



The Chartered
Institute of Logistics
and Transport

CILTM *PULSE*

NOVEMBER 2025



Visit
Malaysia 2026
Truly Asia

EDITORIAL TEAM

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Assisted by
CILTM Secretariat, NextGen & WiLAT



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Editor's Message

By Commander Ts Shahrir bin Haji Ahmad
RMN (R) FCILT
Editor-in-Chief, CILTM Pulse
November 2025 Edition

The month of November 2025 has been a significant period for CILTM as we continue strengthening our role in supporting Malaysia's logistics, transport, and supply chain sectors. This edition highlights several key engagements and initiatives that reflect the Institute's commitment to professional development, industry collaboration, and talent enhancement.

One of the notable activities this month was the special presentation by MyMobility Vision on the TalentTorque – Career Development & Job Application System. Designed specifically for the logistics, transport, and supply chain industries, this platform offers a structured pathway for career growth while helping bridge the gap between industry requirements and workforce readiness.

CILTM was also actively involved in Transport Expo Asia, held from November 11–13 at the Sama-Sama Hotel, KLIA. The event served as an important platform for industry leaders and professionals to exchange ideas, explore emerging trends, and discuss opportunities that will shape the future of the transport landscape.

Our community engagement efforts continued through the CILT Malaysia Networking Hi-Tea 2025, which provided members with the space to strengthen professional relationships and share insights across various sectors. Equally meaningful was the CILTM Convocation 2025, where we celebrated the academic and professional achievements of our graduates. Their accomplishments reinforce the crucial role education plays in elevating industry standards and ensuring a competent talent pipeline.

Additionally, the recent meeting between CILTM and the MARA Deputy Director General underscored our ongoing commitment to enhancing industry–education collaboration. Discussions focused on improving talent development pathways, strengthening academic partnerships, and aligning training initiatives with future industry needs.

As we approach the close of the year, these activities collectively reflect CILTM's dedication to advancing the profession and supporting the growth of Malaysia's logistics and transport ecosystem. We look forward to continuing this momentum and working closely with our members and partners to achieve greater progress in the months ahead.

Thank you to all members who contributed their writings to CILTM Pulse. Your insights and experiences not only enrich this publication but also inspire continued learning and knowledge sharing across the CILTM community.

Warm regards,
Commander Ts Shahrir bin Haji Ahmad RMN (R) FCILT
Editor-in-Chief
CILTM Pulse



PRESS STATEMENT

Prof. Log. Ts. Dr. Muhammad
Zaly Shah FCILT
President
The Chartered Institute of
Logistics and Transport
Malaysia

CILTM views with concern the ultimatum issued by several truck operator groups demanding immediate concessions from the Ministry of Transport. As a national professional body representing the logistics, transport and supply chain sector, CILTM urges that this ultimatum be withdrawn immediately. Policy discussions must take place through structured dialogue, not through pressure or threats that compromise public safety and regulatory integrity.

Minister of Transport YB Anthony Loke Siew Fook is correct in prioritising safety. Heavy vehicles are integral to Malaysia's supply chains, yet when trucks operate beyond permitted limits, the risks extend far beyond the freight sector. Overloading, poor maintenance, and non-compliant practices lead to **preventable** crashes, loss of life, and costly infrastructure damage. No ultimatum should override public safety.

Compliance with the law is a national obligation

Malaysia's Rukun Negara sets respect for the rule of law as one of its core principles. Compliance with regulations is not a burden—it is a duty. No sector can place itself above this basic national value.

Requests to cancel summonses en masse, weaken penalties, or reinstate licenses without safety review contradict the very principle of lawful behaviour that holds society together. **Responsible operators** who follow the rules must not be placed at a disadvantage.

Safety standards apply across all transport modes

Malaysia's aviation, maritime, and rail sectors operate under strict international and national safety regimes. Airlines must comply with ICAO standards. Ports must adhere to IMO requirements. Rail operators must follow regulated maintenance and operating procedures. These sectors show that safety is enforced without exception.

Road freight is no different. A safe, compliant system is a basic expectation—not a negotiable privilege. When operators call for blanket exemption from penalties or reinstatement of revoked licences, the industry risks falling below the standards upheld by every other transport mode in the country.



