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### FIATA REVIEW

FIATA's industry association magazine presents a global outlook on freight forwarding and logistics, as well as the latest news from the FIATA HQ and its Members.

### FIATA

Also known as the 'Architects of Transport', FIATA International Federation of Freight Forwarders Associations is a non-governmental, membership-based organisation representing the freight forwarding industry in some 150 territories.

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## FROM THE PRESIDENT'S DESK

# UNITING GLOBAL LOGISTICS: FIATA'S PATH FORWARD



In Panama, 110 years ago, “a land was divided but the world was united” with the opening of the Panama Canal, a monumental achievement that connected continents and transformed global trade. Once again, Panama served as a unifying force, bringing our logistics community together under the theme “The Great Connection” at the 2024 FIATA World Congress (FWC) hosted by Asociación Panameña de Agencias de Carga (APAC). With over 870 attendees, the event featured expert-led panel discussions addressing both current and future industry needs. Participants enjoyed abundant networking opportunities, forging new partnerships, and strengthening existing ones.

A notable trend at the Congress was the transformative role of technology. Among the 40+ exhibitors, many represented technology companies or freight forwarders showcasing advanced tools driven by artificial intelligence, business intelligence, machine learning, and the Internet of Things (IoT) to redefine operational efficiency. FIATA is at the forefront of these advances, designing data exchange standards and developing tools to meet regulatory demands and technological progress such as its digital Bill of Lading.

Sustainability was another highlight, making it FIATA's greenest event yet. Inspired by Panama's net-zero status, FIATA and APAC introduced sustainable solutions, such as reduced plastic use and biodegradable badges, underscoring our collective commitment to a greener future for generations to come.

The 2024 FWC brought together all the key stakeholders to address pressing challenges and opportunities shaping the future of our industry, proving the success of FIATA's new Congress management strategy thanks to the dedication of the FIATA headquarters (HQ) and the APAC team. FIATA's collaborative approach, strengthened since the 2023 elections, was widely praised by delegates, yielding tangible results across the sector. Furthermore, FIATA's global events in 2024 stand as a testament to these achievements, marked by engagement with high-level government representatives, notably in Indonesia, Panama, and Vietnam, as well as intergovernmental organisations such as the World Customs Organization (WCO), the World Trade Organization (WTO), the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), the International Civil Aviation Organization (ICAO) and trade associations like the International Air Transport Association (IATA) and the International Road Transport Union (IRU). These high-level partnerships underscore not only the collaborative essence of FIATA but also the pivotal role our current work plays in shaping the global logistics landscape.

While the logistics sector remains highly fragmented, facing more complex challenges, and requiring greater resources and support for future freight forwarders, FIATA is dedicated to strengthening its engagement with Individual Members, both directly and through its Association Members. With a reach of over 40,000 freight logistics companies worldwide, FIATA holds immense potential to support its Members to foster business connectivity, create commercial opportunities and build resilient supply chains across the industry. Looking ahead, we are committed under the FIATA leadership to building a sustainable, resilient, and efficient industry — one that can adapt to global economic uncertainties and embrace the technological advancements shaping our future.

Thank you for your unwavering support and dedication throughout 2024. Let us embrace the exciting future that awaits us in 2025 and beyond, supported by the FIATA leadership and the FIATA HQ. ■

**Turgut Erkeskin**, FIATA President



2024 FWC COVERAGE

# LOGISTICS IN PANAMA: APAC'S ROLE AND THE FIATA WORLD CONGRESS LEGACY

## How has Panama's logistics sector evolved recently, and what major challenges does it face?

The logistics sector in Panama has experienced significant evolution in recent years, driven by several factors. The 2016 expansion of the Panama Canal increased its capacity, enabling the passage of larger vessels and establishing Panama as a more attractive hub for transshipment and trade. This has driven up demand for logistics services. Additionally, the rapid rise of e-commerce in Panama and in the region has created a demand for efficient logistics solutions, particularly in last-mile delivery services, warehousing, and fulfilment centres.

Government investments in logistics infrastructure—including ports, airports, and highways—have further improved connectivity and efficiency, making Panama a more appealing destination for businesses. Several free trade agreements have also boosted trade volumes and foreign investment, further driving the demand for logistics services.

However, the logistics sector in Panama faces several challenges:

- Increasing competition from regional logistics hubs like Colombia and Costa Rica.
- A shortage of skilled labour, impacting efficiency.
- Environmental concerns like pollution and deforestation.
- Congestion and the need for ongoing modernisation.

To overcome these obstacles, Panama must continue investing in infrastructure, attracting skilled labour, and promoting sustainable practices. Collaboration between the government and private sector is crucial to maintaining the sector's competitiveness.

## What role does APAC play in positioning Panama as a global logistics hub?

APAC (Asociación Panameña de Agencias de Carga) plays a crucial role in positioning Panama as a global logistics hub by representing the interests of freight forwarders and logistics providers. It advocates for policies and regulations that foster the growth of the logistics sector, including infrastructure improvements, trade facilitation measures, and incentives to attract foreign investment.

APAC actively promotes the development of the logistics industry through training programmes, conferences, and networking events, helping attract new businesses to Panama. It also works closely with the Panamanian government, offering input on policy development and ensuring that government actions support the industry's growth. By pursuing these initiatives, APAC plays a pivotal role in driving the growth of Panama's logistics sector and promoting its global competitiveness.

## How does the FIATA World Congress address global logistics challenges, especially post-pandemic and amid geopolitical tensions?

The FIATA World Congress (FWC) provides a unique platform where industry leaders, experts, and policymakers convene to discuss and tackle the most pressing issues in global logistics. By fostering collaboration and knowledge-sharing, the Congress facilitates the development of innovative solutions to these challenges. It has also become a forum for addressing the lasting impacts of major disruptions, such as the COVID-19 pandemic, on global supply chains.

Key topics discussed at the FWC include disruptions, building resilience, and adopting new technologies

to mitigate future crises. It also addresses the challenges posed by geopolitical tensions, such as trade wars, sanctions, and supply chain disruptions due to conflicts. It is an opportunity to explore strategies for mitigating risks and ensuring the continuity of global trade flows.

FIATA plays a central role in setting industry standards and best practices, and the Congress provides an important opportunity to review and update these standards to address emerging challenges. Additionally, the event promotes the adoption of environmentally friendly practices, such as reducing carbon emissions, and fosters sustainable supply chain management.

### **The logistics industry is witnessing rapid technological advancements.**

#### **How is Panama adopting innovations such as automation, AI, and blockchain in logistics?**

Panama is making notable strides in adopting modern technologies in logistics, such as, automated warehouses, equipped with robotics and conveyor systems, to streamline inventory management and fulfilment processes. Several ports in Panama are also introducing automated container terminals, which use advanced technology to enhance the efficiency of cargo handling operations.

Artificial Intelligence-powered chatbots are being deployed for customer support, while predictive analytics tools are improving transportation routes and demand forecasting. Blockchain technology enhances supply chain transparency, reduces fraud, and enables the use of smart contracts to automate and streamline processes.



**Ángel Sánchez**, President of Asociación Panameña de Agencias de Carga (APAC)

While much of this technological adoption is being led by the private sector, it is expected to have a transformative impact on Panama's competitiveness in the global logistics arena. By improving efficiency, lowering costs, and increasing transparency, these innovations will strengthen Panama's position as a logistics hub.

#### **How do you see the Panama Canal's influence evolving in the next decade, and are there any expansion plans?**

The Panama Canal's influence is expected to grow as global trade volumes rise. Demand for shipping services through the canal will likely increase, driving higher traffic and revenues for the Panama Canal Authority (ACP). The expansion of the global shipping fleet, with larger vessels becoming more common, will further contribute to this demand.

Technological advancements in shipping, such as the development of larger and more efficient vessels, could also affect the canal's future. However, the ACP has already invested in infrastructure upgrades to accommodate these larger vessels, which will help to ensure the canal's continued relevance.

#### **What are your key takeaways from the 2024 FIATA World Congress for logistics professionals?**

The FIATA World Congress is a treasure trove of ideas, information, and opportunities for addressing the latest industry trends. While the breadth of information can be overwhelming, the true value lies in identifying the most relevant insights that can drive your business forward. Attendees have the chance to engage with cutting-edge technologies and strategies that can help mitigate risks and unlock new opportunities.

I believe the true power of attending the Congress, is about actively engaging with industry leaders, networking with potential partners, and gaining a deeper understanding of the challenges and opportunities facing the logistics sector. By doing so, attendees can return to their organisations armed with the knowledge and connections needed to drive innovation and position the business for future success.

#### **What legacy does APAC hope to leave for future FIATA World Congress hosts?**

- A benchmark for excellence: APAC aims to set a new standard for FIATA World Congresses in terms of organisation, participation, and impact.
- A focus on sustainability: APAC emphasises the importance of sustainability in logistics and showcases how the Congress can promote sustainable practices and reduce the environmental impact of trade.
- Collaboration and networking: APAC fosters community among attendees, facilitating valuable connections and partnerships that benefit the global logistics sector.
- Innovation and technology: By highlighting Panama's advancements in logistics technology, APAC encourages other Congress hosts to embrace digital transformation. ■









## SUSTAINABILITY

# NESTLÉ'S COLLABORATIVE EFFORTS IN DECARBONISING THE SUPPLY CHAIN

Industry stakeholders' strategy in decarbonising the supply chain is essential to understanding and refining the freight forwarding sector's approach to green logistics. While present at the 2024 FIATA World Congress, Kim Waigel, Communication and Corporate Affairs Directors at Nestlé — the world's largest food and beverage company, operating in over 180 territories — shared his insights.

### **How is Nestlé working with logistics providers to implement decarbonisation strategies, such as using green transport options or optimising delivery routes?**

Nestlé does not own its own logistics assets; it uses logistic service providers. Emissions from its logistics service providers falls in the scope 3 emissions. Nestlé's goal is a 50% reduction of its total emissions by 2030 and to be Net Zero by 2050, including those coming from the scope 3 transportation activities. It therefore continues to collaborate with logistics service providers to increase operational efficiency and to move away from fossil fuels in its transport supply chain. For example, it works with three of the world's largest shipping companies, to move the equivalent of half of its global shipping needs to alternative, lower-emission fuels.

### **What sustainable practices has Nestlé introduced in collaboration with logistics partners to help reduce supply chain emissions?**

Nestlé is a founding partner of the European Clean Trucking Alliance, along with other partners, transport companies, and representatives from civil society. The aim is to accelerate the decarbonisation of road freight transport. This unique coalition brings together NGOs (non-governmental organisations), carriers, logistics companies, and consumer goods companies. Together, they share the goal of accelerating the decarbonisation of road freight transport in the EU (European Union). Nestlé, and the other members of this alliance, urge governments to invest in and accelerate the shift towards greener transportation. Continuing to reduce CO<sub>2</sub> emissions and air pollution from road transport will contribute to achieving the goals of the European Green Deal and making Europe the first carbon-neutral continent.



### **Kim Waigel,**

Communication and Corporate Affairs Directors at Nestlé

Concrete examples include:

- Piloting first-generation, fully electric trucks in Germany, Italy, and Switzerland
- Partnering to roll out a hydrogen-powered train route in France from 2025
- Developing a non-profit Shipper's Coalition for new wind propulsion shipping lines
- Reducing the number of truck journeys by optimising payloads and routes
- Helping drive systemic change for the entire logistics industry to become less carbon intense

### **How does Nestlé ensure transparency and shared responsibility in tracking and reducing carbon emissions with its logistics providers?**

The transparent and public disclosure of Nestlé's activities, commitments, and performance are integrated into how it conducts business. Nestlé includes a summary of its approach and performance on important topics in the annual review and publishes more detailed information in the Creating Shared Value and Sustainability Report, as well as the Climate Risk and Impact Report. ■

## SUSTAINABILITY

# FREIGHT FORWARDERS' PATH TO SUSTAINABILITY: INSIGHTS FROM MCKINSEY

The *Global Energy Perspective 2024*, by McKinsey, outlines the accelerating shift toward renewable energy, driven by decreasing costs and stricter regulations. By 2030, 50-60% of global electricity will come from renewables like solar and wind, with demand for green logistics expected to hit \$350 billion. Electric vehicles (EVs) will dominate road transport, accounting for 50-60% of new vehicle sales by 2030, transforming logistics operations. Green hydrogen is projected to meet 15-20% of energy demand by 2050, especially for hard-to-decarbonise sectors like shipping and aviation. Freight forwarders are urged to invest in sustainable fuels and EV infrastructure to reduce their carbon footprints and comply with rising carbon prices, making decarbonisation a business imperative. The report emphasises collaboration with suppliers to reduce scope 3 emissions and capitalising on the growing market for sustainable supply chain solutions.

