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Singapore: Asia's Nerve Centre for Global Supply Chains



Singapore: Developing Innovative Solutions for the Future

Foreword

Singapore's location along major trading routes at the confluence of the East and the West has established the city-state as an important port in global trade. Building on this natural advantage, Singapore has established world-class infrastructure and a pro-business environment by global standards. Coupled with excellent connectivity and a strong track record, Singapore presents a strategic home-base for logistics/supply chain management (SCM) companies, and manufacturers alike, to expand their footprint in Asia.

Singapore is a leading global hub in Asia across key manufacturing and services industries, where key supply chain planners and decision-makers are based. The country is thus an ideal lead market, where logistics/SCM companies work in close proximity to global MNCs and develop innovative solutions that can address the growing complexity of industry and Asia's markets.

The city-state is also home to leading business and SCM talent who are globally-oriented while being familiar with Asia's diversity and complexities. Leading business schools and universities have established their Asian campuses here, while its vibrant learning and living environment continues to draw regional and global talent.

Singapore is committed to partner companies in developing solutions for the future and co-creating value, as they expand into Asia's fast growing markets.

We welcome you to join us in these exciting times!



Kelvin Wong
Director, Logistics
Singapore Economic Development Board



Headquarters & Regional Operations

Asia's fast-growing markets present tremendous opportunities for both multi-nationals and Asian enterprises. As companies grapple with Asia's diversity, Singapore presents a strategic home-base for logistics/SCM companies, distributors and manufacturers to manage their pan-Asian business activities.



Singapore is a leading global business & finance centre in Asia, and presents a choice location for global companies and Asian enterprises to set up regional headquarters and operations in Singapore.

Strategic Home Base for Logistics/SCM Leaders

17 of today's top 25 global third-party logistics providers (3PLs) have established significant activities such as regional headquarters and regional hub operations in Singapore. In addition, Asia Pacific / Middle East 3PLs (e.g. Agility, Gati, Sankyu, Toll) as well as leading global distributors (e.g. DKSH, Zuellig Pharma) have established regional headquarter and other global functions in Singapore.

Spanning the supply chain from freight forwarding and warehousing to specialised handling and optimisation services, these companies leverage Singapore's unique position at the crossroads of Asia's major trade lanes, to feel Asia's pulse and ride the growth of Asia.

Leading Global Business & Finance Centre

Singapore is consistently rated as the world's easiest place to do business (World Bank, 2009), and is the world's 3rd top global financial centre (City of London, 2009). With world-class infrastructure, an extensive network of 18 FTAs with key markets (e.g. U.S., China, India, Japan, South Korea, Australia), as well as excellent passenger and cargo connectivity (with more than 4,500 flights each week to 200 cities in 60 countries, and daily sailings to every major port in the world), Singapore presents a choice location for strategic regional and international operations.

World-Class Manufacturing Site in Asia

Global leaders in key growth sectors (e.g. biomedical sciences, chemicals, energy, technology, consumer goods) have established Singapore as their key global and regional manufacturing base in Asia. For example, Singapore manufactures 70% of the world's offshore oil rigs and is Asia's top location for aerospace maintenance, repair and overhaul. Singapore is also a leading international bio-cluster in Asia that produces about S\$21 billion worth of medicines, nutritional products and medical devices each year. Given this proximity to leading global manufacturers, top 3PLs in Singapore can work closely with their customers to design customised solutions for their supply chains.

Asia-Ready Talent with a Global Perspective

Located at the heart of Asia while being strongly connected to global markets, Singapore's professionals confidently marry global best practices with a deep understanding of local markets in Asia. Singapore is also in the thick of the action for global business leaders and supply-chain management talent, who seek to understand and partake in Asia's exciting growth. Today, leading companies (e.g. TNT, DHL) have set up centres of excellence to develop solutions unique to Asia. Companies are also partnering leading universities here (e.g. INSEAD, University of Chicago Booth Graduate School of Business, MIT) to train their senior and middle management.

Vibrant, Global City

Singapore offers an excellent quality of life that has become home to global talent and their families. The cosmopolitan city-state offers top quality of life in Asia (Mercer HR, 2009) with a clean, green, safe environment. It has also established a strong base of top-notch foreign system schools (e.g. United World College, Tanglin Trust).

At a glance

- 17 of top 25 global 3PLs have a significant presence in Singapore
- World's no. 2 Logistics Hub (World Bank, 2010)
- World's Easiest Place to do Business (World Bank, 2010)
- 90% of electronic permit applications processed within 10 minutes
- All physical cargo cleared within 13 minutes
- Goods & Service Suspension Schemes to facilitate re-exports and transshipments

Integral node for global logistics titans

Top global companies have established a strategic home-base in Singapore to manage and drive business operations in Asia and international markets.