PRESS STATEMENT

Prof. Log. Ts. Dr. Muhammad Zaly Shah FCILT
President

The Chartered Institute of Logistics and Transport Malaysia

Road safety and compliance cannot be compromised

Malaysia cannot return to a model where tolerance of unsafe practices becomes the default operating environment. Giving in to the ultimatum sends the wrong signal to responsible operators who have invested in compliance. Enforcement exists to protect life, strengthen industry professionalism, and reduce the long-term burden on taxpayers caused by road damage and crash costs.

A fair industry must reward operators who follow the law. Tiered enforcement, structured compliance recovery, and targeted safety audits are workable solutions. Blanket rollbacks are not.

Structural reform is necessary, but grounded in safety

CILTM recognises the economic pressures facing many operators. Diesel subsidy rationalisation and long-standing underpriced freight rates have made compliance difficult. These realities require structured reform. Dialogue must continue, but within the boundaries of law, safety, and national interest.

CILTM firmly recommends implementing a long-term reform, which should include:

- Sustained enforcement centred on safety
- A structured compliance recovery programme with inspections, retraining, and instalment-based settlements
- A tiered approach that distinguishes between habitual offenders and operators committed to lawful operations
- Stronger accountability for shippers and receivers who pressure operators into illegal loads

Malaysia must shift more freight to rail

Malaysia cannot rely indefinitely on heavy-vehicle dominance for long-distance freight. A shock-sensitive, road-dependent model is fragile. Any large-scale disruption by operators immediately threatens supply chains.

Expanding rail freight capacity and shifting suitable cargo from road to rail reduces accident exposure, lowers highway maintenance costs, and strengthens economic resilience. This transition strategy must be accelerated, with incentives for shippers to adopt rail for medium- and long-haul movement.

CILTM's position

1. **Safety is not negotiable.** Enforcement must continue.
2. **Dialogue is necessary**, but demands that undermine compliance are unacceptable.
3. **Logistics reform must continue**, including Chain of Responsibility, infrastructure upgrades, and realistic freight pricing.
4. **Malaysia must commit to a modal shift**, expanding rail freight as a long-term national priority.

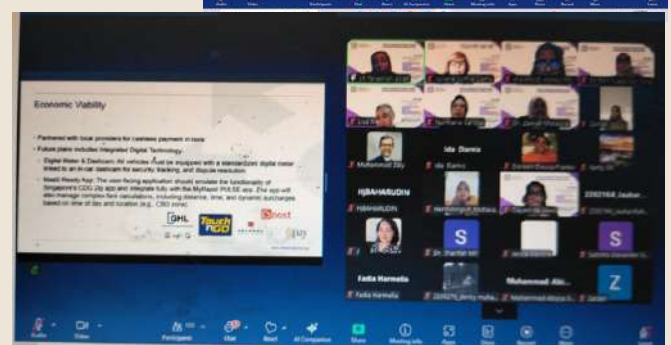
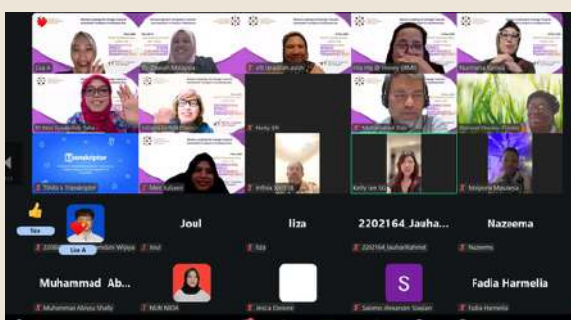
CILTM stands ready to support the Ministry of Transport, the logistics, transport and supply chain industries, and all stakeholders in building a safer, more sustainable, and more resilient freight system for Malaysia with professional, future-ready work force.