**With renewable energy projected to dominate throughout the 2030's, what steps could freight forwarders (FFs) consider taking to prepare for this shift in energy sourcing? How can they leverage green energy to reduce operational costs and emissions?**

The report identifies three things FFs could do.

1. Improve the energy efficiency of logistics activities throughout the supply chain, with a potential cost reduction of 5-10%
2. Analyse carbon footprint of end customers, understand where logistics is among the potential abatement levers and price decarbonised transport accordingly.
3. Help smaller carriers (e.g., 90% of European truckers own 1-2 trucks) in making the necessary investments in new technology, either by providing financing or improving buying conditions from trucking OEMs (Original Equipment Manufacturers).

**The report highlights a growing demand for green logistics solutions, estimated at \$350 billion by 2030. What key technologies do you see as essential for FFs to capture this market, particularly in terms of electrification and sustainable fuels?**

The FF community has a large exposure to small and medium-sized beneficial cargo owners (BCO), some of which have ambitious decarbonisation targets. Bringing these BCOs into the fold and aggregating them with carrier-controlled BCOs will enable the industry to scale faster. In addition to this, technology for tracking, validating, and distributing carbon abatement credits is required, and it is believed that the freight forwarding community can play a role in this, especially for the previously mentioned small and medium-sized customers.

**As carbon pricing and scope 3 emissions become more pressing, what strategies could FFs adopt to reduce their emissions across supply chains, and how can they navigate the regulatory challenges associated with decarbonisation?**

In the short-term, FFs could consider offering a carrier selection based on emission intensity to their end customers. In the medium term, tailored services could be developed for BCO segments with an above-average willingness to pay. In the long term, building a unique selling proposition around low carbon logistics services for all BCO segments could be pursued. There could also be an opportunity for the freight forwarding and broader logistics community to pursue green business building opportunities outside of their core activities. ■

**Arjen Kersing,**

Senior Expert Maritime at McKinsey & Company

[Scan here for more information on this topic!](#)



Making Green Logistics Services Profitable



Decarbonising Logistics: Charting the Path Ahead

## SUSTAINABILITY

# TOWARDS A GREENER FUTURE: FIATA'S COMMITMENT TO SUSTAINABLE LOGISTICS

Sustainable logistics practices are vital for developing territories to meet their climate commitments under the Paris Agreement and the Sustainable Development Goals. These practices not only support environmental protection but also boost productivity and global competitiveness by fostering efficient supply chains. As energy demand rises in tandem with economic growth, integrating environmental considerations into logistics and supply chain management is becoming essential for long-term success. Emphasising sustainability in logistics is no longer optional—it is a strategic imperative that drives both economic and environmental resilience.

At the 2024 FIATA World Congress, FIATA's Presidency approved the introduction of a forward-thinking sustainability strategy, aimed at helping the logistics industry meet decarbonisation goals. This comprehensive strategy is a direct response to rising regulatory pressures, particularly in regions such as the European Union (EU), where stringent environmental regulations are being im-

plemented. FIATA is taking proactive steps to support its Members in reducing their environmental impact, ensuring compliance with evolving legal requirements, and preparing for future challenges. The strategy focuses on three interconnected pillars:

**1.CO<sub>2</sub> emissions reporting:** FIATA is developing a standardised reporting framework to help freight forwarders comply with regulations and meet customer demands, particularly for small and medium-sized enterprises. This will provide a clear and consistent method for tracking and reporting emissions across the supply chain. By adopting such a framework, logistics providers will be better equipped to meet the growing demand for environmentally responsible practices from their clients and stakeholders.

**2.Monitoring legal developments:** With regulations like the EU's Carbon Border Adjustment Mechanism (CBAM) on the horizon, FIATA will keep Members informed of the



latest legal changes. By staying ahead of these developments, Members will be well-prepared to adapt swiftly and avoid penalties and staying ahead of compliance obligations. This monitoring will help Members mitigate risks associated with non-compliance while also identifying opportunities that arise from the evolving regulatory landscape.

**3.Leveraging key partnerships:** Collaborating with key stakeholders and experts provides FIATA Members with access to essential tools, training, and the latest developments in sustainability. These partnerships help simplify the complex regulatory landscape and offer practical solutions for freight forwarders to reduce their environmental impact. By working together, these partnerships enable the logistics industry to collectively address sustainability challenges more effectively.

Strategic partnerships are crucial to delivering high-quality outcomes for the freight forwarding community, amplifying the impact of collective efforts. FIATA is proud to highlight two key organisations with which it collaborates on sustainability and related initiatives: the Smart Freight Centre and the World Bank.

#### FIATA AND THE SMART FREIGHT CENTRE

The Smart Freight Centre (SFC) is a global non-profit organisation focused on reducing greenhouse gas emissions from freight transportation. SFC's primary mission is to drive sustainable freight solutions by promoting industry collaboration, developing standards, and creating tools for emission reductions. One of SFC's most significant contributions is the Global Logistics Emissions Council (GLEC) Framework.

The GLEC Framework is the only globally recognised method for calculating and reporting logistics emissions across the supply chain. It helps companies in the logistics sector, including freight forwarders, to measure and reduce their carbon footprint. This alignment with global sustainability goals helps them to meet regulatory requirements while also enhancing their operational efficiency.

At the 2024 FIATA World Congress, FIATA signed a Memorandum of Understanding with SFC, marking a strategic collaboration aimed at advancing sustainability in the freight and logistics sector. This partnership will focus on providing specialised vocational training that equips freight forwarders and logistics providers with the knowledge and tools to implement sustainable practices across their operations. FIATA and SFC share a common vision of achieving zero-emission freight transport across all modes by 2050, underscoring the urgency and importance of decarbonising logistics.

Andrea Schoen, Programme Director, Clean Cargo and Clean Air Transport, Smart Freight Center and Stéphane Graber, FIATA Director General.



#### FIATA AND THE WORLD BANK

After a long-standing relationship, FIATA and the World Bank are extending their collaboration in new areas, aligned with the evolution of the logistics industry.

Achieving sustainability requires not only reducing carbon emissions during production but also managing transportation within the logistics industry. Governments play a crucial role in promoting low-emission freight transportation by offering incentives for sustainable practices and ensuring compliance with international standards. The rise of environmental regulations is a key driver of the green logistics market, particularly in regions with advanced digital technologies and mature logistics sectors. As regulatory pressures increase, minimising the logistics carbon footprint is becoming essential for economic performance and competitiveness.

Looking ahead, the World Bank, in collaboration with FIATA, aims to develop a dashboard of sustainable logistics regulations based on a survey filled by FIATA Members. This dashboard will provide detailed insights into the quality of regulations, organised by various dimensions such as environmental impact, regulatory entry, operational practices, and digital integration. The initiative will be supported by the World Trade Organization (WTO) to align with the OECD Services Trade Restrictiveness Index (STRI) initiative.

Accurate, comprehensive data allows for informed decision-making, helping businesses and governments navigate the complexities of our sector. Being involved in such a significant project with the World Bank underlines the importance of data in driving transparency and progress. By gathering insights from across the industry, FIATA is ensuring that the logistics sector's unique needs and challenges are well-represented, making this initiative both relevant and impactful.

By collaborating with strategic partners like the Smart Freight Centre and the World Bank, FIATA is committed to driving sustainability across the logistics sector. These partnerships ensure that FIATA Members are equipped with the necessary tools, knowledge, and support to lead the transition to greener practices and meet the demands of a rapidly evolving regulatory landscape. ■

INDUSTRY FACTS AND FIGURES

# VOLATILITY IN CONTAINER FREIGHT RATES

Container freight rates and lead times have become more volatile in recent years. There are probably several underlying reasons for this development.

More global risks are probably in existence, for example associated with climate change (leading to low water levels in Panama), political instability and polarisation (leading to more terrorist attacks and wars), and a changing technological environment (leading to cyber risks and more unpredictable market developments).

Simultaneously, on the supply side, it has been observed that markets respond more quickly than in the past. Put differently, we have a steeper supply curve, i.e. a small change in the demand/supply balance that has led to higher shifts in freight rates. With better yield management and capacity utilisation, there is less spare capacity available to buffer against shifts in the demand and supply curves. The equilibrium market freight rate is closer to the capacity limit.

It is considered that the disappearance of liner shipping “conferences” (legal cartels that allowed for price fixing) has led to two developments: On the one hand, more competition and lower freight rates. On the other hand, less under-utilised surplus capacity.

The result of these changes is a situation where a shift of the demand curve to the right (during COVID-19, central banks printed more money and we all ordered more things on-line instead of spending money on restaurants

or barbers) or a shift of the supply curve to the left (ships spent more time in ports during COVID-19, or more time at sea when canals lead to detours), leading to more volatile freight rate ups and downs.

The illustration shows the up and downs of the Shanghai Comprehensive Container Freight Rate Index (SCFI). During the COVID-19 pandemic, there was a shortage of carrying capacity as ships spent about 20% longer in ports. Currently, despite a recent surge in new container ship deliveries, freight still went up as shipping capacity was absorbed by ships going round South Africa instead of being able to use the Suez Canal.

UNCTAD’s latest Review of Maritime Transport shows that without the crisis in the Red Sea, freight rates would be significantly lower. It is also interesting to see how the Panama Canal disruption has a lower impact on the freight container freight rates than the Red Sea disruption.

What can shippers and freight forwarders do? Shippers will want to diversify, to depend on several carriers, routes, ports, modes of transport, and goods-suppliers. Shippers, and their freight forwarders, are also increasingly making use of vessel and cargo tracking tools, to be the first to see upcoming risks, and then be the first to respond through repositioning digitalisation. Access to data is key. ■

**Jan Hoffmann,**  
Head, Trade Logistics Branch, UNCTAD

**Freight rate hike:**  
**Shipping prices resurge amid Suez and Panama Canal disruptions**  
Comprehensive Index Of the Shanghai Containerized Freight Index,  
October 2009 – October 2024

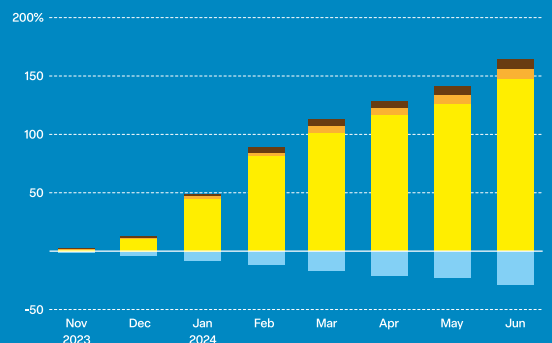
Source: UN Trade and Development (UNCTAD), based on data provided by Clarksons Shipping Intelligence Network, 20 October 2024



**China Containerized Freight Index:**  
**Impact of Panama Canal and Red Sea disruptions**  
Cumulative percentage change  
and its breakdown, November 2023 – June 2024

- Red Sea disruption
- Panama Canal disruption
- Container ship supply change
- Container shipping demand change

Source: UN Trade and Development (UNCTAD), calculations, based on data provided by Clarksons Research, Shipping Intelligence Network and Maritech Services Limited, Sea.  
Note: Cumulative changes from October 2023. Seasonally adjusted. The sum of the four presented components does not fully add up to the combined impact because other logistics shock ois not included in the figure. See the Review of Maritime Transport 2024 technical note 1, for the estimation methodology.



INDUSTRY FACTS AND FIGURES

# THE FIATA MARKET REPORT UNVEILS LATIN AMERICA'S TRADE POTENTIAL

The 2024 FIATA World Congress (FWC) marked the launch of FIATA's inaugural Market Report, bringing together global trends on transport and logistics, with a special focus on the FWC host region – the Latin American region. In addition to market data and analysis, the FIATA Market Report also provides insights from the FIATA Region Americas Industry Perception Survey 2024. This survey was circulated amongst FIATA Members in the Region Americas to assess their real-world perspectives on various aspects of the logistics sector in the region. These perceptions, which largely corroborate the market data, provide a comprehensive overview from the freight forwarding perspective on the state of the market. In addition, FIATA had the pleasure of collaborating with MDS Transmodal, which provided valuable data contributions on the maritime transport market, allowing FIATA to provide exclusive insights and analysis on the current state of play.

