



# CONTENTS

*About the author* ix

*Publisher's acknowledgements* xii

*Author's acknowledgements* xiii

## **01 Global supply chain ecosystems 1**

Introduction 1

Supply chain management has become strategic 3

Supply chains have become increasingly complex 7

Global supply chains for a connected world 15

Summary 23

## **02 Supply chain visibility 25**

An introduction to supply chain visibility – what, why, where and how 25

Supply chain visibility is about ‘connecting the right dots’ 26

Technology – friend or foe? 29

What do we mean by IT systems in supply chains? 34

Commitment to integration is essential 37

Case study: How technology enables supply chain visibility 40

## **03 Sustainability and green supply chains 45**

Positive environmental strategies for a sustainable supply chain 45

Drivers of a green supply chain 48

Practical steps to a green supply chain 56

Who can apply green supply chain and logistics programmes? 57

Educating staff on environmental awareness 58  
Industry leadership 58  
Case study: Green supply chains depend upon accurate  
and complete data collection and analysis 60

#### **04 Risk and supply chain resilience 65**

Risk – building supply chain resilience for competitive  
advantage 65  
Evaluating the potential for risks  
in the supply chain 67  
Types of risk 70  
Prevention vs preparedness 74  
Features of a resilient supply chain ecosystem 75  
Building supply chain resilience 77  
Case study: Examples of supply chain risks and  
contingency planning 82

#### **05 Free trade for all – navigating the FTA landscape 85**

Free trade agreements – economic necessity or  
political minefield? 85  
Who’s who in free trade? 87  
International support for FTAs 88  
A valuable South-east Asia perspective 90  
What’s gone wrong with the WTO’s mission? 91  
What now for the WTO and FTAs? 94  
Can trade barriers be justified? 96  
Tariff engineering, the new supply chain discipline 98  
Critical factors when considering location 99  
Case study: Best practices in effective customs duty  
management 101

#### **06 The Asian Era 107**

The workers have become the shoppers 107  
The Asian Era is here and now! 109  
China at the crossroads? 116

The rising stars of ASEAN 121  
Case study: Myanmar enters the world  
of global trade 128

## **07 The New Silk Road connecting Europe and Asia 131**

An historic trade route revived for  
the 21st century 131  
Deep-sea ocean freight 133  
Will economic shifts boost the New Silk Road? 136  
Asia-Europe by land transport 139  
Governmental and organizational investment  
and support 141  
Barriers to Silk Road trade 142  
Case study: China's \$40 billion Silk Road Fund 145

## **08 Integrated logistics hubs 149**

Integrated logistics hubs enable global supply chain  
ecosystems 149  
Container ports as transit hubs 149  
Integrated logistics hubs – leading examples 152  
Logistics service providers connect the dots 161  
Case study: SME freight forwarders connect integrated  
logistics hubs via membership networks 164

## **09 Human capital – the talent pool 169**

Human capital – the fuel that drives supply chain  
ecosystems 169  
Talent shortages in emerging markets 171  
Human resource challenges and opportunities  
in developed economies 172  
Make training and development pay  
at all levels 180  
The changing labour market 182  
Case study: Gender diversity in supply chain  
and logistics 185

- 10 Omni-channel supply chains 187**
- The brave new world of omni-channel supply chains 187
  - What drives the e-commerce revolution? 189
  - Old and the new – from traditional retailers to new technology-enabled entrants 193
  - Supply chain impact of omni-channel? 195
  - Case study: The Amazon phenomenon – internet business or logistics company? 203
- 11 Africa – is it the next Asia? 207**
- What future for Africa by 2050? 207
  - Diverse and complex 213
  - Logistics developments and the supply chain challenge 219
  - Nigeria – Africa’s largest and most populous economy 230
  - Case study: Walvis Bay Corridor set to make Namibia a leading logistics hub 232
- 12 Supply chain innovation 235**
- Future considerations for global supply chain ecosystems 235
  - Technology developments impacting supply chains 236
  - Inland container port developments expand the ecosystem 242
  - Game-changing infrastructure developments could transform trade flows 244
  - Case study: Innovative port solution for ocean freight supply chains 249
- References 255*
- Index 265*