies or in training people. For the government, this means ensuring infrastructure is up to speed, and also looking at policies that may slow down or completely prevent the movement of goods. For everyone, it means working together to ensure that Filipinos can get what they need (or want) when they have to, whether it be day-to-day needs or a once-in-a-while indulgence. Or, perhaps, a hobby.

This is critical in a consumption-reliant economy like ours, but also, it keeps all of us happy and ready to face another day—another day at work, another productive day at work, another productive day for the economy. This psychological element, the liberating power of supply chain done well—we have to keep that in mind, too. •

A version of this article first appeared on *PortCalls'* January 7, 2019 issue, as part of our fortnightly column, SCMAP Perspective.

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Are
they
here?

Or
maybe
here?

How
about
here?





What if
they're
here?

Looking for supply chain superheroes

It's becoming more difficult to find supply chain talent to drive the sector's continuing growth. But just what are we looking for in supply chain superheroes—and how do we develop them?

WRITTEN BY
HENRIK BATALLONES
AND **DARIO ARIVE JR.**

The economy has sustained its growth over the past few years, buoyed by healthy consumption. Whether it be the continuing growth of brick-and-mortar retail—the steady stream of new supermarkets and convenience stores, smaller malls closer to new residential developments—or the growth of e-commerce in the country, consumers have continued to spend on both essential items and occasional treats.

The government's efforts to bolster the country's manufacturing and agriculture sector is also having an impact on the country's supply chain. The understanding that robust and responsive logistics networks are an important part of any economy's competitiveness has led to efforts to improve existing links and develop new ones, whether through road, rail, sea or air. International companies and local businesses alike are being encouraged to expand, which leads to more demand for logistics services.

Companies have also begun to bolster their own supply chain departments, as they begin to better understand the profession's importance in a competitive business—particularly the importance of better collaboration between departments and stakeholders, and the need for people with a good grasp of these links.

It's not all smooth sailing, however. We've long covered the constraints the sector in encountering with regards to physical and virtual infrastructure, as well as with outdated regulations. But there's one more problem that poses a significant challenge today: there is difficulty finding the right talent to fill current needs in the supply chain sector, and by extension, future needs.

"There is a shallow pool of supply chain talent," one colleague said at the sidelines of an industry event. His company is looking to grow its supply chain department and they're having difficulty finding the right people to lead it. Those who are qualified are likely already working for a major company, and attracting them to new pastures would most likely require a really irresistible compensation package.

Another colleague who is estab-

lishing new facilities north of Manila admits that it's difficult to look for qualified people to run their distribution center there. "At the moment, we're going to the site weekly to make sure things are going well," he said.

This problem is not entirely about the lack of qualified people, however. Supply chain as a profession only emerged in the past two decades or so: from the previously separate disciplines of materials management and distribution, it evolved towards logistics, and later, to supply chain, as the importance of collaborating with stakeholders towards a common goal is realized. It has taken companies longer to grasp this, understandably. As such, there is no clear path yet for anyone who wants a career in supply chain to take. Today's supply chain talent comes from different backgrounds, and have settled into their current positions through years of experience and learning—an opportunity that may not be available for new graduates who are expected to possess this knowledge early on.

And as more understand the critical role supply chain plays in any business, we imagine the demand for supply chain talent will grow further. As it stands, the response from various stakeholders to fill this gap is still in its early stages. Considering how fast-paced these changes have become, it's safe to say we have to step up our responses further.

As it evolved into what it is today, supply chain begun to cover many aspects of a business, beyond what is best described as the purchasing and logistics functions. Supply chain now covers every point of the production and distribution of any product or service, from the purchase of raw materials, to the production process, to the transport and storage of the final product, to its ultimate destination, the customer, whether he gets it from a store or directly to his home.

Supply chain emphasizes on the interplay between these different aspects of a business, particularly the need for continuous coordination and collaboration between these points. All

Many would tell you that there's never been a more exciting time in the Philippine supply chain industry than today.

You can begin with a quick survey of the major players in the country. Established players—multinationals and homegrown giants alike—now find themselves playing in the same arena as some of the Philippines' major conglomerates. Recent years have seen SM, Ayala and Metro Pacific enter the logistics space, acquiring and aggressively expanding to provide services that complement their interests in retail, real estate and telecommunications. There are also new players who are looking to make a splash in the sector.

Long-time players in the industry have also begun to expand capacity, investing in new facilities as well as equipment. This isn't entirely a response to new competition, but rather, a response to the increased demand for logistics services.

There has never been a better time for the Philippine supply chain sector.

Could
they be
here?

Perhaps
they're
here?

Are
they up
here?



stakeholders involved in the production, distribution and consumption of any given product—suppliers, manufacturers, retailers, service and product providers, and everyone else in between—must work together to ensure that costs are kept at an optimal level, while the quality of the product and service remains high, across the chain.

Specific tasks that a supply chain manager may be concerned with may include product design and development; sourcing of raw materials, facilities and personnel; quality control; distribution and logistics management; customer-facing transactions; and other value added services. True to supply chain's nature, these duties involve close coordination with internal and external stakeholders.

Last November we organized a focus group discussion with representatives from manufacturing, retail and logistics services to better understand what they are looking for when recruiting new supply chain talent. Those we invited have decades of experience working different functions across supply chain. Throughout their careers they have fostered relationships with suppliers, vendors and principals; introduced new technologies and approaches that have improved productivity and service levels; and provided their companies with the flexibility to better serve their customers.

A quick read tells us that, at the moment, we are looking for supply chain superheroes: people who can immediately grasp systems and processes—as well as all the data that goes with it—and also possesses skills that allow them to effectively communicate and collaborate with stakeholders, quickly adapt to changes, and solve any problems that may arise. The right personality and attitude would also lend to better interactions not just with stakeholders, but also with colleagues and other employees.

The competencies they are looking for in future supply chain talent can be grouped into three categories. The first is what we'd call "supply chain skills": these are skills that are most directly associated with supply chain

tasks, such as transport management, inventory management, sales and operation planning, forecasting and cost management. The second, we'll call "business skills": these include an understanding of project management, quality control, risk management, contract management and accounting. Finally, the third group we'll call "other essential skills": these include what most would call "soft skills", including interpersonal skills, teamwork, problem solving and creativity.

The first two categories include skills that can be learned either in a classroom setting or through work experience, either through internships or entry-level employment. For one, "business skills" are included in the core subjects of most business-related degrees, and with the move towards the K-12 education system, some of these skills—such as accounting—are even tackled in high school. On the other hand, students of industrial engineering have an understanding of operational processes. We have seen a preference towards business or IE

graduates precisely for these reasons, although the latter tend to choose positions in manufacturing rather than supply chain.

The participants in our FGD also expressed a preference for those with previous logistics experience, either through training schemes or through gainful employment. While there is a universal set of supply chain concepts, supply chains are diverse by nature: a solution for one supply chain may not apply to another. What's needed is not just an understanding of universal concepts, but also of how these can be applied to different products, different customers and different contexts.

However, there was a stronger emphasis on the need for future supply chain talent to possess the skills in our third category, "other essential skills". Understandable, as it's these skills that can determine the success and failure of a supply chain. Among the five top skills identified under this category are the ability to collaborate and work with teams; the ability to analyze and solve problems; the ability to adapt to different environments; the ability to innovate and think outside the box; and the integrity of one's character.