- **DB Schenker** has set up its regional head office in Singapore, from where it manages 11,000 employees in more than 200 locations across Asia Pacific in Singapore. In addition, DB Schenker has set up flagship logistics facilities in Singapore for the region. They include a multifunctional Logistics Centre that serves as a regional distribution centre for multinational corporations, and the Integrated Freight & Logistics Mega-Hub, which is located within the Free Trade Zone in the Airport Logistics Park of Singapore.
- **DHL** has established its regional headquarters for its business divisions in Singapore. They include headquarters for DHL Global Forwarding Africa and South Asia Pacific; DHL Supply Chain Asia Pacific; DHL Express Asia Pacific, Eastern Europe, Middle East and Africa; DHL Global Customer Solutions Asia Pacific; DHL Global Mail Asia Pacific. Leveraging a strong 3,000 core team in Singapore and 30,000 employees across Asia Pacific, DHL manages top Asian accounts and develops customised solutions in Singapore. They have also established dedicated facilities and centres of excellence for healthcare, aerospace, technology, oil & energy sectors, as well as aid & relief logistics in Singapore.
- **TNT** has established its Regional Hub that will serve as the company's Asia nerve centre from Singapore. As an integrated hub that connects TNT's air services to the company's 5,000 mile Asia Road Network, the 7,334 square-metre facility is located next to the cargo apron at Singapore Changi Airport and is capable of handling up to 350 tons of cargo a day. In April 2008, TNT made Singapore a permanent stopover for its Boeing 747-400ER Freighter en route from TNT's European air hub in Liege, Belgium to Shanghai, China.



In March 2010, DKSH launched its Global Finance Center and Group-wide center for executive training in Singapore.

“The launch of the regional hub in Singapore – a critical business hub for the region – is a key milestone in TNT’s global strategy to establish leading position in emerging platforms, including Asia.”

*Peter Bakker
Chief Executive Officer
TNT*

Key Partner for Internationalisation

As a leading global logistics and business hub in Asia, Singapore presents a strategic partner for Asia-Pacific enterprises that seek to harness the fast-growing opportunities in Asia and international markets.

- **Agility**, a leading integrated logistics service provider of Kuwaiti origin, has established its Asia Pacific Headquarters in Singapore. This regional HQ consolidates many of the regional and global management teams for business units such as Logistics, Operations and Transformation, Fairs and Events, IT, Project Logistics, Chemicals, and the Oil and Gas sectors.
- Founded more than 120 years ago, Australia-based **Toll Group** is one of Asia Pacific's leading providers of integrated logistics services. Singapore has been Toll's strategic home-base to manage and drive businesses in Asia, as the company expands its operations in North Asia and Southeast Asia. In Singapore, Toll currently operates more than 15 locations, and owns or occupies about 150,000 square metres of logistics facilities. Toll's new developments in Singapore are expected to add another 100,000 square metres of logistics facilities by 2013.
- **Gati**, India's household name in express and supply chain solutions, located its regional headquarters in Singapore in the year 2008 to manage its internationalisation plans beyond India. Singapore was chosen because of its advanced infrastructure, business environment, reputation as a logistics and trading hub, geographic location, and the long-standing business and cultural ties between Singapore and India. From 2005, the Singapore subsidiary has increased its revenue by almost five-folds.

Homegrown 3PL with World-Class Capabilities

CWT, Singapore's homegrown logistics company, is one of Asia's largest Non-Vessel Operating Common Carrier (NVOCC) players. From its Singapore headquarters, CWT serves world-leading petrochemical and chemical companies. Services include regional distribution hub operations, in-plant logistics management, transportation, drumming, packaging, storage and inventory management. In 2010, CWT expanded its facilities with a new 2.3 million square-foot CWT Commodity Hub that is a licensed warehouse for the London Metal Exchange. CWT now manages more than 8.5 million square feet of warehouse space globally. Besides the chemical and commodity sectors, CWT also provides innovative logistics solutions to global companies in automotive, marine, oil & gas, defence and industrial sectors.

“Singapore is an important piece in Agility’s growth plans. We continue to grow our investments here because Singapore’s excellent connectivity and operating environment provide us an ideal platform to manage our growing regional presence.”

*Tarek Sultan
Chairman and Managing Director
Agility*

Knowledge & Innovation

As businesses grapple with the growing complexity of global supply chains and Asia's diversities, Singapore provides a platform for logistics/SCM companies and manufacturers to forge strategic partnerships and develop innovative supply chain solutions.

DHL, a leading global 3PL, has established several initiatives and programmes to drive supply chain innovation for the region in Singapore.



Lead Market for Key Industries

Being a microcosm of Asia's urban middle-class, Singapore provides key market insights for MNCs' strategic regional and international operations. In addition, 3PLs and SCM companies can work with leading MNCs in key industries (e.g. aerospace, biomedical sciences, chemical, energy, oil & gas equipment, technology, consumer goods, perishables, high-value collectibles) to develop innovative supply chain solutions and optimise regional and global operations.

Asia's Leading Logistics Think-Tank

Singapore is home to The Logistics Institute - Asia Pacific (TLI-Asia Pacific), Asia's leading logistics think-tank. A collaborative effort between the Georgia Institute of Technology (U.S.) and the National University of Singapore, TLI-Asia Pacific is a globally recognised thought-leader for the industry's evolving needs in Asia and the West.

TLI-Asia Pacific works closely with the industry and provides high-quality research and analytical expertise. Through academic and applied research projects, the institute has developed impactful solutions for the global industry. The comprehensive range of SCM topics that are studied in TLI-Asia Pacific include:

- Trade flow dynamics and the impact of economic barometers
- Supply chain network design and optimisation
- Supply chain risk management
- Supply chain intelligence

Base for Supply Chain Talent

Singapore offers a base of homegrown talent, including more than 8,500 graduates in science and engineering annually, as well as graduates of specialised SCM courses such as TLI-Asia Pacific's Double Masters Program. TLI-Asia Pacific's graduates are familiar with world-class SCM methods and have assumed management positions in companies' logistics/SCM functions. Coupled with a high quality of life that eases re-location, Singapore draws global and regional talent who can further enhance Singapore's vibrant logistics/SCM sector.