International Relation – Southeast Asia Region



SOUTHEAST ASIA COFFEE TALK ON THE TOPIC: WOMEN LEADING THE CHANGE TOWARDS SUSTAINABLE TRANSPORT IN SOUTHEAST ASIA NOVEMBER 27, 2025 - TIME: 8:00 AM GMT

“The Southeast Asia Coffee Talk on ‘Women Leading the Change Towards Sustainable Transport in Southeast Asia’ brought together over 100 participants for a highly engaging and interactive regional dialogue. Hosted and moderated by Juliana Sofia Damu, GVC South East Asia, the session commenced with welcoming remarks by Ts Dr Hjh Zawiah Abdul Majid FCILT, followed by opening remarks from Prof Ts Dr Muhammad Zaly Shah FCILT, International Vice President South East Asia, setting the tone for an insightful exploration of women’s leadership in sustainable transport. The industrial presentation by Siti Faradila Aslah CMILT and contributions from regional WiLAT leaders—including Dr Nor Fyadzillah Binti Mohd Taha CMILT (Malaysia), Nurmara Sarosa CMILT (Indonesia), Hla Hla Yee CMILT (Myanmar), and Hjh Zainab Hj Ali CMILT (Brunei)—sparked dynamic discussions. The event concluded with closing remarks by Gayani De Alwis FCILT, Interim Global WiLAT Chairperson, highlighting key insights and future directions. The Coffee Talk served as a professional platform to share best practices, foster cross-border collaboration, and inspire women leaders driving sustainable transport initiatives across Southeast Asia.”





The Chartered
Institute of Logistics
and Transport



Tahniah

Kepada
Tan Sri Dato' Seri
IDRIS JUSOH
atas pelantikan sebagai
PRO-CANSELOR UiTM

Ikhlās daripada:
Professor Ts. Dr. Muhammad Zaly Shah FCILT
CILTM President.
Management Council, Secretariat and Members.



Congratulations

CILTM congratulates
Tan Sri Dato' Seri Idris Jusoh
on his appointment as
Pro-Chancellor of Universiti Teknologi MARA,
announced during the
103rd UiTM Convocation Ceremony
on 19 November 2025
(28 Jamadi al-Awwal 1447H)

Sincerely from:
Professor Ts. Dr. Muhammad Zaly Shah FCILT
CILTM President
Management Council, Secretariat
and Members

FROM THE DESK CHAIRPERSON, WILAT MALAYSIA

WOMEN'S ASPIRATIONS IN HARMONY WITH MALAYSIA'S NATIONAL AMBITIONS By: Dr Nor Fyadzillah Mohd Taha CMILT

As Malaysia moves boldly into a new era of transformation, the aspirations of our women stand firmly aligned with the nation's long-term goals. Today, women are not just participants in development, they are strategic partners, change-makers, and catalysts in shaping Malaysia's future under Ekonomi MADANI, Rancangan Malaysia Ke-13 (RMK-13), and the national agenda for digitalisation, sustainability, security, and inclusive growth.

Women's dreams, talent, and leadership do more than reflect the country's ambition to become a resilient, globally competitive, and values-driven nation, they actively push the nation forward. In every sector, from logistics and transport to defence, education, entrepreneurship, maritime, and innovation, women continue to elevate Malaysia's presence on regional and global platforms.

Women: Aspirations That Strengthen the Nation's Direction

1. Aspiring for Equal Opportunity and Participation Supporting Malaysia's Vision of Inclusivity & Shared Prosperity

One of the pillars of Ekonomi MADANI is inclusivity. Women's aspiration to be recognised, valued, and given equal opportunity aligns perfectly with Malaysia's commitment to reducing inequality and empowering all segments of society. When women step into leadership roles, the nation benefits from diverse perspectives, balanced decision-making, and broader societal representation.

2. Aspiring for Excellence in Skills and Knowledge

Fueling RMK-13's Agenda for Competent and Future-Ready Talent

Malaysia understands that human capital is the backbone of national progress. Women's continuous pursuit of education, professional certifications, leadership training, and digital competencies strengthens the national talent pool. Whether it is in logistics technology, supply chain analytics, defence logistics, or entrepreneurship, women's dedication drives Malaysia toward becoming a knowledge-driven, high-income nation.