These skills are key in ensuring that a supply chain manager can do his job well. One, after all, would have to talk to suppliers of materials that goes to production; to collaborate with production, sales and marketing to forecast demand and agree on service levels; to talk to vendors as stocks are replenished; and to ensure that we are able to provide additional value to our principals, to stakeholders and to consumers.

These skills are also important now that value chains go beyond a country's borders: chances are, a supply chain superhero must deal with colleagues of different nationalities and backgrounds. Strong interpersonal skills, in this case, would help supply chain managers to grasp cultural differences not just between colleagues from other countries, but also with colleagues within his own office; and to empathize with these.

Adaptability is also becoming more key with the breakneck pace of change

What's needed is not just an understanding of universal concepts, but also of how these can be applied to different products, different customers and different contexts.

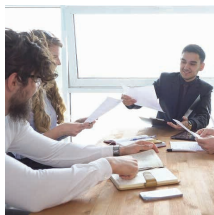
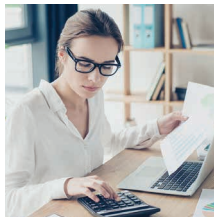
What makes a supply chain superhero?

in business today. As new technologies augment, if not disrupt, current thinking in companies, the supply chain superhero must be able not just to adjust quickly, but to take advantage of these opportunities to further improve his operations and provide value to stakeholders. With these changes not happening in a vacuum—look at how Chinese retail giant Alibaba is affecting how e-commerce is done in the region—supply chain managers must also adopt a globally competitive mindset.

The importance of these skills go beyond the supply chain profession. Companies around the world have identified problem solving, team work, communication, adaptability and interpersonal skills as the five most important skills for prospective employees to have, according to the QS Global Employer Survey released last year. It also suggests that, in the Asia Pacific region, employers perceive a gap in these skills: in particular the survey shows a low satisfaction rating for employees’ problem solving skills, compared with its importance to companies. The survey also reports a gap in the skills that MBA employers look for in their people, particularly in strategic thinking and in leadership.

As supply chain begins to gain wider recognition as an important part of any business, and the demand for people who have knowledge of supply chain rises further, educational institutions have begun to take steps to address the gap.

In the Philippines, smaller universities have long been offering undergraduate degrees in supply chain management. Jose Rizal University, University of Makati and the Polytechnic University of the Philippines have been offering such degrees in the past few years. In addition, the University of San Jose Recoletos in Cebu has been offering a graduate degree in supply chain management. There are also certificate and diploma programs offered by other universities, although these are targeted towards professionals who are either already working in supply chain, or at looking to shift



We asked some of our members what they consider the most important skills and traits prospective supply chain hires must have. Here’s what we found...

Supply chain skills

These are skills particular to supply chain managers—an understanding of supply chain concepts and how they apply to different products, customers and contexts.

HIGH PRIORITY

- Proficiency in WMS and ERP
- Transport management

MEDIUM PRIORITY

- Cost management
- Forecasting
- Inventory management
- Supply chain synchronization
- Sales and operations

LOW PRIORITY

- Understanding customer focus

Business skills

These skills can provide the supply chain superhero with a fuller understanding of the operations of any business, particularly its financial and legal aspects.

HIGH PRIORITY

- Entrepreneurial skills
- Project management

MEDIUM PRIORITY

- Business process analysis
- Contract management
- Proficiency in accounting and finance
- Quality and safety
- Risk management and business continuity
- Systems improvement
- Understanding data and concepts

LOW PRIORITY

- Regulatory knowledge
- Understanding of sustainability concerns

Other essential skills

What we used to call “soft skills” are now more important than ever as the supply chain superhero deals with stakeholders and copes with the rapid pace of change.

HIGH PRIORITY

- Adaptability to environment
- Creativity and innovativeness
- Integrity of character
- Problem solving and analysis skills
- Teamwork and collaboration

MEDIUM PRIORITY

- Ability to synthesize ideas
- Business writing
- Capability to initiate
- Fast learner
- Forward thinker
- Interpersonal skills

LOW PRIORITY

- Coaching skills
- Conflict management
- Negotiation skills

their careers. They also have the choice of attending workshops and training programs offered by their companies, or by other industry associations.

Apart from these, supply chain lessons are offered either as a course or elective in business degrees, or as part of industrial engineering degrees. There remains a gap in an education that, beyond teaching the essential skills sought for in future supply chain talent, underlines the interconnectivity of various disciplines that makes supply chain an exciting profession to be in.

The De La Salle University, for instance, is moving towards the opening of the Enrique Razon Logistics Institute, which will be based in its campus in Canlubang, Laguna. Their goals are to offer bachelor's, master's and doctorate degrees in supply chain management, as well as to promote and facilitate research into the discipline that would add to knowledge not just in the Philippines but across the region.

In addition, the Ateneo Graduate School of Business is collaborating with SCMAP with the view of launching a masteral degree in supply chain management. The University of the Philippines has previously inked a memorandum of agreement with SCMAP for short courses on supply chain; alongside this are efforts to introduce more supply chain courses in their business courses.

During the Logistics Services Philippines Conference held last December 6-7, the Commission on Higher Education has confirmed that there are plans to include supply chain courses in the basic curriculum for business courses offered across the country. We imagine this could extend to the current K-12 system, with supply chain being offered as a track for senior high school students. Finally, we're still awaiting word of the formal launch of national certification programs in supply chain from the Technical Education and Skills Development Authority.

That said, the continuing change affecting both the supply chain sector and business in general could mean these efforts risk being left behind.

Supply chain continues to be in flux, with concepts being built on and new ones even introduced, so academic institutions must ensure that its students are able to keep up with these changes so they can be ready when they begin employment. One example are efforts to standardize terms in supply chain, both in schools and in work. This would students to better apply their knowledge wherever they end up—and give them a running start rather than spend more time familiarizing themselves with the processes of a particular supply chain.

However, standardization may not even be enough in the face of rapid changes caused by technologies that impact not just the supply chain sector but all of business. Automation, for one, is seen as a significant disruptor in supply chain, both in the way it can improve efficiency and increase service levels, as well as in how it would affect the nature of work in the industry.

The advent of what is called the Fourth Industrial Revolution—characterized by the advent of “cyber-physi-

cal systems”, including robotics, artificial intelligence, biotechnology and the Internet of Things, among others—has raised fears that many workers will be replaced by robots and machines. In the Philippines, for instance, 49% of total jobs were seen to be at high risk of automation, according to the International Labor Organization; similar figures are also seen across the region.

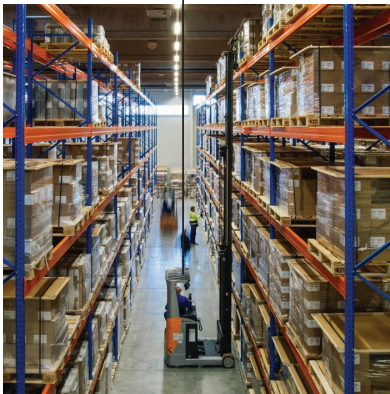
However, it is worth noting that automation does not automate jobs, but rather, tasks. Jikyeong Kang and Jamil Paolo Francisco of the Asian Institute of Management define a job as “[consisting] of a bundle of tasks, some of which are more automatable than others”. While some tasks—repetitive, manual—are at higher risk of being automated, others are much more difficult to be automated. In a 2017 study for the University of Oxford, Carl Frey and Michael Osborne characterize the latter tasks as involving “perception and manipulation”, “creative intelligence” and “social intelligence”. These jobs usually cover managers, professionals and technicians—many of which are present in the supply chain sector.