World-Class Partners in Technology & System Design

Singapore has established a base of leading technology and systems-design companies that include Dematic, JDA and Schaefer. Today, Schaefer's Asia Pacific HQ and R&D team in Singapore design, engineer and implement automation solutions that are customised for Asia, and offer an entire suite of services such as consultancy and after-sales support.

An example of a locally-based company that has successfully tapped the expertise of such companies to implement automation systems is Grocery Logistics of Singapore (GLS), the logistics arm of NTUC FairPrice - one of the Singapore's largest supermarket chains. GLS implemented an Automated Sortation and Conveyor System that integrates pick-to-light technology. This system enabled GLS to improve productivity by over 50%.

Specialised Logistics Capabilities

Spearheading Supply Chain Innovation

DHL Global Customer Solutions has set up a Supply Chain Center of Excellence (SCCE) that leverages DHL's strengths in customer relationship management and supply chain capabilities to develop, test-bed and commercialise supply chain solutions for MNCs and customers.

To date SCCE has generated multi-million dollars worth of business in three years. Established in 2007, the SCCE's vision is based on three core pillars of Consultancy, Thought Leadership, and Technology & Innovation.

Through Consultancy services, DHL partners closely with companies to design and implement scalable and sustainable solutions. These projects have attracted multi-nationals to set up their regional supply chain hubs in Singapore.

Under Thought Leadership, SCCE seeks to improve specific skill sets for the logistics workforce. In 2009, DHL, together with Accenture, conducted the first Supply Chain Professional Series for industry practitioners. The Series, an education and knowledge sharing program, is designed to provide a comprehensive approach to global supply chain management, strategic planning, and effective and efficient solution designs.

In 2010, DHL announced its collaboration with The Logistics Institute - Asia Pacific (TLI-Asia Pacific) to establish the Sustainable Supply Chain Centre of Asia Pacific (SSCCAP) in Singapore. Building on DHL's sustainable supply chain expertise and global GoGreen customer solutions, SSCCAP will develop practical business tools for the industry to establish benchmarks, in addition to focusing on research and education to drive sustainable supply chain development in the region.

Delivering Revolutionary SCM Models

In response to a tight credit climate, Li & Fung developed a supply chain financing proposition and selected Singapore as its base. Singapore's logistics and financial hub status makes the city-state an ideal home outside of Hong Kong for this integrated global service offering.

Providing Innovative Bio-logistics Solutions

Amidst the growing biomedical and clinical trial business in Asia, Zuellig Pharma launched its new headquarters for its Specialty Solutions Group in Singapore. The Specialty Solutions Group provides specialised supply chain management and value added services for the healthcare sector, including clinical trial and orphan drug management and anti-counterfeit solutions. The division's headquarters in Singapore will manage affiliates in India, China and Australia. This office operates in a new S\$40 million, 290,000 square-foot facility that incorporates advanced technologies and processes to meet the stringent supply chain requirements of the healthcare sector.

Leading global manufacturers in Singapore present a sophisticated lead market for 3PLs to develop and deliver innovative logistics/SCM solutions that can address their complex needs.