In today's volatile global trade environment, global trade patterns have seen signs of recovery, but progress remains uneven. The Latin American region is a fascinating microcosm of both, opportunities and challenges, in global trade. A rapidly growing region with strategic links to global trade and strong competition in freight and logistics, it is also home to territories at different stages of development with significant numbers of micro-, small- and medium-sized enterprises (MSMEs), requiring a greater focus on policies and infrastructural investments that will foster access to global supply chains. High trade costs are a significant reason for some economies and actors not being able to fully benefit from globalisation and international trade.

The contribution of the logistics sector to the development of local economies is undisputable. However, there is a clear lack of financial incentives to invest in the logistics industry, despite it being largely recognised as an impor-

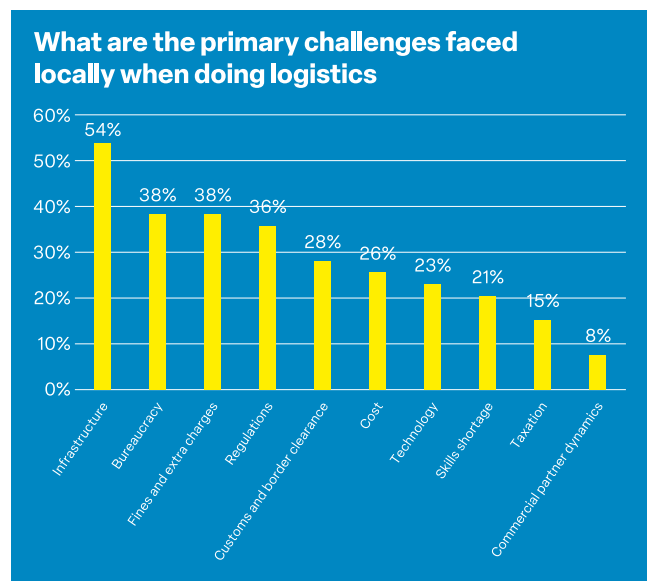
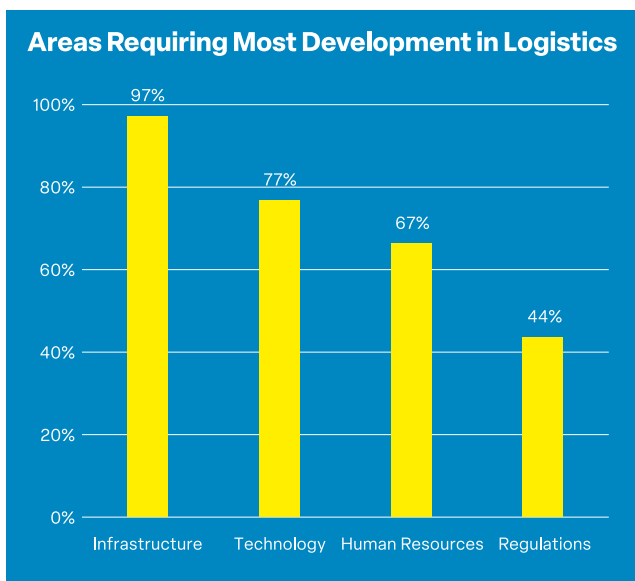
tant contributor to the local economy. FIATA survey respondents were almost unanimous in the need for investment in more infrastructure, a factor which is perceived to be the main challenge in the local logistics environment. Meanwhile, demand for greater investment in technology and human resources follows general trends regarding the challenges impacting logistics actors worldwide.

Overall, the region continues to be a high trade cost environment generally, and this is reflected in the factors perceived to be the biggest challenges in terms of doing business in the region. Survey responses also indicate that logistics is often overlooked in policy discussions, likely contributing to challenges in addressing non-tariff barriers. The report indicates that there is a greater potential for improvement in policymaking on factors that will affect the future of logistics in the region, and FIATA continues to actively work to support its Members in this regard.

Key transport highlights from the report include:

**Air transport:** Latin America is experiencing exceptional growth, with a remarkable increase in air traffic and year-on-year capacity increases. The Latin American Air Cargo Liberalisation Agreement is expected to significantly boost cargo connectivity across the region, and further investments into airport infrastructure will be crucial to supporting this growth.

**Maritime transport:** Latin America's maritime industry is undergoing a major transformation, with strong competition among several economies striving to establish themselves as leading port hubs in the region. Figures provided to FIATA by MDS Transmodal suggest trade pattern shifts that may be driven by trends in nearshoring and friendshoring, reflecting supply chain management strategies that leverage Latin America as a production and logistics hub.



**Rail freight:** Latin America's rail freight industry is experiencing gradual growth but continues to face infrastructure and regulatory challenges. Nevertheless, reform, investment, and modernisation is underway, mainly driven by public-private partnerships and regional trade agreements. Harnessing regional trade agreements and fostering cross-border governmental cooperation is also a key driving factor in increasing regional integration through rail transport.

**Road freight:** Road freight transport in Latin America is the most important mode of transportation for the region's national and international merchandise distribution logistics. However, road infrastructure needs in the region are a major limitation to its growth. Fragmentation continues to be prevalent, and an increasing number of players are observed to be expanding their services and integrating horizontally and vertically to gain a competitive advantage.

Looking ahead to 2025, the tone appears to be set by the emergence of technology in the industry, which is reshaping the logistics landscape, requiring an adaptation of strategies and operational models to ensure sustainability and operational efficiency. Digitalisation, geopolitical tensions, and artificial intelligence scored the highest in

terms of foreseen impact on the local logistics industry for 2025 amongst FIATA survey respondents, surpassing more long-term factors such as corridor development, stakeholder fragmentation and decarbonisation.

What is clear is that stronger alignment between local and international policies will be crucial to foster the growth of logistics within global value chains. Market integration and access for all world economies is vital, and this requires reductions in trade costs to leverage future opportunities for trade-led growth. As the oldest and widest global representation of freight forwarders and logistics providers engaged across all modes of transport, FIATA can play a significant role in leveraging its global reach to communicate and exchange on global good practices and facilitate harmonisation of standards, particularly in areas that are projected by the industry to have the greatest impact on logistics in 2025, such as in digitalisation and e-commerce.

To access the 2024 FIATA Market Report, please visit the [FIATA website](#). Don't miss FIATA's next Market Report, which will shine a spotlight on the FIATA Region Asia-Pacific, coinciding with the 2025 FIATA World Congress, in Hanoi, Vietnam! ■

## INDUSTRY FACTS AND FIGURES

# LEVERAGING DATA TO MEASURE CONTAINER SHIPPING PERFORMANCE FOR CUSTOMERS

At the 2024 FIATA World Congress in Panama, the Global Shippers Forum (GSF) highlighted how most industry analysis traditionally centres around carriers, ports, and other supply-side players. Customer perspectives, particularly those of shippers, have only recently started to receive

adequate focus. GSF and UK-based logistics consultancy MDS Transmodal (MDST) have collaborated to address this by publishing the Container Shipping Global Performance Report, which tracks and reports on key industry metrics directly relevant to shippers.

This report, updated quarterly, includes eight primary Container Shipping Performance Indicators (CSPI):

	Index	What is measured?
1	Demand	How much trade was moved in intermodal containers on deep-sea routes
2	Capacity	How much shipping capacity was deployed to move that trade
3	Utilisation	How full are container ships on the Far East to North Europe & Med corridor, on average
4	Profitability	What is the average yield in moving a container?
5	Concentration	How much deep-sea capacity is offered by consortia/alliances (OECD-ITF, CMCI)*
6	Connectivity	How well connected is your chosen port? (UNCTAD, LSCI)**
7	Reliability	The proportion of scheduled port calls that were actually made
8	Carbon	Average carbon dioxide emissions per container carried on ships in deep sea trades

Source: GSF and MDS Transmodal

\* OECD-ITF, CMCI: Organisation for Economic Co-operation and Development - International Transport Forum, Consortia Market Concentration Index

\*\* UNCTAD, LSCI: United Nations Trade and Development, Liner Shipping Connectivity Index



Over the past four years, the CSPIs have been compiled to accurately capture the key experiences of shippers in the market. For example, Indicator 4 (Profitability) tracks the average costs of moving a container for a shipping line and the average revenues earned. The sizeable gap between Unit Cost and Unit Revenue, during 2020 and 2022, accounts for the profit surge seen by shipping lines over that period (see figure 1).

Indicator 2 (Capacity) shows the gap that is opening up between the total number of container slots in the global fleet and the actual number available for shippers to book, after the effects of the Red Sea diversion, blank sailings, slower speeds and other capacity management techniques have been applied (see figure 2). This accounts for the apparent capacity shortage in the market despite the large numbers of new ships being delivered (see figure 2).

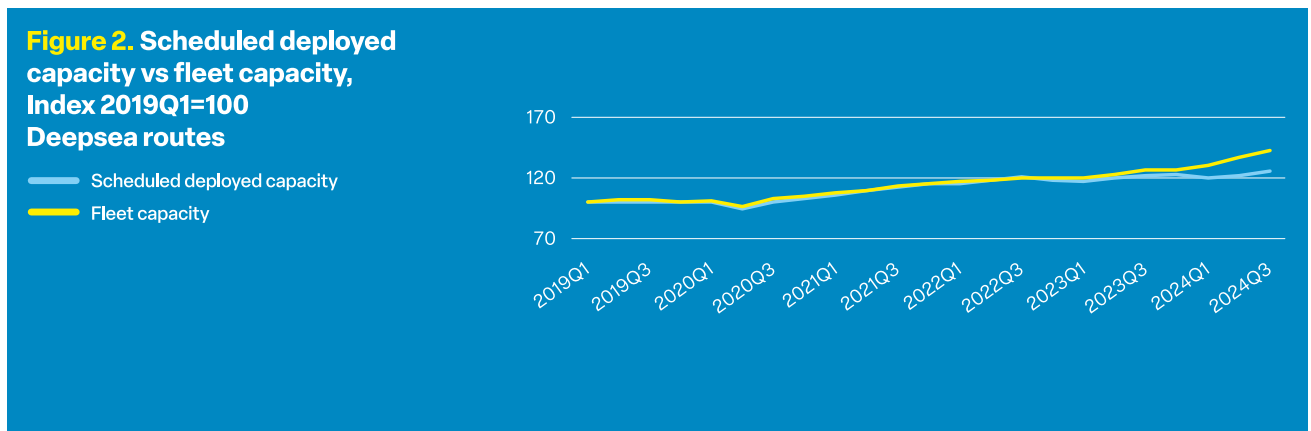
Indicator 7 (Reliability) is measured as the proportion of scheduled port calls that were made during the reporting

period. This is a measure of the number of skipped ports and blanked sailings and shows the level of unpredictability of services in each period (see figure 3).

The CSPIs can be used by shippers and forwarders to make informed decisions in carrier negotiations and contract renewals, in operational planning to enhance supply chain resilience and to research options for the re-sourcing and near-shoring of inventory (see figure 3).

MDST uses publicly available industry data and proprietary economic models to update the CSPIs quarterly, first sharing findings with GSF's Container Shipping Performance Working Group for review. The report is then released to the broader GSF membership. While GSF provides global-level data, MDST can break down these indicators by major trade lanes or even specific port pairs as part of its consultancy services. ■

**James Hookham,**  
Director of Global Shippers Forum





FIATA FOUNDATION  
VOCATIONAL TRAINING  
(FFVT)



## SET UP A FIATA RECOGNISED SCHOOL IN YOUR TERRITORY

APPLY FOR TRAIN-THE-TRAINER (TOT) COURSE AND CREATE A POOL OF CERTIFIED TRAINERS TO SET UP THE FIATA DIPLOMA!

**OBJECTIVE:** The FFVT aims to assist FIATA Association Members in building professional skills in the industry through the training of trainers who attend intensive and dedicated TOT courses.

### BUILD A POOL OF PROFESSIONAL TRAINERS



A comprehensive introduction to professionals looking to become trainers, based on the "FIATA Minimum Standards", and improved teaching methods for trainers.