Thus, the importance of aforementioned skills in looking for new supply chain hires. The changes in the business landscape mean future supply chain managers should be able to easily grasp and maximize new technologies made available to them—technologies that allow them to make better decisions, accounting for more inputs from other stakeholders. In fact, these new technologies could free time usually allotted for traditional tasks, time that can instead be devoted to fostering stronger linkages with partners, solving problems, and even ushering in new innovations.

This also means supply chain managers developing their skills throughout their career, and not just as they prepare to enter the industry. The concept of lifelong learning is increasingly gaining steam among more people, with the recognition that essential skills needed to further their career may not exist yet when they studied for the job. Online courses, for one, have

The continuing change affecting both the supply chain sector and business in general could mean these efforts risk being left behind.

How about truck drivers and forklift operators?



It's not just in supply chain supervisors and managers where we're being to see a shortage of people. In fact, it's more evident when we're looking for warehouse personnel or truck drivers.

For one, warehouse personnel—forklift operators, warehousemen, and the like—tend to work on short-term contracts, subject to renewal as and when needed. While this means cost savings during lean periods, there can be high demand for such personnel during peak seasons—and some vacancies will be unfilled. This labor also tends to be untrained when it comes to supply chain: basic training on equipment operation suffices, which results in lower service levels and a blow to continuity.

The shortage of truck drivers, on the other hand, is a unique issue. Increased congestion in the roads—as well as regulations preventing them from traveling during rush hour—means less trips, and therefore less pay. Some have shifted to ride-sharing services like Grab, realizing they can earn more while having better control of their time.

Both these jobs are also threatened by new technologies. While driverless trucks are still a really long way from here, warehouse

automation has meant some tasks have been moved away from human intervention. While full automation remains very expensive in the Philippines, many companies have elected to bring in technologies to augment their workers to increase efficiency—and perhaps to trim the fat from their operations, too.

These people are an important part of our supply chains: they literally move our products and ensure our customers are served well. So many things can be done. Training in particular plays a key role: upskilling these workers so they can take on new roles within the supply chain operation, or pursue new jobs if needed—cushioning the blow of potential disruption when their jobs are deemed obsolete.

But perhaps vocational and technical education can also step up. While work continues on a national certification program for supply chain and logistics, will these also allow those taking it to aim higher and take higher-value positions within the operations they are part of? Can these programs give the field worker the same appreciation for the whole supply chain picture as his supervisor or manager?

become more affordable and appealing to those with little time to commit to a professional workshop or a post-graduate degree. Rutgers Business School professor Don Klock cites the supply chain sector's initial reluctance to embrace online learning dissipating in recent years. However, we imagine these methods could not replace, but rather just supplement, knowledge gained in school and on the job.

Another challenge in this front is how senior managers can effectively transfer experience and knowledge to their new hires. Perhaps with automation taking over some of a supply chain manager's usual tasks, more time can be devoted to provide coaching and mentoring to new hires. These efforts, however, must now go beyond industry experience and expanding networks. Mentoring provides a good opportunity for senior managers to instill in their juniors skills that facilitate better collaboration, problem solving and leadership, as well as how their role provides additional value for, and impacts the bottom line of, the company they work

for. These may include exposing new hires to various aspects of a supply chain—something the younger generations may relish as a challenge—or more personalized approaches. In any case, these approaches would not just empower the employee to further his career, but would allow bring more value to the employee and the company.

Another interesting challenge in hiring and developing supply chain superheroes is the evolving expectations one has over his work. The concept of “work-life balance” may seem frilly on social media, but it is something that millennials and post-millennials deem important. They want to be able to spend more time with family and friends, or to pursue passions outside their work, or to have the freedom to broaden their horizons, whether it be about a chosen interest or about the profession they chose.

However, these expectations lie in contrast with the 24/7 nature of supply chain, of those working in it being able to respond to any issues that may arise

at any given time. This characteristic is further stressed by technology providing more visibility at all points of the supply chain, somehow raising the expectation that if anything happens, you should be on top of it right away. (Not that it's wrong: customers don't expect to be served any differently on weekends, after all.) But among younger workers, there is a wariness that they are overworked. There is also an increased awareness of its impact on their mental health, and how it may affect their interactions with loved ones and the world as a whole—not to mention the way they can do their work.

Some companies have decided to adopt a viewpoint similar to Google's, equating happiness with productivity by adding pool tables, video games, and other items of play in offices. Perhaps one doesn't have to go far, but one can consider making the culture in your workplace conducive to human interaction, both work-related and beyond it. Perhaps more flexible working options can be done, considering how

technology has (and will continue to) alter supply chain work as we know it. Paradoxically, the technology allowing us to bring our work anywhere is also allowing us to have more time to pursue what we love.

There is also an opportunity to enable a holistic approach in supply chain education, as well as in one-on-one mentoring once one is already at work. There is increasing awareness of what is called the “bodymindspirit” approach to teaching: of preparing not just the mind, but also the body and the spirit, through approaches that also consider a student’s emotional and spiritual needs. Such an approach can arm one not just with the right skills that allows him to navigate complex supply chains, but also with the right personality and attitude that enables collaboration and teamwork.

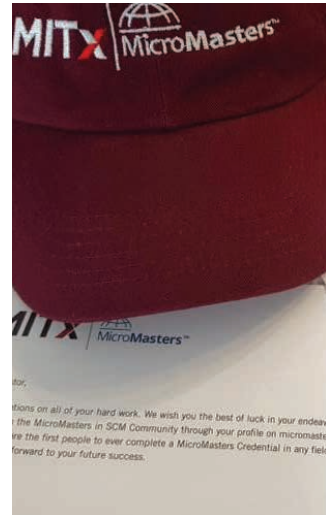
The supply chain sector in the Philippines is at a critical point. As we more acknowledge its importance to the economy, there is a great opportunity to make sure that this growth can be sustained in the years to come—and, apart from improving physical and virtual infrastructure and introducing better processes, it is important that we are able to bring in new talent that delivers fresh, relevant approaches to serve customers and increase value to stakeholders. This ensures that the industry remains better equipped to respond to continued economic growth and consumer confidence, and to take advantage of opportunities presented to companies, and the country, here and around the world.

Of course, these efforts take a while to develop, but it is up to the public and private sectors—as well as the academe—to make sure that we all see this through, that we are not left behind by the rapid pace of change in supply chain, and that we do not sacrifice our competitiveness because of delayed actions. •

Henrik Batallones is SCMAP’s marketing and communications executive and editor-in-chief of *Supply Chain Philippines* magazine. **Dario Arive Jr.** is supply chain manager of URC Flour, and a director of SCMAP.