3. Aspiring to Lead in Innovation, Technology & Sustainability

Aligning with Malaysia's Digital Transformation and Green Agenda

Women are increasingly entering roles in automation, IoT, green logistics, cybersecurity, maritime technology, and digital supply chains. Their aspiration to innovate aligns with Malaysia's goal to build a digital, sustainable, low-carbon economy. As Malaysia transitions into the green economy and IR4.0 landscape, women stand at the forefront, designing systems, improving service delivery, and strengthening sustainability initiatives.

4. Aspiring to Contribute to Community and National Unity

Supporting Malaysia's Social Harmony and Community Well-being

Malaysia's long-term vision emphasises unity, compassion, and societal well-being. Women naturally translate these values into action, through volunteerism, community leadership, social entrepreneurship, and mentorship. Their aspirations to uplift families, guide youth, and strengthen social support systems reinforce the nation's goal of creating a caring, harmonious, and inclusive society.



Women in Logistics
and Transport

FROM THE DESK CHAIRPERSON, WILAT MALAYSIA

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5. Aspiring to Break Barriers

Supporting National Empowerment of Women in the Workforce

Malaysia aims to increase women's labour force participation rate and leadership involvement. Every woman who aspires to break barriers, whether in shipping, aviation, transport, defence logistics, STEM or corporate leadership, becomes a symbol of national empowerment.

Her success is not personal; it is Malaysia's success.

Good Attitude: The Value System That Shapes a Strong Malaysia

Beyond achievements, it is a woman's attitude that becomes her greatest contribution to the nation. Malaysia's vision for a values-based society is deeply aligned with the strengths of women:

✦ Integrity that strengthens trust and governance

A woman's honesty reinforces Malaysia's push for transparent, clean, and responsible leadership.

✦ Resilience that fuels national endurance

Her determination reflects Malaysia's commitment to withstand challenges and rise stronger.

✦ Compassion that builds unity and harmony

Her ability to care and empathise supports Malaysia's aspiration to be a compassionate, people-centred nation.

✦ Humility and lifelong learning that drive national progress

Her willingness to learn fuels Malaysia's move toward continuous improvement and innovation.

✦ Discipline and professionalism that enhance productivity

Her strong work ethics contribute to national productivity, competitiveness, and global confidence.

When we nurture women, we are investing in the future of Malaysia.

Moving Forward: A Shared Aspiration

As Malaysia works toward its ambitious national vision, one fact remains clear: women are not just part of the journey, they are shaping the destination.

Their aspirations reflect the nation's hope for a future that is progressive, sustainable, inclusive, secure, and globally competitive.

*When women rise, Malaysia rises with them.
When women aspire higher, the nation moves further.*

**WiLAT Malaysia: Uplifting Women,
Strengthening the Nation**

WiLAT Malaysia continues to champion women in logistics and transport, preparing them to meet national expectations while realising their personal aspirations. Through leadership programmes, industry collaboration, international networks, and continuous capacity-building, we empower women to contribute meaningfully to Malaysia's goals.



Women in Logistics
and Transport

FROM THE DESK CHAIRPERSON, WILAT MALAYSIA

CILTM & WILAT MALAYSIA AT TXA 2025 AND THE GREEN LOGISTICS PARTNERSHIP CONFERENCE (GLPC 2025)

By: Dr Nor Fyadzillah Mohd Taha CMILT

The Chartered Institute of Logistics and Transport Malaysia (CILTM) and WILAT Malaysia were prominently represented at Transport Expo Asia (TXA) 2025, held from 11–13 November 2025 at Hotel Sama-Sama KLIA. TXA 2025, themed “Future on the Move: Digital, Sustainable Transport, Agile Logistics & ESG-Driven Supply Chains,” brought together over 100 exhibitors, 3,000 trade visitors, and 1,000 conference delegates from across the region.

A key highlight of TXA 2025 was the Green Logistics Partnership Conference (GLPC) 2025, organised by the Ministry of Transport Malaysia (MOT) through the Pusat Logistik Negara (PLN). The conference took place on 13 November 2025 and served as a primary regional platform to strengthen Malaysia’s leadership as ASEAN Lead Country for the Green Logistics Initiative.