### INTERACTIVE SESSIONS



Active participative training style where trainees must demonstrate their understanding of knowledge and acquire skills through both practical exercises and case studies on realistic transport situations.

### SET UP A TRAINING PROGRAMME



At the end of the course and with the support of the FIATA Logistics Institute, the Association Member validates its own training programme and implements the FIATA Diploma and the FIATA Higher Diploma in Supply Chain Management using the trained trainers.

### TARGET AUDIENCE:

FIATA Association Members in territories where there is no access to freight forwarding training.

FIATA Foundation - Vocational Training (FFVT)

+41 22 715 45 45

Rue Kléberg 6 - 1201 Geneva

[fiata.org/fiata-foundation/](https://fiata.org/fiata-foundation/)

[foundation@fiata.org](mailto:foundation@fiata.org)

Apply now on the FIATA Website!



TRAINING AND PROFESSIONAL DEVELOPMENT

# COMMITMENT TO QUALITY EDUCATION IN LOGISTICS

The FIATA Logistics Institute (FLI) is committed to maintaining high educational standards in logistics through its validation process, which ensures that FIATA Association Member training programmes comply with the FIATA Minimum Standards for the Diploma in Freight Forwarding and the Higher Diploma in Supply Chain Management.

The validation sessions occur twice a year, allowing FIATA Members to offer their courses for four years before going through revalidation. In the first quarter of 2024, FIATA held its 55th validation session, during which 7 Association Members successfully revalidated their courses, including one FIATA Member receiving first-time validation for the FIATA Diploma in Freight Forwarding. The validated Members include:

- Association for Transport, Freight Forwarding and Logistics Organisations in Ukraine (UKRZOVNISHTRANS)
- Association of Logistics and Freight Forwarding of the Slovak Republic (ZLZ SR)

- Bulgarian Association for Freight Forwarding, Transport and Logistics (NSBS)
- Canadian International Freight Forwarders Association, Inc. (CIFFA)
- National Customs Brokers & Forwarders Association of America (NCBFAA)
- Shipping and Forwarding Agents Association of Zimbabwe (SFAAZ)
- Uganda Freight Forwarders' Association (UFFA)

These Members received their validation certificates at the closing ceremony of the 2024 FIATA World Congress in Panama, highlighting FIATA's dedication to professional development and continuous education in logistics. The second validation session for 2024 is currently ongoing and is expected to be concluded by the end of the year. FIATA encourages all Association Members to engage in the validation process to foster a skilled global logistics workforce. For further information or to start the validation process, members can contact the FIATA Training team at [training@fiata.org](mailto:training@fiata.org).



## Why pursue the FIATA Diploma?

Enrolling in the training programmes is an excellent opportunity to become more competent in freight forwarding and acquire the necessary skillset that can only be obtained through education. This will facilitate progress in your career, especially in light of the global outlook and international recognition of the FIATA Diplomas.

### FIATA Diploma in Freight Forwarding

15 modules including all key topics for freight forwarders, such as:

- ✓ Multimodal transport
- ✓ Air Transport
- ✓ Customs procedures
- ✓ Digital Operations



## Why deliver the FIATA Diploma?

Delivering the course leading to the diploma ensures that there are sufficient and adequate learning opportunities for your members. This will enable you to have a trained workforce that meets a global standard and the needs of their own members to hire skilled employees.

### FIATA Higher Diploma in Supply Chain Management

Progression pathway for the FIATA Diploma in Freight Forwarding graduates, including 8 modules, such as:

- ✓ International Transport Management
- ✓ Global Purchasing
- ✓ Contract Management
- ✓ Production & Operations Management



Want more information on FIATA's training programmes?  
Get in touch at [training@fiata.org](mailto:training@fiata.org) or visit [www.fiata.org/training](http://www.fiata.org/training)

## TRAINING AND PROFESSIONAL DEVELOPMENT

# FIATA CHAMPIONS THE NEXT GENERATION LOGISTICS IN BEIJING

FIATA is committed to advocating for and empowering young logistics professionals (YLP). By involving them directly in FIATA initiatives, offering platforms for visibility and networking, and dedicating time to enhance their understanding of the industry, FIATA is shaping the future of logistics. Whether it is inviting them to the annual FIATA World Congress, delivering insights on today's logistics challenges in the post-graduate programme at Beijing Wuzi University, or addressing YLPs on industry developments at the Global Logistics Forum 2024 in Riyadh, FIATA is proud to support and invest in the future of the logistics sector.

On 13 September 2024, FIATA Director General, Dr Stéphane Graber, attended the High-Quality Logistics Development Conference in Beijing, delivering a keynote address to underscore FIATA's commitment to developing the next generation in logistics through education and training. With global challenges impacting supply chains, Dr Graber highlighted FIATA's emphasis on advancing sustainable practices, applying artificial intelligence, and fostering international cooperation to support a resilient supply chain with a skilled workforce. Traditionally, logistics has been seen as a low-skilled field, particularly in warehousing, transportation, and manual handling. However, the industry is rapidly evolving towards a more technology-driven sector with skilled roles. Logistics now demands a diverse and well-trained workforce, and Dr Graber reiterated the need for collaboration between companies, educational institutions, and governments—a priority FIATA recognised over a decade ago with its Logistics Academy. Since 2017, FIATA has geared its training towards management skills, working with universities like Michigan State University and its Supply Chain & Logistics Programme, and leveraging online learning modules for employees in freight forwarding.

The event included esteemed figures such as Mr Sheng Qiuping, China's Vice Minister of Commerce, and Mrs Sima Hong, Deputy Mayor of Beijing, who jointly stressed the integration of education and industry for growth. Key leaders, including Mr Wu Hui, Secretary of Beijing Wuzi University, discussed universities' roles in logistics talent development. Mrs Laurie Denham from the Sino-American Logistics Council (SALC), a well-known figure among FIATA Members in the US, was also present at the event.

The launch of two alliances—the Business and Academic Alliance\* and the Beijing-Tianjin-Hebei Smart Logistics Industry-Education Integration Alliance—marked a pivotal moment for industry-academic collaboration. FIATA proudly supports these initiatives, aligned with its partnership in the Global Supply Chain Classroom (GSCC) developed with Beijing Wuzi University and the SALC, creating an international academic platform for knowledge exchange and development in logistics.

Through YLP initiatives, awards, and support for educational alliances, FIATA reaffirms its dedication to building a globally connected, future-ready logistics sector to attract and develop highly skilled young professionals.

Learn more about FIATA's YLP programme: <https://fiata.org/ylpa/> and join the vibrant YLP community!

*\*The Business and Academic Alliance includes:*  
 Beijing Wuzi University  
 Chongqing Technology and Business University  
 Harbin University of Commerce  
 Zhejiang Gongshang University  
 Beijing Technology and Business University  
 Tianjin University of Commerce  
 Anhui University of Finance and Economics  
 Lanzhou University of Finance and Economics. ■



## TRAINING AND PROFESSIONAL DEVELOPMENT

# EMPOWERING THE FUTURE OF LOGISTICS: LEARN FROM THE 2024 FIATA YLP GLOBAL WINNER

Laura Cristin Egerer, the 2024 Young Logistics Professional (YLP) Award, Global Winner, representing Region Europe, nominated by Bundesverband Spedition und Logistik, emphasises her passion for logistics and the importance of young professionals in driving innovation.

## What motivated you to take part in the competition, and what were you hoping to achieve through your participation?

My passion for logistics and love for challenges were the driving force behind my decision to participate in the FIATA YLP Award. I saw it as an opportunity to push myself further by combining practical experience with academic insights. The competition offered a chance to gain fresh perspectives and apply the knowledge I have acquired over the years.

Additionally, it presented an exciting opportunity to connect with like-minded professionals in the logistics field, allowing me to learn from their experiences while sharing my own. Logistics is a dynamic and ever-evolving industry, and I was eager to develop myself further by competing against top young professionals from around the world.

## As a young professional in the logistics industry, what challenges do you believe the sector faces, and how can young talents like yourself help to drive innovation and overcome these obstacles?

The logistics industry faces numerous challenges, particularly in the face of global disruptions and the growing demand for sustainable solutions. Through my own work and research, I have witnessed how unpredictable events—such as the pandemic or geopolitical tensions—can disrupt even the most established systems. There is also the increasing need to balance operational efficiency with en-

vironmental responsibility, which is an ongoing challenge. Young professionals, like me, are uniquely positioned to help address these issues. Having grown up in a globalised world with rapid technological advancements, we are accustomed to adapting to change. These advancements continue to evolve, reminding us that staying ahead requires continuous learning and openness to innovation.

We can make a significant impact by bringing fresh perspectives to the table while learning from the industry's extensive experience. Whether through enhancing existing processes or developing new technologies, we play a crucial role in ensuring logistics remains agile and forward-thinking in the face of these challenges.

## Now that you have achieved this significant milestone, how do you plan to leverage this award to further your career, and what advice would you give to other young professionals aspiring to make an impact in logistics?

Winning this award feels surreal, and I am truly honoured to have been recognised in this global competition. Currently, I lead the Import and Customs Department at EgeTrans, which has been an incredible journey, especially as my career has progressed faster than I could have imagined. However, this award is just the beginning, and I am excited to continue growing, learning, and contributing to the logistics industry. My advice to other young professionals is simple: never stop learning. Always seek opportunities for further education, both within your company and independently. Engage with peers in the industry, exchange ideas, and learn from experts who have years of experience. Challenge the status quo and find areas within logistics that spark your passion because it is such a diverse field. Once you discover the niche that excites you, the possibilities for growth and innovation are endless. ■



# Young Logistics Professionals Award



## TRAINING AND PROFESSIONAL DEVELOPMENT

# INTRODUCING THE YOUNG LOGISTICS PROFESSIONALS AWARD: NURTURING FUTURE LEADERS

For over two decades, FIATA and TT Club have joined forces to cultivate and celebrate the rising stars of the logistics industry through an annual competition. This contest is the symbol of inclusion, welcoming all young talents from various specialisations within the field of logistics and freight forwarding to showcase their skills and innovation.

The YLP Award demonstrates the commitment of both FIATA and TT Club in recognising and nurturing young talent in the freight forwarding and logistics sector. It not only celebrates individual achievement but also highlights the importance of developing skilled professionals to meet the challenges of a rapidly changing global industry.

### A UNIQUE OPPORTUNITY FOR YOUNG PROFESSIONALS

Participation in the YLP Award offers young logistics professionals a distinctive opportunity to gain invaluable experience, build industry connections, and enhance their professional profile. The competition offers more than just a title; it is an enriching journey that expands one's knowledge of the industry, opens doors to networking with global professionals, and provides access to unique opportunities, which include:

- A paid trip to the FIATA World Congress, including travel and accommodation.
- An opportunity for the YLP Regional winner to present their work at the FIATA World Congress.
- An academic and practical training programme at one of TT Club's global centres in London, Hong Kong, or New Jersey.
- A complimentary one-year subscription to the International Transport Journal, keeping the winners at the forefront of industry developments.

### BENEFITS FOR FIATA ASSOCIATION MEMBERS

Association Members are strongly encouraged to nominate their top young professionals to participate in this competition. Encouraging young professionals to take part in the YLP Award can help develop their skillsets, increase their exposure to international best practices, and enhance their problem-solving abilities in logistics.

Furthermore, by participating in the contest, young professionals represent their association on a global stage, contributing to the organisation's visibility, reputation and network. This not only strengthens ties within the global logistics community but also fosters professional growth within the association.

### ELIGIBILITY AND NOMINATION

The competition is open to professionals who:

- Are 35 years old or less.
- Have been nominated by a FIATA Association Member.
- Possess at least 1-2 years of full-time experience in supply chain logistics (preferred but not mandatory)

As the logistics industry continues to evolve, the YLP Award remains a crucial initiative in identifying and nurturing the leaders of tomorrow. It offers a valuable opportunity for young professionals to showcase their talents, gain recognition, and shape the future of global logistics. By nominating your young professionals, you not only invest in their growth but also in the success of your association and the wider industry. Working in collaboration will ensure the next generation is given the chance to drive the industry forward.