With thanks to Christine Pardiñas, Dina Pilapil and Alipio Bernardo IV.

I got a supply chain management Master’s education from MIT for free. (Almost.)



And so can you!

The advent of online learning means you can get an education from the best universities in the world at the comfort of your own home

WRITTEN BY **NESTOR FELICIO**

1—From left: Dr. Bruce Arntzen, executive director of the MIT supply chain management program; Geraldine Felicio; Nestor Felicio; and Dr. Chris Caplice, executive director of the MIT Center for Transportation and Logistics

2—The certificates (and cap) to prove you’ve finished the program

In 2016, the Massachusetts Institute of Technology (MIT) launched its first class of the Blended Masters Program for Supply Chain Management. This innovative “blended” approach was pioneered by some US universities, providing Master’s-level online courses equivalent to one semester. The idea is that one can then study on campus for one or more semesters and get a full Master’s degree.

To qualify for the SCM Blended Program, one has to pass all five courses as well as a final comprehensive exam. This will earn you a MicroMasters Credential in Supply Chain Management. (There’s a fee for the Verified Certificate for each course and for the comprehensive exam.) Then you can apply for the on-campus semester.

Here’s the not-so-secret fact: anyone can enroll in the online courses—for free. You get exactly the same materials, the same graded assignments, and the same mid-term and final exams as those paying for the MicroMasters Credential.

So I enrolled in February 2016 for the first course, SC1x (Supply Chain Fundamentals), the same year I became

the President-Elect of SCMAP. I wasn’t sure I wanted to pursue the MicroMasters knowing my work schedule, my SCMAP duties, and the fact that it has been years since I stepped out of college. I noticed that the materials were legit graduate level, complete with probabilistic models for inventory management, deterministic network designs, forecasting with exponential smoothing, and the like.

After trying the course for about a month, I realized I was enjoying the learning experience. The materials were very organized and the lessons easy to follow, with comprehension checks along the way. I decided to go for the verified certification. I was encouraged since I was doing well in

the graded assignments—the grey cells were still active!

If it seemed like a walk in the park, no, it was not. I had to devote around fifteen hours a week to it—almost like going back to school. Most of it came from between dinner and bedtime, and most of my weekends. But as I was learning so much about supply chain from one of the best educational institutions in the world, I felt it was totally worth it.

To make a long story short, I passed SC1x with a Verified Certificate and moved on to SC2x (Supply Chain Design), then took SC0x (Supply Chain Analytics), SC3x (Supply Chain Dynamics), and SC4x (Supply Chain Systems and Technology). Each course ran for thirteen weeks. It took more than a year, and before I knew it, I was ready to take the final comprehensive exam.

Along the way I learned supply network design, database design and SQL, used simulation software, dabbled in machine learning, got the latest on ERP systems and logistics technologies, as well as lessons on finance and strategy. I also joined live video conferences and competed in business games with other learners.

I paid for the Verified Certificates, but this first batch started with 200,000 enrollees and most of them took the courses for free. By the time of the CFx (comprehensive final exam) there were only a few thousand who have completed all five courses. All of the courses were on the edX platform, a robust system used by MOOCs of top universities. The final exam itself had to be taken in any of the MIT campuses or remotely via a proctoring software, timed and monitored via video, following strict rules.

Around 650 passed the first CFx, and fortunately I became part of this first cohort and the first to earn the MicroMasters from the Philippines. MIT has created a Google Map page pinned with the names of those who earned Certificates on it, and I’m glad to put a pin on this map.

My story doesn’t end there. I enjoyed the experience so much that I attended a “Supply Chain Bootcamp”

at the MIT campus in Cambridge, MA in the fall of 2017. I met the online professors in person, and it was great to be able to talk to them and exchange views. I also met others from all over the world who have earned the MicroMasters as well as others on their way to earn their credential. I realized that the field of supply chain management is getting quite exciting.

My story still doesn’t end there. I did not apply for the full Master’s degree, but my daughter, Geraldine, did. Earlier, she qualified for the MIT Master of Applied Science in Supply Chain Management, the full on-campus Master’s program. In June the following year, I was back at MIT for her graduation, and another photo op with her professors, the same professors as mine. But none of her semesters were for free.

Educational institutions are moving to a new paradigm. Much of the best quality education that used to be out of reach are now accessible online by practically anyone. This is a potential disruptive model in the field of education.

There are still limitations with online courses, of course, such as the lack of face to face interaction, the difficulty in discussing case studies and sharing of experiences. The subject of leadership is also difficult to teach from a distance, hence the on-campus component.

This is where work experience also comes into play, where mentoring and coaching is best given. Institutions that can develop programs mixing knowledge and industry applications are also valuable in providing a holistic approach to supply chain management education and training. I believe SCMAP is working with some institutions on this.

But sometimes one only needs to look, and find that some of the best things are (almost) free. •

Nestor Felicio is corporate vice president for integrated planning and logistics management of Unilab, and immediate past president of SCMAP.

The MIT MicroMasters courses on supply chain management can be found at www.edx.org/micromasters/mitx-supply-chain-management.



2

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Debrief

The most prestigious is bigger than ever

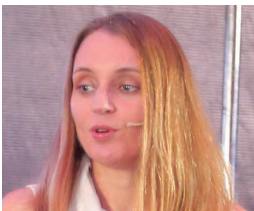
Industry leaders and stakeholders gathered at the 2018 SCMAP Supply Chain Conference to ponder how supply chain connects, engages and moves lives

WRITTEN BY HENRIK BATALLONES

We don't take it lightly when we call our flagship event, the SCMAP Supply Chain Conference, the most prestigious event in Philippine supply chain. Over the years we have gathered key stakeholders not just within the supply chain sector, but also tapping partners from across business, government and the academe, to provide a picture of the state of affairs and how we can proceed forward.

The 2017 conference broke records, being our most-attended yet, and the 2018 one—held last October 2-3, again at the EDSA Shangri-la Manila in Mandaluyong City—did not let up. Apart from seeing over 350 delegates from across the Philippines and even outside the country, we also, for the first time, filled all our exhibition booths. Perhaps it is another sign of the confidence and growth in the supply chain industry, with the entry of new players, as well as established outfits stepping up to the plate to offer new services to customers. All three of our chapters—Visayas, North Luzon and the newly-established Mindanao chapter—were represented, and roughly 40% of our delegates were first-timers to the event.

Against this backdrop we gathered a roster of renowned speakers and panelists, representing both industry veterans and plucky newcomers looking to disrupt the way things are done. The overall picture, once again, is a supply



Debrief

chain sector that is in a crossroads.

Leading the speakers is arguably one of the most important names not just in Philippine supply chain but in business as well. Dennis Uy has become one of the country's most important business magnates thanks to his interests in retail, hospitality, property, and through his ownership of Chelsea Logistics and acquisition of the 2GO Group, supply chain. He presented a picture of how technology is affecting rapid change, and how supply chain has seized the opportunity to better serve its stakeholders and customers through these advances.