CILTM's Commitment at TXA & GLPC 2025

CILTM used this strategic event to reaffirm its commitment to advancing Malaysia’s sustainability agenda within the logistics and transport sectors. Throughout TXA and GLPC, CILTM members actively engaged in presentations, panel discussions, and technical dialogues, promoting the Institute’s priorities in:



1. Green Professional Competency Development

CILTM reiterated the integration of green logistics, carbon reduction strategies, ESG principles and sustainable supply chain management into its professional certification programmes to enhance Malaysia’s future workforce.

2. Policy Advocacy & National Alignment

The Institute continued to express strong support for MOT’s sustainability agenda, including Malaysia’s leadership role in ASEAN. CILTM reinforced its readiness to collaborate with agencies such as MIDA, MGTC, and PLN to strengthen a unified, national approach to green logistics.

3. Research, Benchmarking & Knowledge Leadership

CILTM highlighted the importance of ongoing research, benchmarking activities, and knowledge-sharing platforms designed to guide industry players in adopting greener, more resilient logistics models.

CILTM & WILAT MALAYSIA AT TXA 2025 AND THE GREEN LOGISTICS PARTNERSHIP CONFERENCE (GLPC 2025)

By: Dr Nor Fyadzillah Mohd Taha CMILT

WiLAT Malaysia's Strong Visibility at TXA 2025

WiLAT Malaysia, as CILTM's women's leadership division, played an influential role at TXA and GLPC 2025. WiLAT showcased the capability and leadership of women professionals in driving green, inclusive, and future-proof logistics solutions.

WiLAT Malaysia emphasised its commitments to:

- Empowering women's leadership in sustainable logistics transformation
- Strengthening ESG-aligned capacity-building and mentoring programmes
- Encouraging more women to participate in green innovation and digital logistics
- Building partnerships with MOT, agencies, industry experts, and academia

WiLAT's involvement at TXA further highlighted its position as an active catalyst for change within Malaysia's logistics community.

Key Highlights of GLPC 2025 at TXA

Under the theme : "Green Logistics in Action – From Commitment to Implementation,"

GLPC 2025 convened senior representatives from government, industry, and academia. Key presentations and panel discussions explored:

- Low-carbon logistics solutions
- Green warehousing and energy optimisation
- Digital and IoT-driven efficiency
- ESG reporting and compliance
- Alternative fuels and future mobility
- Cross-border sustainability collaboration within ASEAN

These sessions provided practical, implementable insights, aligning strongly with the strategic objectives of CILTM and WiLAT.

Strengthening Regional Collaboration Through TXA – TXA 2025 proved to be a highly valuable platform for CILTM and WiLAT to:

- Build new partnerships across ASEAN and the private sector
- Share Malaysian perspectives on green logistics leadership
- Explore cutting-edge sustainable transport technologies
- Engage with regional practitioners on future-facing strategies
- Strengthen CILTM's presence as a national and regional thought leader



Conclusion

CILTM and WiLAT Malaysia express their appreciation to the Ministry of Transport Malaysia and TXA organisers for hosting a successful, impactful event. The strong alignment between TXA 2025, GLPC 2025, and CILTM's sustainability priorities reflects Malaysia's increasing momentum toward a greener, innovative, and resilient logistics future. CILTM and WiLAT Malaysia remain fully committed to supporting national and regional efforts by enhancing competencies, advocating progressive policies, empowering diverse talent, and championing sustainability across the logistics and transport ecosystem.

Thank you for reading!

WE2025 Day One: A Future in Motion

WE2025 Day One: A Future in Motion opened with purpose, power, and possibility, setting the stage for a transformative three-day celebration of women in trade, investment, and leadership. The Opening Ceremony was graced by Her Royal Highness Tengku Permaisuri Hajah Norashikin, Tengku Permaisuri Selangor, highlighting the significance of women's contributions to economic growth and inclusive leadership. Throughout the day, high-level dialogues at the Leadership Conference and dynamic engagements across satellite events created a vibrant platform for exchanging ideas, sharing knowledge, and forging new connections. Notably, Ts Dr Hj Zaharah Abdul Majid FCILT, Deputy President of CILTM, participated as a panelist in the session themed 'Leadership, Inclusion, and the Future of Women in Maritime' held on Tuesday, 25 November 2025, from 2:30 PM to 4:00 PM at MITEC, Hall 3, Level 1, Kuala Lumpur. Day One of WE2025 energized participants with inspiring discussions and actionable insights, shaping pathways for women's leadership and inclusive growth across the region."