### NOMINATE YOUR CANDIDATE BY 1 FEBRUARY 2025.

More information on the application can be found on FIATA's dedicated page: <https://fiata.org/ylpa/> ■

# Young Logistics Professionals Award

## TESTIMONIES OF TRIUMPH: YLP Winners Share Their Stories

*"I saw [the YLP Award] as an opportunity to push myself further by combining practical experience with academic insights. The competition offered a chance to gain fresh perspectives and apply the knowledge I have acquired over the years."*

**Laura Cristin Egerer, 2024 YLP Global Winner**

*"The YLP competition provides an excellent platform to showcase problem solving skills in real world logistics scenarios."*

**Hasbi Bin Yaakob, 2023 YLP Region Asia-Pacific Winner**

*"[...] the competition is a career booster with networking opportunities [...]"*

**Nils von Salzen, 2023 YLP Region Europe Winner**

*"[...] having the opportunity to put down on paper the reason why I go to work every day made it exciting."*

**Karina Perez Perez, 2022 YLP Global Winner**

*"It's a growth opportunity to improve your writing, ability to articulate and fill in professional qualifications gaps."*

**Ruvimbo Gukwe, 2022 YLP Region Africa and Middle East Winner**

*"I learnt so much about the industry in that single year that now I feel bold, empowered and ready to tackle the world."*

**Justin Goedhart, 2021 YLP Global Winner**

*"The competition helped break the glass ceiling. Despite the small size of the industry, it is possible to dream and go after jobs at international level."*

**Umair Sheikh, 2020 YLP Global Winner**

*"I learnt a lot about public speaking and gained a huge amount of experience and confidence from doing it."*

**Louis Perrin, 2018 YLP Global Winner**





# TRADE SMARTER

## LOYALTY BENEFITS FOR FREIGHT FORWARDERS AND TRADERS

Unlock new trade routes, overcome barriers, and enjoy economic efficiencies. Join WLP and benefit from fast-tracking cargo, reduced costs, and advanced trade facilitation across borders.

\*Conditions apply based on available benefits in your region.



For more information  
[www.worldlogisticspassport.com](http://www.worldlogisticspassport.com)





## FIATA REGIONS

# SHAPING TOMORROW'S LOGISTICS: FIATA'S IMPACT AT THE GLOBAL LOGISTICS FORUM 2024

The Global Logistics Forum 2024 (GLF2024), held in Riyadh on 13 and 14 October, under the theme “Reshaping the Global Map of Logistics,” brought together 13,000 participants, showcased 130 influential speakers, and welcomed 50 leading partners from more than 30 territories. This pivotal event became a significant platform for dialogue about the future of logistics, resulting in 69 strategic agreements, memoranda of understanding, and deals, marking a key moment for industry collaboration and innovation.

FIATA's Director General, Dr Stéphane Graber, was privileged to engage in a closed roundtable with Gulf ministries, hosted by Saudi Arabia's Minister of Transport and Logistic Services, H.E. Saleh Al-Jasser. This critical meeting underscored FIATA's role as a vital contributor to international policies and regulations affecting freight forwarding and logistics. Representing over 40,000 companies across 150 territories, FIATA asserted its commitment to leading digital transformation within the sector, reinforcing its influence on global logistics standards.

In a panel focused on the integration of technology in logistics, Dr Graber discussed the latest trends in digitalisation. The panel highlighted the significance of creating interconnected systems and the essential nature of change management in navigating these transformations. This emphasis on digital integration reflects FIATA's proactive stance in guiding the sector through its ongoing digital evolution.

GLF2024 also provided FIATA with a strategic opportunity to strengthen its presence in Saudi Arabia, aligning

with the nation's ambitious "Vision 2030". A notable meeting with H.E. Dr Rumaih AL-Rumaih, Vice Minister of Transport and Logistic Services, involved discussions with key players in the Saudi logistics landscape, including the National Logistics Committee from the Federation for Saudi Chambers of Commerce and Industry. These discussions led to a tangible action plan to enhance the implementation of FIATA's training and education initiatives through the Saudi Logistics Academy, led by CEO Dr Abdullah bin Abdulmohsen Al-Abdulkarim. Additionally, efforts to promote the FIATA Digital Bill of Lading (eFBL) aim to empower Saudi freight forwarders, positioning the Kingdom as a regional logistics hub.

FIATA's active involvement at GLF2024 showcased its dedication to enhancing global trade and connectivity while addressing the needs of the logistics sector. By aligning its objectives with national initiatives, FIATA reinforces its role as a leader in the industry, committed to fostering collaboration and innovation.

As the logistics landscape continues to evolve, FIATA's engagement at the Global Logistics Forum serves as a clear indication of its commitment to shaping a future that embraces technological advancements and strengthens the global supply chain. Through strategic partnerships and educational initiatives, FIATA aims to ensure that the freight forwarding community is equipped to meet the challenges and opportunities of tomorrow. ■

## FIATA REGIONS

# 2025 FIATA-RAME FIELD MEETING: REGIONAL COLLABORATION IN LOGISTICS

The 2025 FIATA-Region Africa and the Middle East (RAME) Field Meeting is set to take place in Zanzibar, Tanzania from 30th April to 1st May 2025. Hosted by the Tanzania Freight Forwarders Association (TAFFA) and the Zanzibar Freight Bureau (ZFB), this event promises to be a pivotal moment for the freight forwarding and logistics industry in the region.

## WHY ZANZIBAR?

Zanzibar is emerging as a significant hub for trade and logistics in East Africa. Its strategic location, combined with ongoing infrastructure developments, such as upgrades to the Zanzibar Port and International Airport, positions the island as an ideal venue for the 2025 FIATA-RAME Field Meeting. The historical importance of Zanzibar—once a centre for the spice trade and maritime commerce—coupled with the bustling port of Dar es Salaam, provides a compelling backdrop for vital discussions on the future of trade, logistics, and freight forwarding across the RAME region.

## THE ROLE OF TAFFA AND ZFB

As key organisers, TAFFA and ZFB are committed to ensuring the success of the 2025 FIATA-RAME Field Meeting. From logistical preparations to ensuring seamless operations throughout the conference, both organisations are working diligently to showcase Tanzania's growing influence in the international logistics arena. This event is not only a milestone for the local logistics industry but also an opportunity to forge lasting partnerships with global players.

## WHAT TO EXPECT

The 2025 FIATA-RAME Field Meeting will feature:

- **Insightful Discussions:** Engage in discussions on the

future of freight forwarding, global trade policies, and technology-driven solutions that are shaping logistics.

- **Networking Opportunities:** Connect with industry leaders, government officials, and international logistics professionals to exchange ideas and establish collaborations.
- **Exploration of Logistics Infrastructure:** Gain insights into Tanzania's logistics infrastructure, including advancements in transportation, warehousing, and supply chain management.

## BUSINESS AND ECONOMIC OPPORTUNITIES

Tanzania and Zanzibar are rapidly growing markets in East Africa, offering a wealth of opportunities for investors. The region is witnessing a surge in investment in logistics infrastructure, driven by the need for efficient supply chains and trade facilitation. Zanzibar's strategic position enhances its potential as a logistics hub, linking East African markets to global trade routes.

## LOOKING AHEAD

The 2025 FIATA-RAME Field Meeting in Zanzibar will not only highlight Tanzania's progress in logistics and trade but also serve as a platform for regional collaboration. The event will underscore the importance of strengthening trade networks and will spotlight East Africa as a key player in global logistics.

TAFFA and ZFB are honoured to be at the helm of this event and look forward to welcoming delegates to Zanzibar in 2025. Together with FIATA, a space will be created where the logistics industry can thrive, innovate, and build a sustainable future. ■



Golden Tulip, Zanzibar

30 April - 1 May



## FIATA REGIONS

# INAUGURAL FIATA-RAMS FIELD MEETING IN DECEMBER 2024!

FIATA is thrilled to announce the inaugural FIATA-Region Americas (RAMs) Field Meeting on 4 December in Barranquilla, Colombia. This important gathering marks a milestone in FIATA's strategy to enhance collaboration in the Americas, providing Members a platform to address regional priorities and strengthen global logistics connections.

Building on the dialogue initiated at the successful 2024 FIATA World Congress (FWC) in Panama, the FIATA-RAMS Field Meeting allows Members the chance to exchange insights and seek solutions to pressing logistics challenges. This regional cooperation empowers industry players to engage in discussions about the future of logistics in the Americas, benefitting from FIATA's global support.

The meeting aligns with FIATA's vision to expand its presence in the region and synchronise regional priorities with the global logistics agenda. It offers avenues to enrich logistics strategies and strengthen partnerships.

The FIATA-RAMS Field Meeting will be held alongside the [Fitac International Congress \(FIC\)](#), taking place from 2 to 4 December 2024, with FIATA's active participation. Organised by the Federación Colombiana de Agentes Logísticos en Comercio Internacional (Fitac), this event will bring together key industry players and underscores the shared commitment of FIATA and Fitac to drive innovation and excellence in logistics while enhancing regional connections.

As global trade and logistics evolve, FIATA recognises the necessity of dedicated forums for regional engagement. The FIATA-RAMS Field Meeting is a crucial component of this strategy, empowering regional bodies to address industry challenges and advance local interests with the support of the FIATA global community. By fostering collaboration and community involvement, FIATA aims to

cultivate a logistics ecosystem that is resilient, forward-looking, and ready to meet future challenges and seize emerging opportunities.

This event will deepen local participation, ensuring the logistics sector in the Americas grows in alignment with global trends while addressing specific regional needs. The inaugural FIATA-RAMS Field Meeting in Barranquilla marks a significant milestone toward a more integrated logistics community, laying the foundation for sustained growth and collaboration in the logistics sector.

## CALL FOR BIDS: 2026 FIATA-RAMS FIELD MEETING

As FIATA continues to foster regional engagement through events like the FIATA-RAMS Field Meeting, it invites Association Members across the Americas to submit bids to host the 2026 FIATA-RAMS Field Meeting. This is an excellent opportunity to showcase your country's logistics capabilities and contribute to shaping the region's future.

Interested Members are requested to submit their letters of intent by 31 December 2024. Initial presentations of bids will occur during the regional meeting coinciding with the 2025 FIATA HQ Meeting, where the host for the 2026 FIATA-RAMS Field Meeting will be pre-selected.

Selection criteria will include venue accessibility, visa requirements for attendees, safety and security considerations, business opportunities and local industry engagement, venue incentives and capacity, as well as the history of participation in FIATA activities.

Hosting the 2026 FIATA-RAMS Field Meeting offers a valuable opportunity to position your country as a leader in the logistics sector, along with increased visibility and international networking prospects. ■



## FIATA REGIONS

# 2025 FIATA-RAP FIELD MEETING: BUILDING STRONGER TIES

The 2025 FIATA-Region Asia-Pacific (RAP) Meeting will be held from 21-24 May in Delhi, India, hosted by the Air Cargo Agents Association of India (ACAAI). This key event takes place at a time when India is emerging as a transformative force in the global economy, offering vast opportunities for collaboration, in the region and on a global scale. Participants will not only witness India's advancements in logistics and infrastructure but also engage in forward-thinking discussions on the future of trade and supply chain management, in the Region.

## INDIA'S TRANSFORMATION AND GLOBAL IMPACT

India's emergence as a global logistics leader is underpinned by key government initiatives aimed at enhancing infrastructure and technological integration. Two flagship programmes are at the core of this transformation:

- **Bharatmala Pariyojna:** This initiative is revolutionising road connectivity across India, with a focus on developing economic corridors, expressways, and bridges. These improvements are reducing transit times, enhancing freight efficiency, and strengthening supply chain reliability — making India a key global logistics hub.
- **Sagarmala Programme:** Aimed at boosting the maritime sector, this programme is modernising ports and improving coastal shipping routes. By promoting port-led development, Sagarmala reduces logistics costs and ensures better integration between India's ports and inland infrastructure.

These efforts, coupled with initiatives like 'Make in India', which promotes local manufacturing, and 'Digital India', which strengthens the country's digital infrastructure, are propelling India toward its goal of becoming a logistics powerhouse. The National Logistics Policy ties these ef-

forts together, streamlining supply chains and fostering advanced technology adoption to create a more efficient, cost-effective logistics sector.

## KEY TOPICS FOR THE 2025 FIATA-RAP MEETING

### 1. Innovation and Digital Transformation in Logistics

India's technological advancements are reshaping the logistics sector through automation, artificial intelligence, and digital platforms. Its digitalisation efforts, including the use of blockchain and the FIATA digital Bill of Lading (eFBL), are enhancing supply chain transparency and efficiency.