The first session was dubbed “The Omnipresent Supply Chain”, demonstrating how it has to keep pace with ever-changing consumption patterns, as well as the demand to serve whenever, wherever. Danilo Mojica II, who previously held roles in Cebu Pacific and Smart before establishing Tailwind Digital Solutions, began with an overview of how technology that's within easy reach has changed customer expectations. DHL Supply Chain Philippines' Suzie Mitchell then returned to the conference to discuss how the future lies in omnichannel models, and particularly in a proactive approach. Finally, OpenPort chief information officer Paul Bell presented on how blockchain provides security and transparency amidst changes affecting the way supply chain serves its customers.

Between sessions, David Wong of the Hong Kong Trade Development Council looked at the changes affecting supply chain internationally, and how Hong Kong has positioned itself to become an important link between China and the rest of the world.

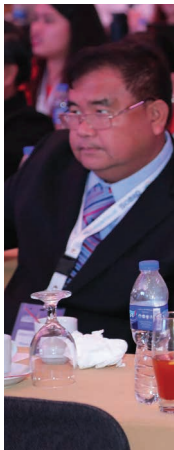
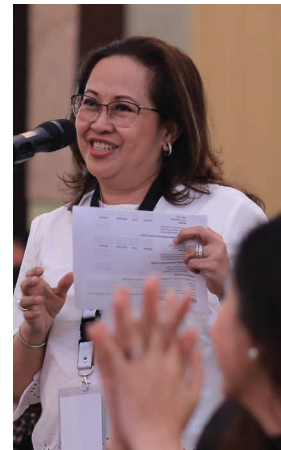
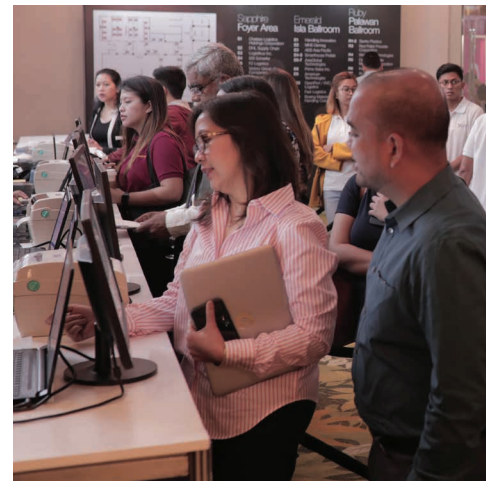
The second session looked at the challenge of developing and mentoring new supply chain talent. Enrique Castillo, former SCMAP president and current head of the Victory Group of Companies, stressed that while millennials are interested in pursuing supply chain careers, they have different needs which must be addressed by stakeholders. Then, Ian Claxton of Magsaysay Shipping and Logistics argued that supply chain already has



what it needs to attract the next generation of managers, and apart from expanding education options and forging further linkages, the sector must make itself “look cool”.

The following day's sessions began with a look at the impact of last mile logistics on supply chain, featuring companies that are moving the needle in this front. Nico Gonzalez represents XLog, a new logistics solution providing better transparency for shippers and forwarders. Dannah Majarocon leads the Philippine operations of Lalamove, which provides delivery options for consumers and businesses alike. Finally, Marco Quiray spoke on behalf of Honestbee, the food and grocery delivery service that connects businesses to a mobile-savvy, time-starved market. They discussed how the rise of last mile players has empowered smaller players to tap into bigger markets, as well as enabled growth to all stakeholders across the chain.

This was followed by a panel on the bigger purpose of supply chain—on how it impacts not just those who





1—SCMAP president Nestor Felicio and Chelsea Logistics CEO Dennis Uy open the conference

2—Over 350 delegates took part this year

3—Scenes from the registration desk on the first day

4—Nestor Felicio delivers his opening remarks

5—Talking on the sidelines

6—SCMAP Mindanao president Dr. Malou Monteverde

7—Two SCMAP Visayas presidents: Gilbert Cabataña and Roberto Cabaero (he also was president in Manila)

8—Supply chain hugot lines



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work on it, but all stakeholders at every point. Unilever Philippines' supply chain head Puskar Mukherjee began by relaying his insights into his years of experience in India, and how he has applied them to his new role in the Philippines, and also looked at his company's initiatives to give back to the community. Then, Paulo Tibig—head of VCargo, and a renowned entrepreneurship champion—provided real world examples of how standing out from the crowd provides more value to stakeholders and consumers, and challenged delegates to become the best supply chain manager they can be.

The final session looked at how the supply chain of the future looks like, and more importantly, how we can deal with it in the present, and moving forward. Dr. Elisabetta Gentile of the Asian Development Bank began by illustrating the impact of technology on labor, and how we in supply chain can mitigate the effects to decrease possible disruption. Dr. Erika Fille Legara of the Asian Institute of Management then presented the possibilities provided by data science to supply chain, and how taking advantage of the opportunities offered by this increasingly data-driven society can help businesses. Finally, Procter & Gamble's Jayan Dy presented how his company is embracing these changes to better serve its customers.

Helping us moderate the panels are also a mix of renowned supply chain managers, including SCMAP directors Carlo Curay, Dario Arive Jr. and Dina Pilapil, SCMAP Visayas president Gilbert Cabataña and TransSolutions Management's Ninoy Rollan.

Truly, supply chain is at a cross-roads, and in presenting perspectives not just from those working directly in supply chain, but also those working with it and around it, we hope to have illustrated a clearer picture of where we are headed and how we can get there—towards a globally competitive and world class Philippine supply chain industry.

And we'll do it all over again on September 19-20 this year. Fingers crossed we break more records? We surely hope so. •



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- 1—Delegates taking everything in
- 2—SCMAP Visayas president Gilbert Cabataña
- 3—TransSolutions Management's Ninoy Rollan
- 4—SCMAP director Dina Pilapil
- 5—SCMAP director Dario Arive Jr.
- 6—SCMAP director Carlo Curay
- 7—SCMAP president-elect Christine Pardiñas wraps up the conference
- 8—Some laughter at the future supply chain panel
- 9—Go on, ask your questions...
- 10—Rose Tubeo and Cliff Eala, the conference's dynamic duo
- 11—Oranges and apples with Paulo Tibig
- 12—Look up for more raffle winners
- 13—Acknowledging Fast Logistics for their consistent support for the conference
- 14—Crowds at the gift bag pick-up



13



14

Coming together for a stronger logistics sector

The first Logistics Services Philippines Conference signifies a closer relationship between government and industry to improve the country's supply chains

WRITTEN BY HENRIK BATALLONES

The Department of Trade and Industry, led by the Competitiveness Bureau, mounted the first Logistics Services Philippines Conference and Exhibit on December 6-7 at the Philippine International Convention Center.

With the theme “Trabaho at Negosyo: Creating Jobs in the Logistics Services Sector”, the two-day event, held as part of the annual National Exporters’ Week, put the spotlight on the importance of the supply chain sector—particularly logistics service providers—to economic development, job creation and national prosperity. It also signified the culmination of the government’s initial efforts to strengthen its collaboration with the private sector: ten industry associations and organizations, including SCMAP, took part in identifying key issues to be discussed in the event, and set the framework for future initiatives between the public and private sectors.

The highlight of the event was the signing of the Ten Commitments, which outline the issues that both government and industry resolve to find solutions for in the coming years. The signing was led by DTI undersecretary Rowel Barba and Department of Transportation undersecretary Fernando Juan Perez, as well as representatives of the participating organizations, including SCMAP president Nestor Felicio.