Thank you for reading!

nextgen

NEXT
GENERATION



International President Inspires the Next Generation During Visit to UniKL MIAT Subang Campus

10 November 2025 | Subang, Selangor

The Chartered Institute of Logistics and Transport (CILT) Malaysia proudly welcomed Chief Teete Owusu Norte FCILT, the CILT International President, on an official visit to UniKL MIAT Subang Campus on 10 November 2025. The visit highlighted CILT Malaysia's commitment to strengthening professional pathways for young talent enrolled in CILTM-approved training programmes and further reinforcing the growth of the Next Generation (NextGen) community.

Chief Teete's visit underscored the importance of preparing future leaders for a rapidly evolving logistics and aviation ecosystem. Meeting with students, lecturers, and CILT Malaysia representatives, he emphasised the critical role of vision, discipline, and continuous learning in shaping successful careers in logistics, supply chain, and aviation management.

During his engagement with Next Generation CILT Malaysia, Chief Teete delivered a message of encouragement and empowerment. He urged young professionals to embrace innovation, build global networks, and position themselves as catalysts for sustainable change in the transport and logistics sector. "The future of our industry lies in your passion, resilience, and readiness to lead with integrity. Equip yourselves with knowledge and seize every opportunity to grow," he advised.



The visit also included a walkthrough of UniKL MIAT's facilities and an overview of the CILTM-approved training curriculum, showcasing the university's strong academic-industry alignment. Chief Teete commended UniKL MIAT for its dedication in nurturing competent graduates who can contribute meaningfully to Malaysia's aviation and logistics landscape.

Next Generation CILT Malaysia extends its gratitude to Chief Teete for his guidance, leadership, and continuous support towards developing the next generation of transport professionals. His visit serves as a significant inspiration for students and reaffirms CILT's mission to build a globally connected, future-ready logistics and transport community.



nextgen

INSIGHTS FROM THE NEXT GENERATION



Ooi Jun Wei – A Journey to Two Prestigious Awards
Best Student and President's Awards at CILT
Convocation 2025.

Ooi Jun Wei is a distinguished logistics graduate from Universiti Utara Malaysia, honoured with the Vice-Chancellor's Gold Medal and recognised by CILT Malaysia with the Best Student and President's Awards.

He has hands-on experience at PKT Logistics Group across warehouse operations, customs brokerage and automotive yard management, specialising in operational analysis, workflow optimisation and coordination in fast-paced logistics environments.

Jun Wei has held leadership roles in student organisations and contributed to industry initiatives and innovation competitions. He is passionate about advancing his expertise in logistics management and driving impactful operational excellence.



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NEXT
GENERATION



Deeply honoured to receive both the President's Award and the Best Student Award during the CILT Malaysia Convocation 2025, I regard these recognitions as more than academic achievements. They represent passion and resilience. From a young age, something about the logistics industry sparked my curiosity. Yet, during my secondary school days in the science stream, stepping into the business world seemed like an unconventional choice. Many questioned my decision to move from science into logistics, an industry unfamiliar to most students around me. However, I held firmly to my decision, even when the journey ahead felt uncertain. My journey into logistics has been filled with discovery. The more I learned, the more I realized that logistics is a real-world industry where true understanding comes from stepping into actual operations, not just reading about them.



That mindset led me to immerse myself in career talks, professional sharing sessions, industrial site visits, and volunteering at logistics events. Throughout my university journey, I served as an active committee member of the Logistics and Transportation (LogTrans) Club in UUM. Holding various positions strengthened my leadership, teamwork, and communication skills while exposing me to even more opportunities. Juggling academics, club activities, events, and personal responsibilities was no easy task. Yet, each storm I sailed against shaped me into someone stronger, more adaptable, and more determined.