### 2. Sustainability in Supply Chains

A core focus of the meeting will be on sustainability, with discussions around greener technologies and eco-friendly practices. As supply chains significantly contribute to global emissions, finding ways to reduce carbon footprints is vital for a sustainable future.

### 3. Building Strategic Partnerships

With India's rapid economic growth, international companies are presented with unique opportunities to tap into the Asia-Pacific market, driving innovation and increasing efficiency in logistics operations.

## FUTURE OUTLOOK

The meeting will also address the need for resilient and adaptable supply chains in the face of global disruptions such as the pandemic, geopolitical tensions, and natural disasters. Delegates will gain key insights on strategies to build more robust supply chains for the future. By attending, participants will gain valuable insights and have the opportunity to form strategic partnerships that will help unlock the potential of a rapidly evolving India. The event in Delhi promises to be a transformative gathering, offering a platform to explore new opportunities in the dynamic logistics landscape. ■





## FIATA REGIONS

# TRANSLOGISTICA ROMANIA 2024 BOOSTING REGIONAL INDUSTRY COLLABORATION

The 3rd edition of TransLogistica Romania, the International Transport & Logistics Exhibition, held from 15–17 October 2024 in Bucharest, Romania marked a significant moment for industry collaboration, bringing together key players from the logistics industry. The Freight Forwarders Association of Romania (USER) served as the main partner and co-host for the event, which welcomed over 2000 participants and more than 100 companies from the Balkans and Central European territories.

The official opening ceremony on the first day was led by FIATA President, Turgut Erkeskin; USER President, Marius Cae; and TransLogistica Romania Exhibition Manager, Grigore Gorincioi. In his welcome speech, FIATA President, highlighted the global role FIATA plays in supporting industry stakeholders. He emphasised FIATA's dedication to advancing key initiatives, particularly in education and the development of intermodal transport, underlining the importance of collaboration with FIATA Association Members like USER.

The FIATA President also took part in the panel discussion "Continuous Professional Education and Training in Transport, Freight Forwarding, and Logistics," where he highlighted FIATA's educational programmes, including the activities of the FIATA Logistics Institute (FLI) and the Young Logistics Professionals (YLP) Award. USER expressed its participating in the YLP contest next year, signalling its growing involvement in global-scale initiatives.

Representatives from the Politehnica University of Bucharest - Faculty of Transport and the Maritime University of Constanța also participated in this panel, presenting their educational offerings and curricula, illustrating how universities are contributing to training the next generation of professionals in transport and logistics.

During the panel on "Intermodal Transport – Challenges and Opportunities", the General Director of the European Transport Projects Directorate from the Ministry of Transport and Infrastructure, Claudiu Staicu, presented the investment programmes available to Romanian companies in the field of intermodal transport, further strengthening Romania's connection to international markets.

On the second day, two panels "Insurance in the Field of Transport and Freight Forwarding" and "Sustainability, Digitalisation, Cyber Security and Intelligent Solutions in Transport, Freight Forwarding and Logistics" brought together diverse industry voices to discuss intelligent solutions for the future of logistics. The outlook of the air transport market in Romania, was discussed at the "Air Cargo Connect" side event, organised by USER member Europrim Group.

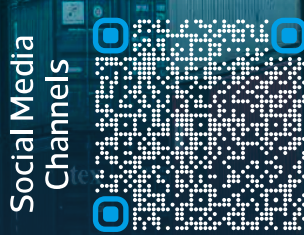
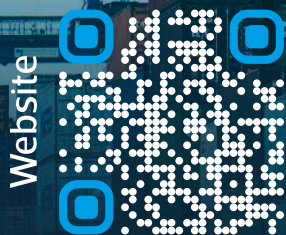
With TransLogistica Romania rapidly establishing itself as a key regional platform, next year's edition is set to offer even greater opportunities for fostering industry collaboration and innovation. ■



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## CUSTOMS

# ZATCA: DRIVING TRADE EFFICIENCY IN SAUDI ARABIA

The Zakat, Tax and Customs Authority (ZATCA), based in the Kingdom of Saudi Arabia (KSA), was established under the Council of Ministers decision to merge "the General Authority of Zakat and Tax" and the General Customs Authority into one Authority. The Authority undertakes collecting Zakat, taxes, and customs duties while achieving the highest level of taxpayer compliance possible as per best practices. The Authority is also responsible for organising and managing all activities connected to ports and customs operations to achieve the highest level of compliance, productivity, and competitiveness. This aims to support the Kingdom's efforts to be a significant global logistics hub by promoting trade and maintaining national security.

## What are the latest trends in the customs sector in KSA?

ZATCA is prioritising automation and technological advancements to drive efficiencies within the customs sector. ZATCA has implemented new Information Technology (IT) systems to receive and process data earlier, enhancing the management of the supply chain. The key to the digitalisation of customs operations is structured data formats. ZATCA is leveraging digital tools to improve supervision and compliance management, making customs procedures more streamlined, faster, and more cost-effective, while also ensuring greater accuracy and security.

## How do you see the development of KSA as the logistics hub for the region?

Saudi Arabia is actively positioning itself as a major logistics hub for the region, capitalising on its strategic geographical location, which serves as a bridge between three continents. Through ZATCA's initiatives, the Kingdom aims to enhance its role in facilitating cross-border trade. The "Clearance within Two Hours" initiative, implemented by ZATCA and rolled out across all land, sea, and air customs ports, has received international recognition, including commendation from the World Customs Organization, for its role in expediting trade and improving operational efficiency.

## What are the main challenges and benefits of KSA's Authorized Economic Operator Programme for Freight Forwarders?

The Saudi Authorized Economic Operator (AEO) Programme is based on a partnership between ZATCA and the private sector and aims to enhance the security of the global supply chain while offering significant benefits to participating companies. For freight forwarders and logistics service providers, the programme offers advantages across financial, administrative, and reputational aspects, ensuring smoother and more efficient international trade operations. ■

### Mr Hamoud Al-Harbi,

The spokesperson for Zakat, Tax, and Customs Authority (ZATCA)



## MEMBER NEWS

# LATEST UPDATES AND INSIGHTS FROM ACROSS THE NETWORK

## MEMBER NEWS HIGHLIGHT:

The Ethiopian Freight Forwarder and Shipping Agents Association (EFFSAA) has been selected to host the prestigious 2027 FIATA World Congress in Addis Ababa, marking a historic milestone for Ethiopia and the African continent. EFFSAA President Dawit Woubishet stated, "This is not only a source of immense pride for Ethiopia but for Africa as a whole. We are honoured and thrilled to have been given this extraordinary opportunity to host such a globally recognised event. The 2027 FIATA World Congress will be held in Addis Ababa, a city known for its rich culture, dynamic growth, and pivotal role in regional and international diplomacy."

The Congress, expected to attract over 800 industry experts and leaders, and will focus on key topics such as sustainability, digitalisation, and the advancement of infrastructure in Africa. With Addis Ababa's strategic location and rapid development, the event promises to highlight Ethiopia's emerging role as a logistics hub.

## AIRFORWARDERS ASSOCIATION

Airforwarders Association is actively engaged on two key fronts:

1. Investigating Airport Cargo Truck Congestion: It initiated a Government Accountability Office (GAO) study to analyse and address chronic truck congestion plaguing U.S. airport cargo areas, aiming to improve efficiency and on-time deliveries.

2. Supporting Security Enhancements: It is actively assisting its members and the U.S. government in implementing recent security measures for inbound air cargo shipments, ensuring the smooth flow of secure trade.

Airforwarders Association looks forward to sharing further details on these initiatives in the future.

## ASOCIACION ARGENTINA DE AGENTES DE CARGA INTERNACIONAL - AAACI

The Argentine Association of International Freight Forwarders (AAACI) has been representing freight forwarders in Argentina for 54 years. It has a Training Centre that offers a variety of courses for the continuous improvement of the activities of its members. It is in the process of initiating e-learning courses through a virtual educational platform to reach the whole country. Notably, the courses on Transport of Competency Based Training and Assessment (CBTA) and Transport of Dangerous Goods by Sea are accredited by the Aeronautical and Maritime Competent Authorities.

## ASOCIACIÓN HONDUREÑA DE AGENCIAS DE CARGA Y OPERADORES LOGÍSTICOS INTERNACIONALES - AHACI

At the 11<sup>th</sup> BASC (Business Alliance for Secure Commerce) Global Conference 2024, over 450 attendees witnessed the signing of a Memorandum of Understanding (MOU) between the Asociación Hondureña de Agencias de Carga y Operadores Logísticos Internacionales (AHACI) and the World BASC Organization (WBO).

Mr Luis Hernández, President of AHACI, and Mr Erik Moncayo, International President of WBO, formalised this im-



portant agreement, which will strengthen cooperation between the international community and logistics operators in Honduras, thereby promoting supply chain security in the region and advocate for a culture of safety, ethics, integrity and trust in the business community.

## CANADIAN INTERNATIONAL FREIGHT FORWARDERS ASSOCIATION - CIFFA

The Canadian International Freight Forwarders Association will now officially be known as CIFFA along with the accompanying tagline "Forging Alliances".

This corporate name change reflects CIFFA's expanded regular membership categories to include freight forwarders, customs and freight brokers, warehouse professionals and drayage carriers.

On 8-9 October, CIFFA embarked on a strategic planning and national board of directors meeting to establish its forward plans for the next 2-3 years.

The association's fall Forwarder publication will be dedicated to the numerous regulatory files and advocacy work that CIFFA has handled in 2024, mainly with the federal agencies Transport Canada and the [Canada Border Services Agency](#).



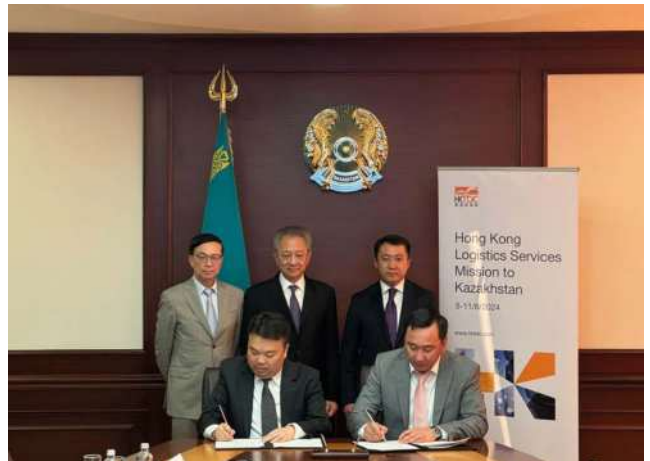
**CUSTOMS BROKERS & FREIGHT FORWARDERS FED. OF NEW ZEALAND INC. - CBAFF**

CBAFF recently held their annual conference in Christchurch, marking a major success with record attendance. Delegates enjoyed key speakers, engaging discussion panels, and a lively speed networking session. A highlight for many was the Gala Dinner, set in the impressive hangar of the Air Force Museum, where the awards ceremony took place. Among the accolades were the Young Logistics Professional Award, Life Member Award to Rosemarie Dawson, and the newly introduced Kakariki (ESG) and Ian Jenner Memorial Awards. A government agency representative (Ministry for Primary Industries) was also recognised for their leadership and contributions to industry collaboration and improvement.



**HONG KONG ASSOCIATION OF FREIGHT FORWARDING AND LOGISTICS LTD. - HAFFA**

HAFFA Chairman Mr Gary Lau, along with several executive committee members, participated in the Hong Kong Trade Development Council (HKTDC) Hong Kong Logistics Services Mission to Kazakhstan from 5-11 August 2024. During this mission, HAFFA had the honour of signing Memorandums of Understanding (MoUs) with the Ministry of Transport of the Republic of Kazakhstan and The Union of Transport workers of Kazakhstan (KAZLOGISTICS). This milestone makes HAFFA the first Hong Kong association to sign MoUs with Kazakhstan's government officials and the logistics association representing Kazakhstan.



[Click here to access the press release and view more photos.](#)

**INTERNATIONAL TRANSPORTERS ASSOCIATION - U.N.D.**

With the UND Women Working Group, which was established to emphasise the presence of women in the logistics sector, the group aims to support women's employment, improve their working conditions, contribute to their career development, and ensure that the voices of women are heard through the projects and activities developed for these purposes.