These commitments are: **(1)** to recognize the role of supply chain

management in fostering a competitive economy; **(2)** to take steps to streamline processes and regulatory requirements across concerned government agencies; **(3)** to foster stronger dialogue between the public and private sectors in pursuit of reforms that would positively affect the supply chain sector; **(4)** to uphold the Ease of Doing Business Act, and to ensure all transactions with government are transparent and above board; **(5)** to promote government investments in the logistics sector; **(6)** to find long-term solutions to issues affecting supply chain competitiveness, such as high shipping costs and concerns raised by the trucking sector; **(7)** to adopt a high standard of regulatory practice, including amending or repealing outdated laws, and alignment with international standards; **(8)** to establish a Logistics Observatory which will make available relevant information for better decision-making on all sides; **(9)** to encourage investments in infrastructure, including logistics facilities and Internet connectivity; and **(10)** to foster the development of a future-ready logistics workforce, across all levels, that will address the sector’s current and future needs.

These commitments are the result of months of consultations and discussions with various industry stakeholders, as well as findings from previous efforts to identify the needs of the logistics sector, such as the proposed National Logistics Master Plan and the first Logistics Efficiency Indicators survey published in 2017. One of the challenges identified is the need to further professionalize the logistics services sector, recognizing its role as a conduit between producers, manufacturers, retailers and consumers. However, these commitments are not meant to be the end result of these engagements, but rather a starting point for further collaboration between stakeholders.

These issues were also reflected in the panel discussions during the event. Topics included developing talent in the logistics sector, identifying investment opportunities, and promoting ease of doing business through regulatory reform.



1—DTI secretary Ramon Lopez and DOTr undersecretary Andoy Perez present the signed Ten Commitments

2—SCMAP president Nestor Felicio signs the Commitments

3—Representatives from logistics providers, truckers, customs brokers and government agencies attended the conference

4—The opening of the LSPH exhibit led by DTI secretary Ramon Lopez

5—Logistics providers, technology firms and government agencies took part

6—The exhibit was held alongside the National Export Congress





The event was accompanied by an exhibit, which was held alongside the National Export Congress held on December 7. There, various logistics service providers—3PLs, last mile enablers, transport providers and technology solution providers—presented their products and services to an audience of MSMEs from across the country. The aim was to encourage these entrepreneurs to tap into logistics service providers, allowing them to focus on their core competencies while at the same time generating jobs not just for the logistics sector, but also for the principals availing of their services.

The event is an encouraging sign of the renewed relationship between supply chain stakeholders in both the public and private sectors, particularly as the importance of supply chain to both economic prosperity and national competitiveness continues to be emphasized. We can only hope that, as intended, these efforts go beyond this symbolic gesture.

That said, we are already seeing signs that these efforts will continue: a proposed Joint Administrative Order first mooted by various government agencies last February, looking to regulate shipping fees and mitigate port congestion, is a result of the consultations leading up to and resulting from this conference. We envision that in the future the private sector will play a greater role in identifying ways to better take advantage of opportunities presented to the supply chain sector. •

A closer look at supply chain's larger role

With the focus on food security, this year's Supply Chain Outlook puts the spotlight on the sector's larger role in ensuring quality of life for all Filipinos

WRITTEN BY HENRIK BATALLONES

Supply Chain Outlook, SCMAP's kick-off event for the new year, was slightly different this time around. Rather than tackle a burning topic that would affect the sector in the year ahead, like the previous years' focus on tax reform and labor contractualization, it decided to look at an even bigger picture, shining the spotlight on the role supply chain plays in ensuring a good quality of life for all Filipinos.

This year's gathering, held last February 8 at the EDSA Shangri-la Manila in Mandaluyong City, focused on how supply chain ensures food security for all Filipinos. It is a particularly timely topic considering recent news of harvested vegetables in the Cordillera region going to waste because of farmers' inability to sell them, as well as recent issues surrounding the slow growth of the agricultural sector, and evolving patterns of consumer behavior.

The event squared in on several approaches to the issue: encouraging innovative approaches not just to agriculture, but also to distribution and other aspects of the value chain; as well as increased investment in facilities that would provide further logistical support.

The former was discussed by keynote speaker Fortunato dela Peña, secretary of the Department of Science and Technology. He stressed the importance of innovation not just in bringing new technologies and techniques to farms, but also to address bottlenecks along the supply chain. He

also discussed how these approaches contribute to improved consumer nutrition, better management of environmental footprint, and fostering a more inclusive society and economy.

The latter was discussed by Anthony Dizon, founding president of the Cold Chain Association of the Philippines, who plays a key role in ensuring the agricultural sector has sufficient support in ensuring a high quality of products as it travels through the supply chain. He identified opportunities in expanding cold chain capacity, as well as new possibilities provided by the focus on transparency and traceability afforded by new logistics technologies.

Like in the past year, REID Foundation vice president for business development Ronilo Balbieran presented his economic outlook for 2019, providing a warning about the country's ballooning trade deficit and resulting decline in dollar reserves. Nonetheless, with continuing investment in infrastructure and rebounding consumption, things are looking up for the economy.

The event, as always, also served as the induction of SCMAP's new board of directors for 2019, led by Rustan Supercenters' Christine Pardiñas. For 2019—the organization's 30th year—she presented an energized set of initiatives aiming to further connect supply chain stakeholders and engage them in meaningful discussions to move the sector's competitiveness further. These plans include an even stronger presence across the country with the help of established chapters in Cebu, Clark and Davao, as well as the “long overdue” unveiling of its collaboration with the Ateneo Graduate School of Business.

The event was attended by roughly a hundred delegates from among SCMAP's membership, as well as friends and other industry stakeholders. This stressed even further one of the themes the organization has been pushing for the past few years: the importance of collaboration to bring about changes that would make not just the supply chain sector, but the whole economy, truly world class. •





Meet the directors



Christine Pardiñas

PRESIDENT
RUSTAN SUPERCENTERS

SCMAP's first president from the retailing sector was recently given the National Achievement Award in Supply Chain Management by the UP Alumni Engineers.



Clarissa Castillo

VICE PRESIDENT
JOHNSON & JOHNSON

The Fabian Tiongson Awardee's two-decade supply chain career includes stints with Novartis and Cargill.



Dina Pilapil

SECRETARY
LF LOGISTICS

An accountant by profession, she has been with LF Logistics, and its predecessor IDS Logistics, since 2001.



Dario Arive Jr.

TREASURER
URC FLOUR

The 15-year URC veteran recently received his MA in counseling psychology from the Ateneo de Manila University.



Pierre Carlo Curay

AUDITOR
XVC LOGISTICS

The Ateneo graduate also leads the Philippine operations of logistics technology firm OpenPort.



Anghelita Santor

DIRECTOR
NESTLÉ

She previously held roles in production and planning in her time with Nestlé.



Arnel Gamboa

DIRECTOR
NATIONAL BOOKSTORE

The former SCMAP president previously represented Benby Enterprises.



Jannis Dargel

DIRECTOR
ZALORA

He leads operations for the e-commerce giant's Philippine team.



Nestor Felicio

DIRECTOR
UNILAB

He recently finished his two-year stint as SCMAP president.