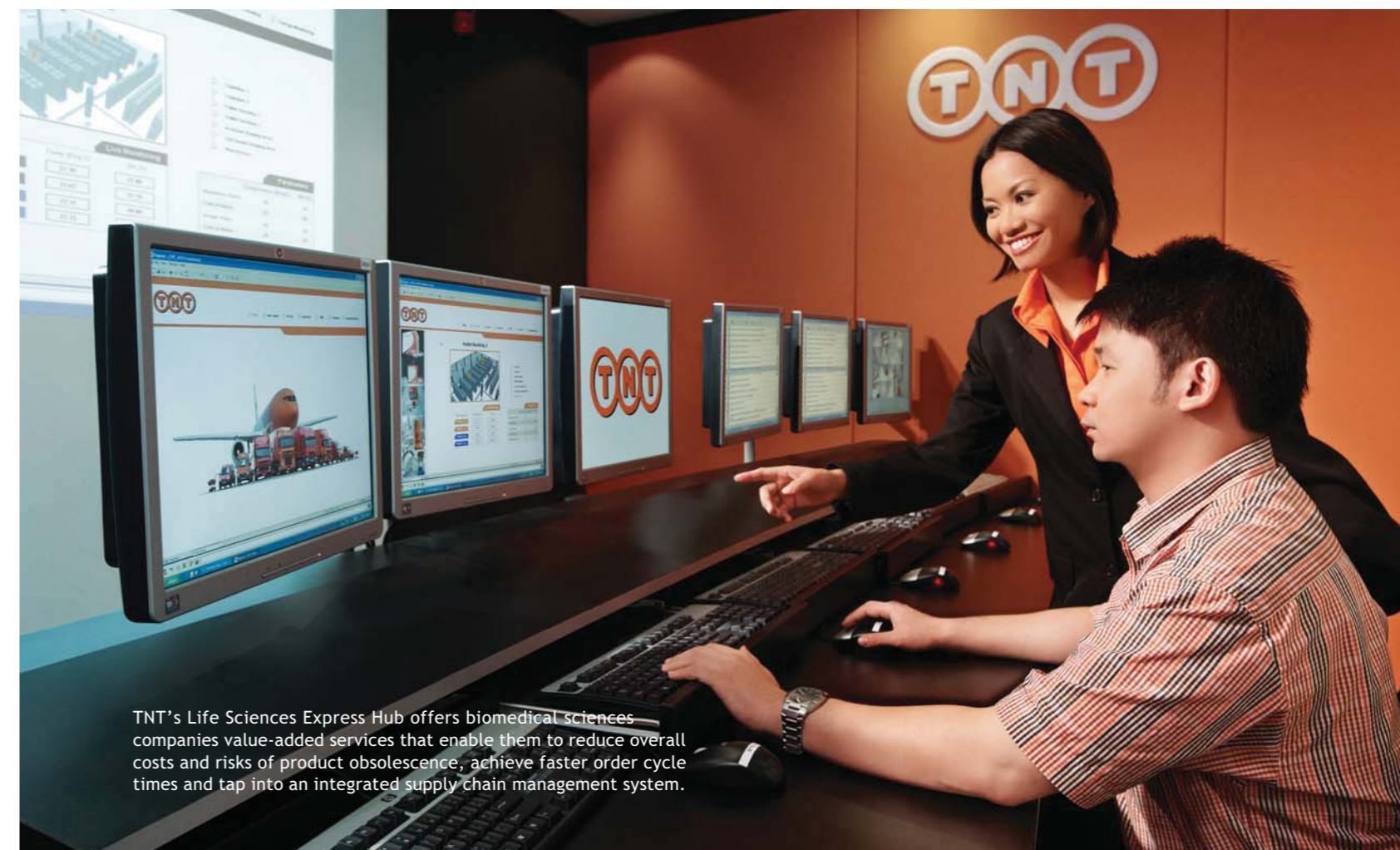
Healthcare and Cold Chain Logistics

Today, Singapore is entrusted by medical technology companies such as Siemens Medical in delivering critical spare parts for life-saving equipment that require fast turnaround time while maintaining product integrity. To cater to the growing base of complex biomedical manufacturing, research and clinical trial activities in Asia, 3PLs such as DHL and TNT have established life-sciences logistics hubs in Singapore that can provide GDP-certified temperature and humidity-controlled shipments to global markets. There is also a growing presence of niche transportation providers such as World Courier that are familiar with the regulatory complexities of moving small volumes of specific chemicals like liquid nitrogen (up to -186°C) using customised packaging solutions.

Coolport@Changi, announced in 2009, is amongst Asia's first and largest dedicated on-airport facility for perishable cargo and urgent medical cargo. Designed in accordance with HACCP guidelines and in compliance with the highest standards of cold chain integrity, Coolport aims to be the Asia's first Halal-certified air cargo hub for perishables. The 8,000 square-metre facility is located within the Free Trade Zone with direct airside access. With multi-tiered zones and individual cold rooms set at different temperatures ranging from -28°C to 19°C , Coolport is able to handle a wide range of commodities such as live seafood, meats, fresh produce, flowers and pharmaceuticals. A host of value-added services include warehousing and distribution, inventory management & control, ripening facilities and an express lane for urgent bio-medical products provide a complete cold chain logistics solution.

"Singapore is continuously reshaping itself with a strong drive towards innovation and new technologies. The relentless drive of Singapore to innovate fits very well with Katoen Natie's drive to develop innovative logistics solutions that help our customers."

Dirk Lannoo
Vice President
Katoen Natie Group



TNT's Life Sciences Express Hub offers biomedical sciences companies value-added services that enable them to reduce overall costs and risks of product obsolescence, achieve faster order cycle times and tap into an integrated supply chain management system.



In November 2008, Katoen Natie celebrated 10 years of doing business in Singapore and announced plans to expand its range of services at its chemical logistics terminal on Jurong Island in Singapore over the next few years.

Chemical Logistics

Singapore, one of the world's top three integrated petrochemical hubs, is at the forefront of the industry, developing competitive feedstock for petrochemicals, advanced materials and specialty chemicals. To support the continual growth of this industry, a strong base of world-renowned chemical logistics companies have set up significant operations in Singapore. Beyond storage and packaging, Katoen Natie's facility on Jurong Island provides chemical manufacturers with other value-added services such as chemical processing.

In the bulk liquid logistics sector, Vopak provides tank storage, regional distribution, and value added services on oil products, gases, and chemicals from its four chemical and petroleum terminals in Singapore. From its regional headquarters in Singapore, Vopak also manages operations in many other Asian countries including Southeast Asia, China, Japan, Korea, Australia and Pakistan. Singapore is one of Vopak's key hub locations alongside Rotterdam/Antwerp, Houston and Fujairah.

Aerospace Logistics

Singapore's base of leading global 3PLs offer a wide range of capabilities (AS9120 certified) for aerospace companies and airlines in Asia. Aerospace companies requiring MRO in Singapore can access these services conveniently from one-stop locations in logistics parks near the airport—Changi LogisPark and the Airport Logistics Park of Singapore. Top 3PLs in these parks include DHL, Kuehne & Nagel, Menlo and Schenker. Their customers include Embraer, Boeing and GE Aviation.