The UND Women Working Group conducts interviews with "Women Truck Drivers" and female personnel in senior positions. The aim is to disseminate encouraging stories and news in the media about the profession of 'Women Truck Driver' and the employment of female personnel working at higher levels.

The difficulty in attracting women to the profession in Türkiye has been identified as a significant factor contributing to the driver shortage. According to research conducted by

the International Road Transport Union (IRU), Türkiye ranks first among countries and regions with the most negative perception of the profession by a large margin. The group's main motivation is to increase the visibility of women in the sector and support strong female personnel in reaching their goals by encouraging them to join the sector.

UND welcomes any calls for cooperation from FIATA members to encourage the presence of women in the global logistics industry.

### INTERNATIONAL TRANSPORT COMPANIES ASSOCIATION OF IRAN - ITCAI

Mr Behnam Faramarzian, the newly appointed Secretary General of ITCAI, expressed that FIATA's vocational training courses are one of the main pillars of success for freight forwarders who have vision to work in today's business era.

To date the ITCAI has conducted 11 sessions, with 1,316 students having received their FIATA Diploma. Two more sessions will be completed before March 2025.

Mr Faramarzian, who was the former Director General of the TIR & ATA Department, Iran Chamber of Commerce, Industries, Mines and Agriculture (ICCIMA), added, ITCAI is committed to participating more actively in FIATA's various technical commissions and playing a more vital role than before.

ITCAI looks forward to FIATA's working plan for 2025 and hopes to work together under its leadership.



### TAIPEI AIRFREIGHT FORWARDERS & LOGISTICS ASSOCIATION OF TAIWAN – TAFLA

Chunghwa Post Co. Ltd. has invited TAFLA (The Taipei Airfreight Forwarders & Logistics Association of Taiwan) to conduct a general awareness course on the transport of Dangerous Goods by air cargo. This initiative meets the requirements set by the Civil Aeronautics Administration and is mandated by the UN/ICAO Technical Instructions Annex 18 as part of a legal framework. TAFLA conducted the first course in August, providing 7 hours of training over a single day. A total of 1,250 Designated Postal Operators are scheduled to attend the course, which will be delivered in 25 consecutive batches. This is the largest number of trainees ever participating in the Dangerous Goods Training for Designated Postal Operators, and the program is expected to be completed by the end of 2024.



Schnell conducting the course during the first batch of training.

### TURKISH FORWARDING AND LOGISTICS ASSOCIATION - UTIKAD

UTIKAD Releases Guide on Avoiding Fraud in Logistics Companies in the logistics industry face an emerging problem of fraud. UTIKAD's Maritime Working Group released a guide to help companies safeguard their businesses against such attempts. This guide aims to compile recommended practices for members to be remain vigilant against suspicious companies and to prevent unethical practices in the industry.



Click here for the guide in Turkish.

### IN MEMORIAM: BARRY VINING (1939-2024)



FIATA is deeply saddened to announce the passing of Barry Vining, a cherished member of our community, on 30 September 2024. Barry's unwavering dedication to the logistics and freight forwarding industry has left an indelible mark on all who had the privilege of knowing him. Throughout his career, Barry exemplified professionalism and commitment, tirelessly advocating for best practices and innovation within the sector. Barry was a FIATA delegate since 1991, FIATA Vice President from 1995-2011 and was an honorary Member since 2011.

FIATA extends its heartfelt condolences to Barry's family, friends, and colleagues during this difficult time. His legacy will continue to inspire future generations in the logistics industry.

Rest in peace, Barry. You will be profoundly missed. ■



# FIATA Membership Benefits

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Benefit	Direct Members		Indirect Member	Non-Member
	Association Member	Individual Member	Not a FIATA Member but a Member of a FIATA Association Member	Not a FIATA Member nor a Member of a FIATA Association Member
<b>Referral Programme</b> (New Association Members)	Financial Incentive			
<b>Referral Programme</b> (Individual Members by Association Members)	Financial Incentive			
<b>Policy Building</b>	✓			
<b>Support with Authorities</b>	✓			
<b>Capacity Building</b> Course validation and revalidation	✓			
<b>Young Logistics Professionals (YLP)</b>	✓			
<b>News sharing</b> FIATA website and FIATA Review	✓			
<b>Usage of Logo</b>	✓	✓		
<b>Delegate Eligibility</b>	✓	✓		
<b>Listing on Membership Directory</b>	✓	✓		
<b>FIATA Digital ID</b>	✓	✓		
<b>Avalon Bond Programme</b>	5% Commission	✓	✓	
<b>eFBL</b>	20% Revenue Sharing	✓	150 CHF Annual administrative fee	
<b>FIATA Events Access</b>	Preferential rate	Preferential rate	10% discount	Full price
<b>FIATA Review advertisement</b>	20% discount	20% discount	10% discount	Full price
<b>Resources</b> Documents and Guidances	✓	✓	50% discount	Full price
<b>Freight-Pay</b> Administrative fees	✓	✓	10 CHF/month 1 year free	20 CHF/month

Join a worldwide community driving the logistics industry forward!

## FIATA MEMBERSHIP

# MAXIMISING SUCCESS: THE ROLE OF FIATA MEMBERSHIP IN ASL'S GROWTH

Since its establishment in 2005, Amerasian Shipping Logistics Corporation (ASL) has evolved into a prominent figure within Vietnam's logistics sector. A key element of its success has been the long-standing collaboration with the FIATA International Federation of Freight Forwarders Associations, a partnership that has significantly shaped ASL's development.

Joining FIATA as an Individual Member in 2006 marked a turning point for ASL, offering the company unique opportunities to expand and thrive in a complex global market. FIATA's extensive expertise, resources, and support have been instrumental in helping ASL navigate the complex world of trade and logistics, while continually improving its operational efficiency.

FIATA's broad range of training initiatives and industry standards have played a critical role in ASL's journey. The organisation's certifications and knowledge-sharing platforms have enabled ASL to continually enhance its team's skills, improve operational procedures, and adopt international best practices. Among the many advantages ASL has gained through this partnership are the adoption of the FIATA House Bill of Lading (FBL) and participation in FIATA Diplomas, both of which have elevated the company's service quality and industry standing.

Another pivotal aspect of ASL's growth has been its active engagement with FIATA's global events, including the annual FIATA World Congress. These events have provided ASL with valuable insights into the latest industry developments and challenges, while also facilitating the exchange of innovative ideas. This engagement has been key to ASL's ability to adapt to industry shifts and implement sustainable business practices, ensuring its resilience in a fast-paced global market.

A significant milestone for ASL came in 2023, when one of its young professionals was awarded second place in the Vietnam Logistics Business Association (VLA) Young Logistics Professionals Award. This recognition highlights ASL's commitment to developing talent and excellence within its organisation, further strengthened by its affiliation with FIATA.

As ASL nears its 20th anniversary in early 2025, the company reflects on nearly two decades of innovation and achievement. A significant part of this success can be attributed to the lasting partnership with FIATA, which has provided ASL with the tools and support needed to stay at the forefront of the logistics industry.

Looking ahead, ASL is enthusiastic about continuing its relationship with FIATA, leveraging the organisation's deep industry knowledge to further refine its service offerings and sustain its upward momentum in logistics.

FIATA has been a consistent source of support, offering both formal recognition and informal guidance, which have been instrumental in ASL's development. As the company approaches its 20-year milestone, it does so with a sense of gratitude for FIATA's role in shaping its journey.

With a solid foundation built through its collaboration with FIATA, ASL is excited about the future and remains committed to contributing to the evolving global logistics landscape as a FIATA Individual Member. ■



## Your True Logistics Partner



**Vo Phuong Lan (Cindy),**  
Chair cum CEO of Amerasian Shipping Logistics Corporation and Vice President of Vietnam Logistics Business Association

## FIATA MEMBERSHIP

# UNLOCKING OPPORTUNITIES: THE BENEFITS OF FIATA MEMBERSHIP FOR APAC PANAMÁ

Representing over 128 companies in the Panamanian logistics sector, the Asociación Panameña de Agencias de Carga (APAC) acknowledges the immense value that membership in FIATA brings to its members, especially for associations like APAC.

A key advantage of FIATA membership is the access to a wealth of resources and industry knowledge. FIATA regularly publishes practical guides and tools that help freight forwarders navigate operational challenges. Notably, two guidance notes that have particularly been useful for APAC and its Members include, [ICS2 Quick Guide](#) and [Listing of Non-Tariff Measures and Non-Tariff Barriers](#). FIATA resources cover essential topics such as legal matters, insurance, safety and security, and environmental regulations, equipping APAC members with best practices to maintain high compliance standards.

Moreover, FIATA's global network facilitates connections for APAC members with industry peers worldwide. Engaging with this international community of freight forwarders offers great value. APAC also appreciates the opportunities FIATA provides through events like the Headquarter Meeting, the FIATA World Congress, and Regional Field Meetings. These gatherings enable members to learn about industry developments, engage with experts, and share best practices. APAC actively encourages participation in these events, which promote the freight forwarding sector and strengthens cooperation within the global logistics community.

This year, APAC had the pleasure of hosting the FIATA World Congress in Panama City, Panama, gathering 878 participants from 80 territories. Titled "The Great Connection," the event highlighted Panama's role as a logistics hub and fostered dialogue among regional and international stakeholders, facilitating business growth, knowledge

exchange, and insights into emerging trends. Access to FIATA's network enhances connections with key logistics players, promoting cooperation and mutual support within the freight forwarding industry.

Training and development remain central to APAC's mission. FIATA's extensive catalogue of training programmes ensures that members have access to quality education on various subjects. At the APAC Panamá Training Centre, members can pursue qualifications such as the FIATA Diploma in Freight Forwarding and the ICAO-FIATA Dangerous Goods by Air Training Course, equipping them to remain competitive, in a fast-evolving market. A strategic benefit of FIATA membership is the potential for revenue generation through training programmes and certification diplomas. By offering these courses, APAC has attracted a broader membership base while generating income through tuition and associated services. This financial support strengthens the association's capacity to invest in its members' development and fund initiatives that propel the local logistics sector.

APAC President, Ángel Sánchez, stated "For us, the FIATA membership represents more than a strategic affiliation; it is a vital partnership that enhances the association's growth and its ability to provide high-value services to its members. With access to industry resources, global networking, revenue-generating training programmes, and operational tools like standardised trade documents, APAC solidifies its leadership in the logistics sector. By leveraging the benefits of FIATA membership, APAC Panamá is better positioned to foster innovation and strengthen the freight forwarding industry for its members and the region." ■

**Ángel Sánchez,**

President of Asociación Panameña de Agencias de Carga (APAC)



## DIGITAL TRENDS

# FIATA INTRODUCES NEW PRICING FOR THE EFBL!

FIATA is pleased to announce a new pricing model for the digital negotiable FIATA multimodal transport bill of lading (eFBL), to be introduced in 2025, marking a key step towards making it more accessible to freight forwarders globally. As part of FIATA's broader commitment to advancing digitalisation across the logistics industry, this pricing structure has been adjusted to align with global trends and support the industry's shift towards a more efficient, streamlined, and technology-driven future.

## MORE AFFORDABLE, MORE ACCESSIBLE

Under this new initiative, the eFBL will be priced to FIATA Members at CHF 0.50 per document at issuance across all markets, with each amendment of the digital record costing CHF 2.00 as it implies deactivating the original record and replacing it with a new immutable record secured on blockchain. This move reflects FIATA's dedication to removing barriers to digitalisation and encouraging wider adoption. By lowering costs, FIATA enables businesses of all sizes, particularly small and medium-sized enterprises, to access the operational benefits of digital documentation, maintain ownership of their data and benefit from FIATA's continued investment to support their daily operations.

## DRIVING DIGITAL TRANSFORMATION AND GLOBAL INTEGRATION

FIATA's updated pricing for the eFBL is part of its long-term strategy to accelerate digital transformation in logistics. Transitioning from paper-based processes to digital tools enhances operational efficiency, reduces delays, and minimises risks such as fraud and document tampering. The more affordable eFBL facilitates faster, more secure trade processes and fosters stronger collaboration across the supply chain.