Suzie Mitchell

DIRECTOR
DHL SUPPLY CHAIN

The Melburnian joined DHL after stints with Caterpillar and Microsoft.

1—SCMAP's 2019 Board of Directors is formally inducted

2—A selfie with friends

3—Past presidents Ana Rose Ochoa and John Guillermo with Annette Camangon

4—DOST secretary Fortunato dela Peña

5—REID Foundation vice president for business development Ronilo Balbieran

6—CCAP president Anthony Dizon

7—SCMAP president Christine Pardiñas

8—The event brought together SCMAP members and industry colleagues

9—Scenes from a busy registration desk

A fresh start for SCMAP Visayas

The organization's chapter based in Cebu swore in a new set of officers in their first General Membership Meeting of 2019

WRITTEN BY HENRIK BATALLONES

SCMAP Visayas ushers in a new chapter in 2019 as it swore in its new Board of Directors, led by new president Marivic Esmero, the chapter's previous vice president, now representing Peer Cargo Movers Inc.

The induction was held during the chapter's General Membership Meeting last March 1 at the Waterfront Cebu City Hotel and Casino.

Capt. Rodien Paca of Naga Port Shipping Marine Services is vice president; Ma. Salome Masnayon of Northpoint, secretary; Arnold Jumalon of Boeing Material Handling, treasurer; Robert Cabaero of Transfluent Management, auditor; and Gilbert Cabataña of LF Logistics, PRO.

Rounding out the directors are Alan Jesus Salmero of Gan Networks, Glenn Manguilimotan of Treasure Island Industrial, Nilda Getalada of Onesource Logistics, and Pablito Evangelista Jr. of Fast Logistics.

The new board was elected during the chapter's Christmas fellowship held last November 26.

The chapter presented an optimistic outlook for the year ahead, after the successful initiatives of previous years. With chapter members now at 42 companies, as well as a wider recognition of its events, Esmero seeks to leverage this critical mass in strengthening SCMAP Visayas' linkages to local and regional government agencies. Already the chapter has begun to ramp up participation in consultations led by the Department of Trade and Industry's regional office in Cebu.

Also on the books are at least three more events for 2019, including the return of Sharpening the Supply Chain



1—The SCMAP Visayas board is formally inducted

2—P&A Grant Thornton's Wendell Ganhinhin and Atty. Kim Aranas answer questions

3—Intently listening to a discussion of tax reforms

4—SCMAP Visayas charter president Roberto Cabaero

5—Immediate past president Gilbert Cabataña

6—New president Marivic Esmero outlines the chapter's plans for 2019

7—The event's barely ended, but there's a quick board huddle





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Practitioners, a recurring seminar series bringing top class supply chain knowledge to professionals across the Visayas.

Apart from the induction, the event also saw a discussion of the impact of the recently passed tax amnesty and further proposals for tax reforms. Wendell Ganhinhin, head of the Cebu and Davao branches of P&A Grant Thornton, and also president of the Cebu chapter of the Philippine Institute of Certified Public Accountants, discussed these measures. He was later assisted by his colleague, tax lawyer Kim Aranas, for the open forum.

The event was attended by roughly 60 participants, including both members and non-members, as well as several representatives from SCMAP's national membership. •



GMM tackles 'last quarter crunch'

SCMAP took the lead in bringing together key supply chain stakeholders in its General Membership Meeting held last November 15 at the EDSA Shangri-la Manila in Mandaluyong City.

A panel of representatives from the shipping, transport and customs brokerage sectors gathered to discuss and debate issues that threatened to paralyze supply chains just as the Christmas season went underway, such as port congestion and a truck holiday, which was declared just before the GMM was held.

Taking part were Association of International Shipping Lines president Patrick Ronas and executive director Atty. Max Cruz; Chamber of Customs Brokers president

Atty. Ferdinand Nague; Inland Haulers and Truckers Association president Teddy Gervacio; and Confederation of Truckers Association of the Philippines vice president Mary Zapata.

Providing context for the panel was John Montoya, filling in for the University of the Philippines' Dr. Henry Basilio, who presented perspectives on issues such as the long turnaround of empty containers, high utilization of Manila's ports and the limited availability of trucks.

What followed was a spirited debate which presented perspectives from different stakeholders in the supply chain. The goal was to ultimately allow delegates to get a better grip on both how stakeholders are approaching these challenges, as well as how they and their companies can better respond. •

New members

SCMAP welcomes its new members:

Converge ICT Solutions Inc.

represented by Alan Smyth

Crown Equipment Pte Ltd

represented by Eric Magtibay

Entrego Fulfillment Solutions Inc.

represented by Michael Gonzaga

The Generics Pharmacy

represented by Harold Borja

Inteluck Corporation represented

by Czarina Irene Trinidad

Lexus Industrial Enterprise

Corporation represented by

Edralin Bulan

Mary Kay Philippines represented

by Zaida Davila

Pepsi-Cola Products Philippines

Inc. represented by Edward

Rosales

PJ Lhuillier Group of Companies

represented by Ysabelle Alonzo

Readyman Inc. represented by

Kathryn Leia Soriano-Posadas

Shiptek Solutions Corporation

represented by Jose Emmanuel

Ynion

Southglobal Marketing Inc.

represented by Neil Anthony

Guinto

Worklink Services Inc.

represented by Dexter Silva

Yusen Logistics Philippines

represented by Alyssa June Aniel

2GO Group represented by John

Paul Queng

Individual members

Edgardo Fausto

Eugenio Mijares

Coming up

17-19 May Supply Chain Immersion—Bacolod City via MV St. Michael the Archangel

20 June General Membership Meeting—more details soon

15 August General Membership Meeting—more details soon

19-20 September 2019 SCMAP Supply Chain Conference—EDSA Shangri-la Manila, Mandaluyong City

For more updates visit our website scmap.org, as well as our Facebook, Twitter and LinkedIn accounts. Details are subject to change.

'Mystical' fellowship kicks off 30th anniversary

The Makati Sports Club's Ayala room was transformed into a spartan yet mysterious land as SCMAP celebrated a 'mystical'-themed Christmas fellowship last December 6.

As with previous years the event was filled with games, entertainment and prizes, including a special award for those who were deemed to be the night's most mystical. (Among the prizes were bluetooth speakers and, the grand prize, an iPad.) It also served as the SCMAP membership's first chance to see the incoming Board of Directors for 2019, and to hear first from new president Christine Pardiñas.

The event also served as the kick-off to the organization's year-long celebrations of its 30th anniversary. Throughout 2019 SCMAP will be marking three decades of being the premiere supply chain organization in the country, rounding off with this year's Christmas fellowship.



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North Luzon GMM tackles region's transport system

SCMAP North Luzon tackled the challenges of establishing a total transport system in the Subic-Clark corridor and beyond on its General Membership Meeting, held at the Widus Hotel and Casino in Clark last September 21.

Rondel Apelo (1) of Grab Philippines first discussed the ride-sharing giant's efforts to expand its services to include delivery services with GrabExpress, and also its GrabTrike system, which it is piloting in Angeles City. Jess Sison (2) from the Land Transport Franchising and Regulatory Board

then discussed the government's plans for PUV modernization, which covers both vehicles as well as routes and infrastructure.