Key services offered in Singapore include:

- Aircraft-on-ground (AOG) services that ensure rapid delivery of mission-critical spare parts to waiting aircraft
- Service parts logistics (SPL) services tailored to provide a full range of aftermarket support (both consumables and rotables)
- Integrated material management of airlines spare-parts inventory
- Specialist transportation for engines, landing gear and other high-value, outsized parts

"Having a state-of-the-art storage terminal to integrate with our Tanker and Tank Container assets in the strategic location of Singapore has been a long term vision come true. We will now be able to offer our customers a full compliment of Stolt-Nielsen logistic services in our third largest global port."

*Andrew Pickering
Managing Director Asia Pacific
Stolt-Nielsen*

In 2010, Stolt-Nielsen commenced construction for its new storage terminal on Jurong Island in Singapore.

Art Logistics

As leading global art businesses seek to tap Asia's fast growing affluence, they have forged strong partnerships with Singapore, which presents a trusted and secured location for fine arts and collectibles in Asia.

In 2010, The Singapore FreePort was launched and it operates a state-of-the-art facility for the secure storage of the world's finest collections and valuables. Located at Changi International Airport, the facility offers integrated services to handle the shipping, storage, display and trade of valuables. Special features include proximity to airport runways to expedite safe transfer of goods, round-the-clock accessibility to valuables, temperature- and humidity-controlled storage, and secured private-viewing suites. Encompassing 30,000 square metres of strong rooms, The Singapore FreePort offers modular storage ranging from 10 square metres to 1,000 square metres, showrooms, workshops, photo studios and private offices.

Companies that offer storage and logistics services at The Singapore FreePort include Christie's Fine Art Storage Services, Fine Art Logistics Natural Le Coultre and Helutrans Group.

Wine Logistics

Singapore is fast-emerging as a leading wine hub in Asia, with major regional shows (e.g. Wine for Asia, Wines & Spirits Asia) being hosted in Singapore and major labels being distributed from Singapore.

The Diageo Asia Pacific logistics hub in Singapore taps on IDS Group's automated systems such as ASRS and digital imaging capabilities, to improve process efficiencies and preserve the quality of premium bottled brands such as Johnnie Walker and Singleton. Singapore is entrusted for the labeling and rigorous quality control on behalf of the production lines in Europe.

Asia Pacific Wine Hub has launched a new beverage storage and logistics hub, where wine is stored in more than 100,000 square feet of storage space that is humidity-, light- and temperature-controlled. The facility is equipped with a computerised inventory and warehouse management system that assures clients of reliable and efficient distribution to the Asia Pacific region. The facility also offers value-added services such as just-in-time services, re-labeling, picking and packaging of customised orders, and THE EXCHANGE, a business area where wineries can showcase their labels.

Renowned art logistics service provider, Helutrans, operates high-security, climate-controlled storage facilities that are designed with compartmentalised systems for risk management. Helutrans also offers customised museum-standard packaging that uses conservation-approved archival materials, complemented by air-suspension and hydraulic loading transport solutions.



Supply Chain Nerve Centre

As global manufacturers expand their operations in Asia, Singapore presents a strategic home-base for companies to establish regional distribution centres and orchestrate their global supply chains.

Access Asia Pacific Markets Within 24 Hours

Singapore offers excellent connectivity with over 4,500 weekly flights to more than 200 cities in 60 countries, and daily sailings to major ports via 200 shipping links to 600 ports in more than 100 countries. Coupled with highly efficient customs and business-friendly import/export procedures, companies with regional distribution centres in Singapore can offer customers timely delivery to destinations in Asia Pacific.

- Embraer Asia Pacific selected **Menlo Worldwide Logistics** to establish and operate its Regional Distribution Centre in Singapore, to support the company's round-the-clock rapid response (parts) fulfillment services for its customers in Asia Pacific. Menlo maintains a complete inventory of repairable, expendable and structural parts for Embraer's commercial aircraft and executive jets in the region. The integrated, turnkey program incorporates warehousing, logistics, transportation management and technology services.
- **Sandvik's** 240,000 square-foot facility at Airport Logistics Park of Singapore (ALPS) enables airfreight delivery of products within 24 hours to markets in Asia Pacific and Southern Africa. This state-of-the-art facility is Sandvik's largest investment in Southeast Asia, and complements two other hubs in Europe and USA.
- Leading biomedical sciences companies and contract research organisations leverage **TNT** and **DHL's** Life Sciences hubs to distribute time-sensitive clinical trial materials, medicines and medical devices to hospitals across Asia within 24 hours.

Reduced Time-to-Market

Manufacturers from US and Europe that are expanding their reach in Asia's markets can leverage Singapore for their postponement strategy to reduce time-to-market. Singapore is a reliable and secure location where market-specific customisation, labeling and packaging can be conducted upon order receipt, before products are shipped the last mile to fulfill orders from Asia.

- **Avaya's** first Asian SCM hub established in Singapore has helped Avaya reduce lead time from 14 days to 2 days, and reduce logistics cost by 80%. Over 500 tonnes of finished goods, worth over US\$100 million, are handled in Singapore. This RDC is co-located with Avaya's 250-man regional HQ that manages regional operations and supply chains.



LVMH Fragrances & Cosmetics has awarded SDV to set up their Regional Logistic Hub in Singapore. This facility enables LVMH to provide a range of customised products to their Asia Pacific customers through labeling and re-packing, as well as kitting for promotional operations distributed by SDV worldwide.