Perseverance and passion truly made the difference in receiving these awards. I owe sincere thanks to my peers, mentors, and everyone who supported me along the way. As I humbly accept these awards, I dedicate them to all young people in our generation who are hustling, striving, and working toward a better future in this industry. We are the next wave of logistics professionals, and as the saying goes, without logistics, the world stops. In a field so essential to the functioning of society, there will always be new opportunities to learn, explore, and contribute. I look forward to continuing this journey, wherever the winds may lead.

nextgen

NEXT
GENERATION



DEAR NEXT GENERATION,

“Future leaders succeed by daring to change how things move — not just goods, but ideas and hopes. Lead with a bold vision, act with purpose, and let your decisions light the way for others.”

To Dr Hjh Zawiah Abdul Majid FCLT

Deputy President, CILT Malaysia

NEXT
GENERATION
Malaysia

**NEXT GENERATION CILT
MALAYSIA**

**A CALL TO
ACTION**

We are looking for talented young professionals (MILT) below 35 years old to join Next Generation CILT Malaysia team.



Next Gen- Calling 4U

NEXT
GENERATION



**CALLING FOR NEXT
GENERATION CILT
MALAYSIA**

COME AND JOIN OUR TEAM!

NEXT
GENERATION




Next Gen- Calling 4U

Join us at Next Gen CILT Malaysia Management Team. This form is intended for MILT or Affiliate members who are not more than 35 years old and would like to contribute to youth development, leadership activities, industry engagement, and national/international programs under Next Gen Malaysia.


Please complete the information below so we can understand your background, interests, and preferred areas of involvement.

We appreciate your participation and look forward to working with you!

Stay connected and never miss any updates, activities, or opportunities by following us here:

 Instagram:

[https://www.instagram.com/nextgen_cilt?
igsh=MXU0eWFobGE5aGxvaA==](https://www.instagram.com/nextgen_cilt?igsh=MXU0eWFobGE5aGxvaA==)

 LinkedIn Group:

<https://www.linkedin.com/groups/14777596/>

MILESTONES & ACHIEVEMENTS



Meeting between CILTM and MARA Deputy Director General

CILTM President, together with the Secretary General, held a productive meeting with the Deputy Director General (Education) of Majlis Amanah Rakyat (MARA), Ir. Dr. Hj. Mahzan bin Teh, at MARA Headquarters.

Also present were representatives from UniKL MITEC and KPM Kolej Profesional MARA, reflecting a shared commitment to strengthening the collaboration between academia and the logistics and transport industry. The meeting served as a platform for a fruitful exchange of ideas on strategic collaboration, focusing on curriculum enhancement, industry-relevant training, and professional certification pathways. Both parties explored potential joint initiatives that aim to elevate student competencies, promote knowledge sharing, and align educational programmes with evolving industry demands.

This engagement underscores CILTM's ongoing effort to foster strong partnerships with educational institutions and government agencies — ensuring future graduates are well-equipped to contribute to Malaysia's growing logistics and transport sector. Exciting prospects lie ahead as CILTM and MARA work hand-in-hand to empower the next generation of professionals.



MILESTONES & ACHIEVEMENTS



Special Presentation by MyMobility Vision Successfully Conducted

CILTM successfully hosted a comprehensive hybrid presentation by MyMobility Vision on TalentTorque – Career Development & Job Application System for Logistics, Transport and Supply Chain Industries on 14 November 2025. The session, chaired by CILTM President Prof. Ts. Dr. Muhammad Zaly Shah FCILT, brought together Council Members in person at the CILTM Office and online via Zoom.

During the presentation, MyMobility Vision highlighted the platform's capabilities in supporting digital talent profiling, strengthening industry-ready competencies, and streamlining job-matching processes across the logistics and transport sectors. The discussion also underscored the importance of leveraging technology to address current workforce challenges and future skills demand.

CILTM extends its sincere appreciation to all Council Members for their active participation, valuable engagement, and continuous support in driving initiatives that uplift the logistics and transport profession.