Covering efforts for Clark's continuing ambition to be the economic hub of central Luzon were Clark International Airport's Darwin Cunanan (3), who discussed plans for the airport's expansion, and Clark Development Corporation's Rodem Perez (4), who unveiled the new master plan for the freeport.

The event was not just attended by delegates from the region, but also by those from Manila, keen to further understand the region's potential.



Kapihan Session looks into Subic port issues

SCMAP North Luzon, together with the Clark Investors and Locators Administration, mounted a Kapihan Session last January 30 at the Ateneo Graduate School of Business' campus in Clark.

The event, which was attended by roughly 70 attendees from companies located in the region, discussed several urgent concerns surrounding operations of the Subic New Container

Terminal. Representing the Subic Bay International Terminal Corporation were Henry Dungca, terminal manager, and Emmalyne Cleofe-Limjap, sales and marketing manager.

The breakfast event quickly turned into a problem-solving workshop, with suggestions and feedback raised to tackle issues like turnaround of empty containers and other processes within the port. The chapter is happy to report that the event has led to instant changes that has improved the flow of goods in and out of the port.



SCMAP joins Philippine Ports and Shipping meet

The 10th Philippine Ports and Shipping 2019 conference and exhibit was held last February 19-21 at the Sofitel Philippine Plaza in Pasay City.

Endorsed by the Department of Transportation, hosted by the Philippine Ports Authority and organized by Transport Events Management, the three-day trade show focused on opportunities in shipping and logistics particularly in the BIMP-EAGA region.

SCMAP is one of the event's supporting organizations. The event was attended by over 300 delegates from around the world, with roughly 33 speakers taking part, including Department of Transportation under-secretary Fernando Juan Perez, who delivered the keynote address.

SCMAP president Christine Pardiñas was one of the speakers as well; she discussed approaches to reducing bottlenecks across the supply chain to improve regional trade flows.



Cora Curay named new executive director

Former SCMAP president Corazon Curay was named the organization's new executive director at the beginning of 2019. She took over from fellow former president

Norman Adriano, who left the position to pursue new opportunities.

Curay was president of the organization for a combined total of ten years, most recently in 2016. Despite leaving the board she continued to be active in the organization, both through her work with the events committee—overseeing, among others, the annual SCMAP Supply Chain Conference—and her engagements with stakeholders in the public and private sectors.

She also remains president of XVC Logistics, which she represented in the organization until 2016.





We move the global competitiveness of Philippine supply chain.

The Supply Chain Management Association of the Philippines is the country's premier supply chain organization, playing a key role in supporting its role in enhancing the country's competitiveness and improving Filipino lives.

Founded in 1989 as the Distribution Management Association of the Philippines, SCMAP now has over 200 members from the manufacturing, retailing, distribution and logistics sectors, spread across the national organization based in Manila, as well as chapters based in Cebu, Clark and Davao.

The organization is led by a ten-member Board of Directors, elected annually by the general membership; the Board later elect the officers amongst themselves. They are supported by the Secretariat, led by its Executive Director.

What we do

SCMAP promotes and advances the supply chain industry by connecting with stakeholders, engaging them in meaningful discussions on industry trends and developments, and moving the sector towards global competitive-

ness. Its work centers on three pillars:

Advocate—Throughout its history SCMAP has advocated for policy reforms involving the supply chain industry. Government agencies, industry groups, non-government organizations, academic institutions and other stakeholders turn to SCMAP for insight into the profession and the role it plays in the national economy. These discussions have led to policy reforms and other initiatives that help keep Philippine supply chain, as well as the economy at large, competitive.

Communicate—Through regular events across the country SCMAP strives to keep its members up to date on industry movements, developments and opportunities. The SCMAP Supply Chain Conference, held every September, is the most important event in Philippine supply chain, bringing together major players in supply chain, business and government. Also, through regular membership meetings, collaboration groups and its biannual magazine *Supply Chain Philippines*, it provides avenues for members to discuss supply chain issues and promote benchmarking and best practices.

Educate—Through its work with various institutions and organizations, SCMAP has committed itself to promoting supply chain education. The organization helps formulate programs and initiatives aiming to bring supply chain awareness to everyone—from

those working in the front line, to entrepreneurs, to middle-level and corporate-level supply chain managers—through its work with TESDA and GoNegosyo. Its annual Supply Chain Immersion event also brings a unique perspective on supply chain, with local tours and interactive workshops.

Why you should join

SCMAP membership supports the organization's work towards moving the global competitiveness of the country's supply chain. Members can provide input to discussions on supply chain policies through surveys, focus group discussions and consultations.

Through SCMAP's work, it members—and the supply chain sector at large—have benefited from efforts to improve supply chain processes, from preventing disadvantageous regulations and impositions to calling for transparent and justifiable logistics costs.

Members can also tap into the organization's wide network of supply chain managers, experts and stakeholders. SCMAP's regular events provide a venue for connecting and networking with colleagues.

Membership to the organization is open to both companies and individuals.

For more information, as well as updates on our events and activities, visit scmap.org, or follow us on Facebook, Twitter and LinkedIn.



As the official magazine of the Supply Chain Management Association of the Philippines, *Supply Chain Philippines* provides an essential briefing on trends and developments affecting the industry, and the national economy as a whole; discussion on supply chain issues and concerns; and updates on the activities and advocacies of SCMAP.

Published twice a year, in April and September, the magazine is distributed to all SCMAP members, which includes the country's top manu-

facturers, retailers, distributors and logistics providers. It is also given away in SCMAP events, as well as in events the organization supports both in the Philippines and across the region.

The magazine is read by supply chain stakeholders from government, business and the academe.

This unique reach makes *Supply Chain Philippines* an ideal platform for companies to promote their products and services to the biggest and most important players in Philippine supply chain.

We accept display ads as well as advertorials, with preferential rates for

SCMAP member companies. Updated rates and print specifications are available on our website, scmap.org.

Supply Chain Philippines also accepts article contributions. Whether it be a piece on best industry practices, a feature on new innovations affecting the way we work, or an essay on how supply chain impacts lives, we'd love to hear from you. Email a short synopsis and profile to magazine@scmap.org.

Article contributions must abide by our editorial standards and should not promote a company, product or service, otherwise it will be treated as an advertorial and charged accordingly.

Sweet, sweet supply chain.

This year's Supply Chain Immersion visits Bacolod City, the center of the country's sugar industry and an emerging city in its own right. Understand and immerse yourself in supply chain as seen through one of the Philippines' most important trades, with the help of industry experts and local business leaders.



Understand supply chain from end to end through seminars and workshops with the help of top supply chain managers and practitioners.



Visit the key players of Bacolod's sugar industry and see how their supply chain works, from plantation to refinery to distribution.



Experience the sights, sounds and tastes of Bacolod in the company of your fellow colleagues in supply chain, manufacturing and retail.

SUPPLY CHAIN IMMERSION

17-19 May 2019 / Bacolod City
via MV St. Michael the Archangel

SCMAP members—PHP 19,800 / Non-members—PHP 23,800

Inclusive of all seminars, tours, transportation, accommodation and meals
To become a sponsor or delegate, visit scmap.org or email secretariat@scmap.org



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