- **BASF's** Singapore hub has helped reduce lead time by as much as 60%, with optimum inventory levels designed to serve customer requirements in Asia Pacific. BASF's Regional Distribution Centre has doubled in size with the integration of CIBA's regional hub following its acquisition. The RDC ships to over 110 port destinations by sea and 50 destinations by air, besides exports by road to Malaysia. BASF in Singapore remains home to the Supply Chain Asia Pacific's Procurement Logistics Solutions competency centre as well as the regional hub management team.
- **Diageo** invested \$13 million in its Asia Pacific logistics hub in Singapore. The high-speed, semi-automated production lines set up for precise labeling and gift-packing enabled a postponement strategy that reduced average lead-time from production to point-of-sales, from 8-10 weeks to 1-3 weeks. Diageo's 80-man Asia Pacific Logistics Hub in Singapore will process up to 8 million cases annually.

"Over the last four years, our logistics hub in Singapore has helped us maximise our efficiency and allowed us to be more responsive to meet the needs of a diverse and growing Asia Pacific region. The ability for us to customise our products enables us to leverage many local opportunities, to connect with our consumers and ultimately grow the business."

Gilbert Ghostine
President
Diageo Asia Pacific

Global Supply Chain Control and Procurement

To be closer to the rapidly growing Asian markets and suppliers in China, Taiwan and South Korea, **Dell's** global control tower in Singapore manages its global logistics, supply chain strategy and procurement activities, as well as planning the operations across Dell's factories around the world.

Similarly, **IBM's** Singapore Trading Centre (STC) is the key global procurement centre and financial hub for strategic components of a fast expanding segment of IBM's business. As IBM's only other operational centre outside of the US during its start-up in 1997, IBM grew to handle over US\$4.5 billion in annual transactions in 2007 and US\$2 billion in 2008. Through its optimised procurement process of consolidation and contract price-confidentiality, IBM's STC saves tens of millions of dollars each year.



The 26-hectare Airport Logistics Park of Singapore (ALPS) is within Singapore's Free Trade Zone, which enables tenants to undertake rapid and value-adding replenishment and fulfillment activities for Asia with minimal customs formalities and greater efficiency.

Home For Talent

Nurturing talent who are familiar with Asia's markets has become an imperative for global businesses who want to succeed in Asia. In this connection, Singapore offers a base of leading corporate universities and industry platforms that integrate global best practices with an in-depth knowledge of Asia. Companies can also attract top-notch experts who can easily settle into Singapore's excellent living environment.

Accenture's Management Consulting Innovation Center

The Management Consulting Innovation Center in Singapore brings Accenture's thought-leadership and ideas to life through highly interactive and facilitated workshop experiences that help organisations explore solutions and develop a course of action for their most important business issues that will differentiate high performers from their peers. The Center also serves as a research hub where industry experts debate, develop and publish insights with specific relevance to the Asia Pacific region to help organisations innovate and outperform their competition.

The Center houses content experts from around the world who are based in Singapore for periods of time to conduct research, develop new insights and intellectual property, bringing the best of Accenture's experience and knowledge to the region. **Grant Powell**, Executive Director of the Accenture Management Consulting Innovation Center in Singapore, is also the lead facilitator. The Center is strategically located at Fusionopolis, Singapore's R&D hub for infocommunication technology, media, and physical sciences & engineering.

Supply Chain Asia

Supply Chain Asia (SCA) is a community platform for supply chain professionals to network, share and learn from one another. The community, founded by two local logistics veterans **Robert Yap**, Chairman and CEO of YCH, and **Paul Lim**, Regional Business Development Manager at TNT, today comprises more than 17,000 online members across Asia from various parts of the logistics value chain.

SCA provides various platforms for industry to network and gain knowledge. These platforms include publications (*SCA Magazine*), events such as forums, dialogues, roundtable sessions, as well as industry-focused research and surveys. Through practical and skill-based training carried out by the SCA Academy, SCA promotes the exchange of knowledge and ideas between researchers and practitioners. SCA also holds the Supply Chain Asia Logistics Awards ceremony each year in November to recognise the contribution of industry practitioners.