As a cornerstone of FIATA's digitalisation efforts, the eFBL strengthens connectivity and innovation within the logistics community. By making it more cost-effective, FIATA supports Members in adopting digital solutions that improve competitiveness and contribute to global sustainability goals by reducing paper consumption. In collaboration with software providers, FIATA ensures smooth eFBL integration, enabling Members to transition seamlessly to a more modern, technology-driven future.

## A CALL TO ACTION FOR FIATA MEMBERS

FIATA encourages all Association Members to sign the FIATA Licensing Agreement, to grant their members access to the eFBL and other digital tools. By joining this initiative, FIATA Members can drive the logistics sector's digital transformation and ensure their companies remain competitive in an increasingly digital economy. If your Association has yet to sign the FIATA Licence Agreement, and you wish to enable member access to the eFBL, please contact FIATA at [legal@fiata.org](mailto:legal@fiata.org).

## BUILDING A STRONGER, MORE RESILIENT INDUSTRY

With this new eFBL pricing model, FIATA is taking a crucial step towards fostering a more inclusive and digitalised logistics industry. By offering affordable and innovative solutions, FIATA is helping build a stronger, more resilient global logistics network that is well-prepared to meet future challenges and opportunities.

This price reduction highlights FIATA's commitment to empowering the logistics community, promoting digital adoption, and ensuring that all members are equipped to succeed in an evolving global marketplace. ■



## DIGITAL TRENDS

# EFBL: SHAPING DIGITAL INNOVATION AND LEGAL TRANSFORMATION AT 2024 FIATA WORLD CONGRESS

The 2024 FIATA World Congress in Panama, held from 23-27 September, focused on the logistics sector's digital transformation and legal developments. Two key panels, "Driving Business Growth with Digital Innovation" and "From Paper to Pixels: Crafting the Future of Multimodal Transport," highlighted the importance of the digital FIATA Bill of Lading (eFBL) as a central element in the industry's evolution.

## UNLOCKING BUSINESS GROWTH THROUGH DIGITALISATION

The digital innovation panel examined how technology is reshaping logistics, creating opportunities for improved efficiency and new business models while also posing integration challenges. Industry leaders discussed how digital tools and artificial intelligence are making the sector more agile, transforming operations, and streamlining processes. The digitalisation of areas like customs and compliance enables faster workflows, allowing for smoother and more cost-effective transactions.

However, this shift required companies to rethink traditional workflows and adapt to new technologies. Embracing digitalisation, including solutions like the eFBL, is crucial for modernising supply chain processes. As an electronic negotiable document, the eFBL accelerates documentation, reduces paperwork, and enhances data accuracy and transparency, driving digital transformation.

## CREATING A LEGAL FRAMEWORK FOR NEGOTIABLE CARGO DOCUMENTS

The panel "From Paper to Pixels" examined the evolving role of freight forwarders who now often act as contractual carriers, responsible for the entire transportation process. This shift underscores the need for robust, legally recognised transport documents. In response, the United Nations Conference on Trade and Development (UNCITRAL) is developing a global framework for "negotiable cargo documents" applicable to both unimodal and multimodal transport.

This project, which FIATA is actively contributing to, aims to establish clear legal standards for documents such as bills of lading (BLs), including electronic versions like the eFBL, which is instrumental in confirming liability, ownership, and contractual obligations. Such a framework is a significant step towards supporting the logistics industry's evolving needs, ensuring legal consistency across jurisdictions and strengthening the reliability of electronic documentation.

Experts at the panel highlighted the potential of UNCITRAL's initiative to boost supply chain resilience with a recognised legal framework for electronic documents like the eFBL. As a benchmark in UNCITRAL's work, the eFBL has already demonstrated its value in modern logistics by providing a standardised, secure, and legally recognised means of transferring transport information. UNCITRAL's work further confirms the eFBL's role in aligning global practices with emerging legal norms and reinforcing industry confidence in digital documentation.

## THE EFBL: BRIDGING DIGITAL AND LEGAL ADVANCES

The FIATA eFBL emerged as a core theme across both panels, representing a key enabler of logistics' digital transformation. As the only negotiable, multimodal electronic BL, it provides a standardised, secure, and legally recognised document that simplifies the transfer of transport information, reduces the risk of fraud, and accelerates processes.

Embracing the eFBL enables the logistics industry to stay competitive in the digital economy, improve transparency, and meet evolving legal requirements. Congress discussions emphasised the need for industry collaboration to integrate the eFBL and digital tools into global trade, promoting growth and resilience in the supply chain. FIATA continues to lead the way towards legal and technical interoperability, uniting actors across the supply chain. ■





## FIATA MEETINGS AND EVENTS

# 2025 FIATA WORLD CONGRESS: WHY VIETNAM?

Vietnam is emerging as a key player on the global economic stage. With its strategic location, Vietnam plays a significant role in major economic corridors like the China-ASEAN (Association of Southeast Asian Nations) and the East-West routes. As the host of the 2025 FIATA World Congress (FWC), Vietnam will have the opportunity to showcase its growing influence in logistics and supply chain management, attracting attention from international partners and reaffirmi

### THE GATEWAY TO GLOBAL TRADE

Vietnam's geography offers unique advantages as a logistics hub, connecting some of the world's largest economies, including China, Japan, and the ASEAN territories. With an extensive coastline and proximity to major shipping routes, Vietnam is an ideal gateway for goods moving between East Asia, Europe, and North America.

Key seaports, such as Cai Mep-Thi Vai and Lach Huyen, can accommodate the world's largest mother vessels, enabling fast cargo movement and positioning Vietnam as a transshipment hub in the region. These strategic advantages reinforce Vietnam's role in promoting global trade and bridging goods movement across continents.

### ECONOMIC GROWTH AND STRONG FOREIGN DIRECT INVESTMENT ATTRACTION

Vietnam's peace, stability, and impressive economic growth are driving its rise on the international stage. Its GDP growth rate remains among the highest globally, reflecting strong development and resilience in the face of global challenges.

Foreign Direct Investment (FDI) plays a vital role in this growth, with major global corporations increasingly choosing Vietnam as a destination for their business operations. Leading companies from the United States, China, Europe, Japan, South Korea, Chinese Taipei, and Singapore have invested heavily in Vietnam. Its young, abundant labour force, competitive costs, and favourable business environment have attracted significant investments in technology, automotive manufacturing, and electronics, further integrating the country into the global supply chain.

### AN OPEN ECONOMY WITH A COMPREHENSIVE FREE TRADE AGREEMENT NETWORK

Vietnam's openness to international trade is a cornerstone of its economic success. The country has signed 16 free trade agreements (FTAs), including the Comprehensive



and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and the EU-Vietnam Free Trade Agreement (EVFTA), providing unprecedented access to global markets.

With an export-import turnover set to reach \$800 billion in 2024, Vietnam's vibrant trade network is solidifying its role as a major international business and logistics hub.

**VIETNAM LOGISTICS BUSINESS ASSOCIATION: CONNECTING PROFESSIONAL LOGISTICS**

The Vietnam Logistics Business Association (VLA) plays a pivotal role in advancing Vietnam's logistics industry. Representing over 800 member companies, VLA promotes innovation, sustainable growth, and global competitiveness.

Vietnam's hosting of 2025 FWC, in Hanoi, reflects VLA's efforts and the growing influence of Vietnam in the logistics sector. This prestigious event will bring together logistics professionals, policymakers, and business leaders from around the world to explore key challenges and opportunities, with a focus on green and resilient logistics.

**GREEN AND RESILIENT LOGISTICS**

The theme for the 2025 FWC, "Green and Resilient Logistics," perfectly aligns with Vietnam's vision for a sustainable future. As global supply chains face increasing pressure to minimise environmental impact and adapt to new challenges, Vietnam is committed to leading the way in addressing these issues. Vietnam's logistics sector is embracing green initiatives, such as reducing carbon emissions, promoting the use of renewable energy, and enhancing transportation efficiency, while also advancing digital transformation to optimise supply chains.

The Congress will focus on innovative solutions for environmentally friendly and resilient logistics systems, with Vietnam aspiring to be a model for other emerging economies in balancing growth with environmental responsibility.

**A CULTURALLY AND HISTORICALLY CAPTIVATING DESTINATION**

As Vietnam continues to emerge as a global economic powerhouse, its logistics sector is poised to play an increasingly important role in shaping international trade dynamics. The 2025 FWC will present a unique opportunity for Vietnam to showcase its strengths and reaffirm its position as a leading logistics hub in Asia and globally.

In addition to its logistics potential, Vietnam's rich cultural and historical heritage will captivate delegates. Hanoi, the thousand-year-old capital and host of the 2025 FWC, offers visitors an opportunity to explore its ancient landmarks and vibrant culture, harmoniously blending tradition and modernity. Hanoi promises an unforgettable experience with sites like the Imperial Citadel of Thang Long and Hoan Kiem. Attendees will be immersed in the peaceful ambiance of its old streets and savour its rich cuisine. From its historic monuments to its serene lakes like West Lake, Hanoi is truly an unmissable destination for anyone seeking to understand the soul of the Vietnamese nation.

True to Vietnam's tourism slogan, "Vietnam – Timeless Charm", delegates attending 2025 FWC will not only engage in meaningful discussions but also embark on a journey to explore the cultural and natural wonders of Vietnam. ■





## FIATA MEETINGS AND EVENTS

# 2025 FIATA HQ MEETING: INTERCONNECTING LOGISTICS

The annual FIATA Headquarter (HQ) Meeting, will take place from 17-20\* March 2025, in Geneva, Switzerland. This annual event brings together global logistics and freight forwarding professionals to foster dialogue and collaboration in shaping the future of the industry

### THE THEME: "INTERCONNECTING LOGISTICS"

The theme of the 2025 FIATA HQ Meeting, "Interconnecting Logistics," reflects the need for greater collaboration across the industry. As the world becomes increasingly interconnected, the logistics industry faces new challenges and opportunities. Digital technologies and sustainability pressures are transforming how logistics operations are conducted, and this theme highlights the importance of a cohesive, integrated approach to meet these challenges.

The focus will be on how logistics professionals can work together across borders and sectors to create synergies that benefit businesses and society. Emphasis will be placed on digital interconnectivity, which has reshaped global trade by making supply chains more transparent and efficient. Discussions will also explore collaborative efforts to promote sustainability.

### NETWORKING AND KNOWLEDGE EXCHANGE

In addition to the formal sessions, the FIATA HQ Meeting offers numerous networking opportunities for professionals to connect with peers from around the world. These

interactions often lead to new partnerships and initiatives, extending the impact of the event well beyond the scheduled programme.

Attendees can exchange ideas and best practices, gain insights from industry experts, and build relationships that can help them navigate the evolving logistics landscape. Whether in sessions, workshops or informal conversations, the opportunities for learning and collaboration are vast.

### LOOKING AHEAD TO 2025

As the logistics industry continues to adapt to global changes, the 2025 FIATA HQ Meeting will be a crucial event for those looking to stay at the forefront of these developments. "Interconnecting Logistics" reminds us that collaboration, innovation, and digital transformation are essential for building resilient and sustainable logistics networks.

By bringing together the brightest minds and most influential players in the sector, the FIATA HQ Meeting provides a platform for exchange between logistics professionals to address the challenges of the industry, while shaping the future of global supply chains.

### \*Invite-Only Meetings on 20 March

The final day of the FIATA HQ Meeting, 20 March, will feature invite-only meetings. These closed-door sessions will allow FIATA to focus on its internal strategy and its role in driving positive change within the logistics industry. ■

AGENDA

# UPCOMING FIATA EVENTS



**2024 FIATA-RAMs Field Meeting**

4 DECEMBER 2024

Barranquilla, Colombia,

For more information, please see p. 27



**2025 FIATA HQ Meeting**

17-20 MARCH 2025

Geneva, Switzerland,

For more information, please see p. 42



**2025 FIATA-RAME Field Meeting**

30 APRIL - 1 MAY 2025

Zanzibar, Tanzania,

For more information, please see p. 26



**2025 FIATA-RAP Field Meeting**

21-24 MAY 2025

Delhi, India,

For more information, please see p. 28



**2025 FIATA World Congress**

6-10 OCTOBER 2025

Hanoi, Vietnam,

For more information, please see p. 40-41

**2025 FIATA-REU Field Meeting**

Q3 2025

More information to come.

**2025 FIATA-RAMs Field Meeting**

Q4 2025

More information to come.

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