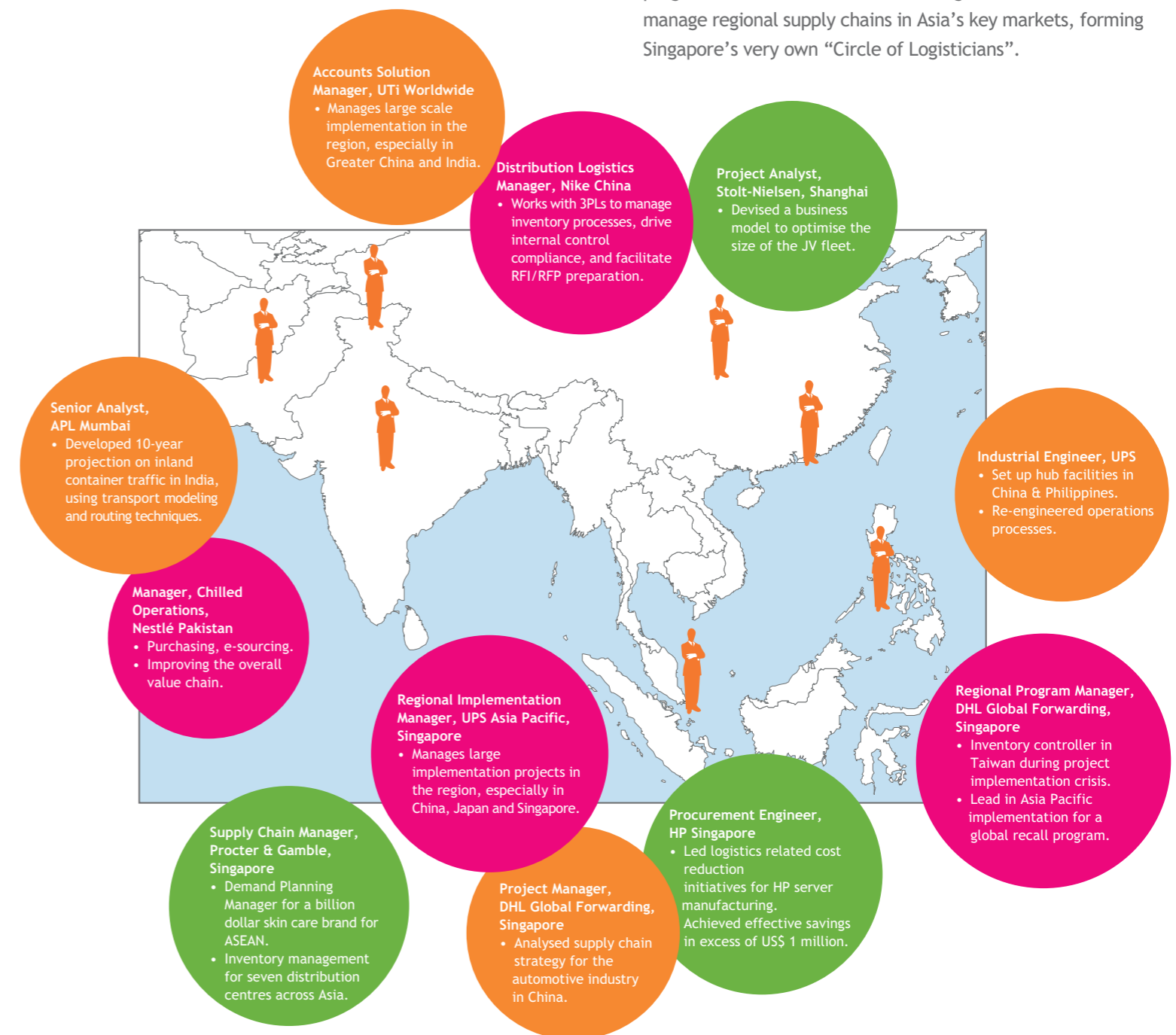
TLI-Asia Pacific THINK Forum

TLI-Asia Pacific's THINK Forum in Singapore is a platform for thought leadership, knowledge dissemination and executive learning. The Forum brings together industry leaders, supply chain practitioners and academia to address issues that shape the industry landscape. The THINK programmes include events for top executives that are focused on IT (THINK IT), Strategy (THINK Executive) and Innovation (THINK Innovation), regular Solutions platforms on optimisation, intelligence and technology, as well as the annual THINK Logistics Conference. Headed by **Jim McAdam**, President of APL Logistics and **BG (NS) Pang Hee Hon**, CEO of Keppel Telecommunications & Transportation Ltd, these forums provide top executives with opportunities to network, share and discover new opportunities.

TLI-Asia Pacific Double Masters Program

Drawing on the academic standing of both the National University of Singapore and Georgia Institute of Technology (U.S.), the renowned Double Masters Program (DMP) is a highly selective program tailored to train logistics professionals for strategic and management roles in the supply chain.

As the winner of the Asian Freight & Supply Chain Awards for Best Education Course Provider for eight consecutive years and the first Supply Chain Asia Logistics Awards 2009 for Education & Training, the DMP has groomed a new generation of leaders who are familiar with world-class SCM methods & best practices, while adopting a Global-Asia perspective. The program has nurtured more than 100 graduates who now manage regional supply chains in Asia's key markets, forming Singapore's very own "Circle of Logisticians".



World Class Infrastructure

As a leading global logistics hub, Singapore has established world-class logistics infrastructure and excellent connectivity that provides extensive reach within short lead-time.

Changi International Airport

Changi International Airport is served by over 80 airlines operating over 4,500 weekly scheduled flights linking Singapore to 200 cities in 60 countries. Among these, 12 airlines operate more than 290 weekly scheduled pure freighter flights linking Singapore to about 15 cities in 6 countries. In 2010, Changi Airport received the *Best Airport in Asia* accolade for the 24th consecutive time and the inaugural *Best Green Service Provider - Airport* award at the 24th Annual Asian Freight and Supply Chain (AFSCA) Awards which is organised by Cargonews Asia.

Air Connectivity

Region	Weekly Flights
Southeast Asia	2960
Northeast Asia	1282
South Asia	520
Southwest Pacific	574
Europe	426
North America	240
Middle East & Africa	282

[Source: Changi Airport Group, September 2010]

PSA Singapore Terminals

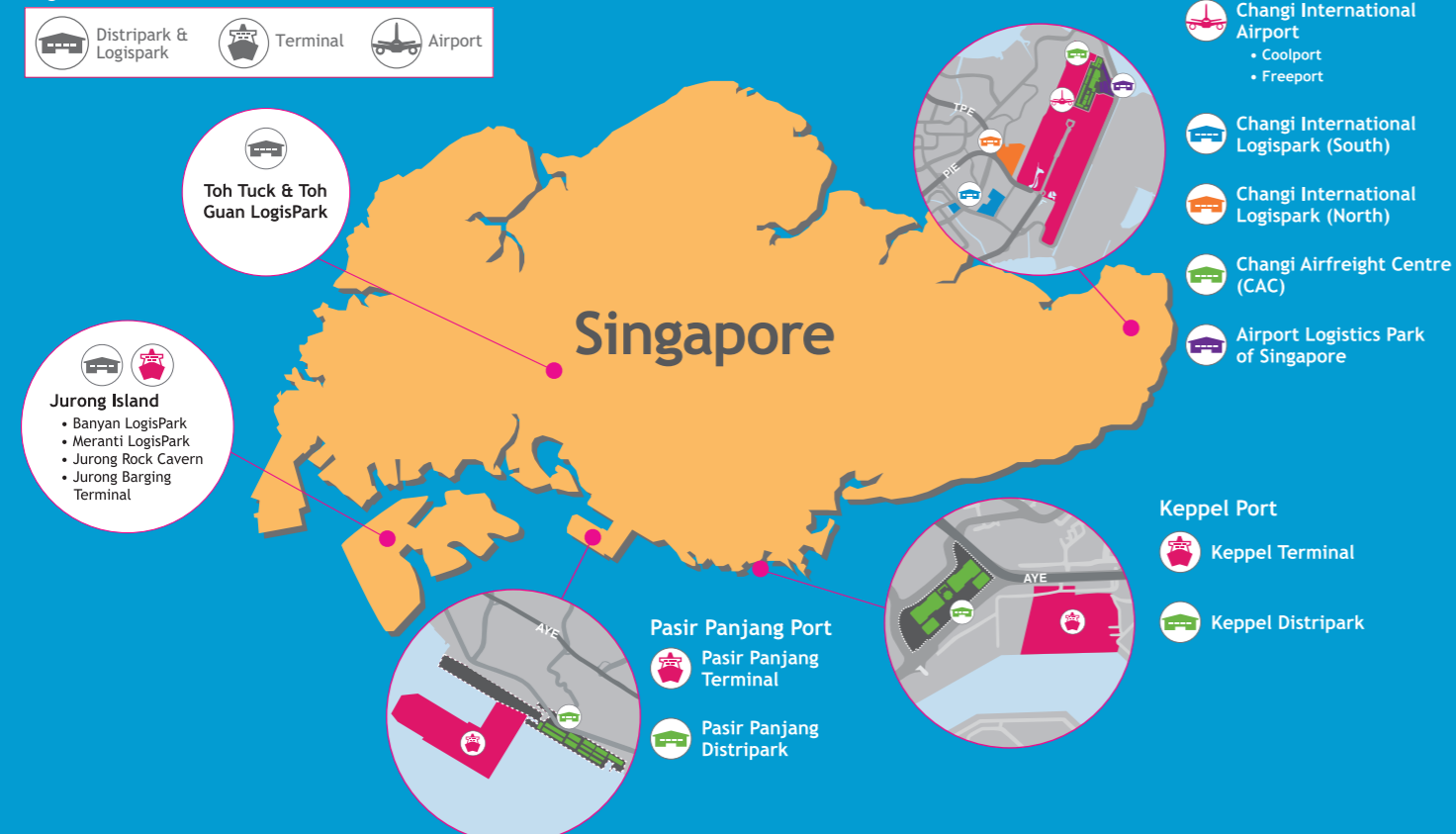
PSA Singapore Terminals handle about one-fifth of the world's total container transshipment throughput. In 2009, PSA Singapore Terminals handled 25.14 million twenty-foot equivalent units (TEUS) of containers. PSA operates 4 container terminals, a multi-purpose terminal and a vehicle transshipment terminal in Singapore, and links shippers to an excellent network of 200 shipping lines with connections to 600 ports in 123 countries. Of the 60 vessels calling at the port daily, most are berthed on arrival.

Sea Connectivity

Region	Weekly Sailings
South and Southeast Asia	70
China, Hong Kong, Taiwan	9
Japan	5
Europe	4
United States	2

[Source: PSA Singapore, 2010]

Legend



About the Singapore Economic Development Board

The Singapore Economic Development Board (EDB) is the lead government agency for planning and executing strategies to enhance Singapore's position as a global business centre and grow the Singapore economy. We dream, design and deliver solutions that create value for investors and companies in Singapore. In so doing, we generate economic opportunities and jobs for the people of Singapore; and help shape Singapore's economic future.

'Host to Home' articulates how EDB is sharpening its economic development strategies to position Singapore for the future. It is about extending Singapore's value proposition to businesses not just in helping them improve their bottom line, but also in helping them grow their top line. EDB plans to build on existing strengths and add new layers of capabilities to enable Singapore to become a 'Home for Business', a 'Home for Innovation' and a 'Home for Talent'.

For more information on how EDB can help your business, please visit www.sedb.com/logistics

What is Singapore: Future Ready?

Singapore: Future Ready articulates Singapore's aspiration to be an ingenious partner for global businesses as they develop their ideas for tomorrow's solutions. We do so by recognising the value of long-term relationships, adopting a forward-looking approach, and taking on challenges with a can-do spirit. Against the backdrop of an ever-changing economic landscape, it also underlines Singapore's unique ability to help companies deliver solutions more quickly, with the right combination of talent, innovation, and strategic leadership.

Pictures courtesy of DKSH, Katoen Natie, Singapore Tourism Board.

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