MILESTONES & ACHIEVEMENTS



Transport Expo Asia (TXA 2025), 11-13 November 2025 at Sama-Sama Hotel, KLIA

CILTM, as a proud Strategic Partner of TXA 2025, was honoured to support the Ministry of Transport Malaysia in this flagship event that successfully gathered industry leaders, regulators, and international stakeholders in the transport, logistics, and supply chain sectors. Throughout the event, the CILTM booth received an overwhelming response, with many organisations visiting to explore potential collaborations and expressing strong interest in offering or pursuing CILT professional programmes. Among the institutions and industry players who engaged with CILTM were the Malaysian Armed Forces (MAF), TDA, KTMB, TELEKOM, PDRM, JPI, MINISTRY OF HOME AFFAIRS, Jabatan Laut, Penang Port, Prasarana, UTHM, UniKL GMI, MITRANS, Kuantan Port, MOT, various IPTs, SMH Rail, Sani Express, MDAQ Malaysia Sdn Bhd, ALAM, MRDC, Transafe Solution Sdn Bhd, Citilink, XPD Global (M) Sdn Bhd, MAS, MS Elite Global and Petronas Dagangan Berhad. Their presence and enthusiasm reinforced CILTM's pivotal role in advancing professional excellence within the transport and logistics industry. The CILTM booth also received the distinguished presence of KSU MOT, Dato' Seri Jana Santhiran Muniayan, Tan Sri Dato' Seri Mohd Khairul Adib Abd Rahman, Group Chairman of Alpine Integrated Solution and Tan Sri Dato' Seri Abdul Aziz bin Mohd Yusof, Chairman of the Commercial Circle. Their visit further underscored the importance of CILTM's role and visibility at TXA 2025.



MILESTONES & ACHIEVEMENTS



Transport Expo Asia (TXA 2025), 11-13 November 2025 at Sama-Sama Hotel, KLIA

The CILTM booth at TXA 2025 was fully organised and coordinated by the CILTM Secretariat team, led by Pn. Sharifah Salwa CMILT and assisted by Ms. Ida Syarmila, with strong support from CILTM representatives throughout the event. Their efforts were further strengthened by the presence of Ts Dr Hjh Zawiah Abdul Majid FCILT, Deputy President of CILTM, Dato Ts (Dr) Abd Radzak Malek Honorary Fellow and CoT of CILTM, WILAT Malaysia Chairperson Dr Nor Fyadzillah Mohd Taha CMILT together with her dynamic team, Ms. Carol Wong FCILT, Council Member of CILTM, Tn Hj Baharudin Kamarudin FCILT, Chairman of the CILTM Kuala Lumpur Section and AP Dr Rohafiz Sabar FCILT, Chairperson for the CILTM Kedah & Perlis Section. Their collective support and engagement contributed immensely to the booth's success and the positive reception from visitors throughout the event.



MILESTONES & ACHIEVEMENTS

Leading the Way: First Section Chairman Meeting

The 1st Section Chairman Meeting was successfully held on 19 November 2025 from 10:30 AM to 12:30 PM at the CILT Office, with hybrid participation provided for members outside the Klang Valley. The session began with opening remarks by the Deputy President, Ts Dr Hj Zawiah Binti Abdul Majid FCILT, followed by an overview of the meeting's purpose and the reporting framework, covering section activities, budget requirements, and standardised reporting templates for all State Sections.

Each Section Chairman was then invited to deliver a 5-minute presentation, representing their respective states:

1. Ts Dr Hj Abdul Kuddus Bin Ramlee FCILT – Sarawak
2. Dato' Ts Dr Chang Kah Loon FCILT – Penang
3. Ts Daniel Doughty FCILT – Sabah
4. Lt Col Mohd Ramzi Bin Mohd Nor (Rtd) FCILT – Johor
5. Ts Dr Mohd Azam Bin Din FCILT – Perak
6. Mr Surendran A/L Muniandy FCILT – Melaka
7. Hj Baharudin Bin Kamarudin FCILT – Kuala Lumpur
8. Ts Hj Abi Sofian Abdul Hamid FCILT – Selangor
9. Assoc Prof Dr Zaidi Bin Abdul Razak CMILT – Vice Chairman Pahang
10. Assoc Prof Ts Dr Rohafiz Binti Sabar FCILT – Kedah & Perlis
11. Assoc Prof Ts Dr Kasypi Bin Mokhtar FCILT – Assistant Treasurer, CILTM

The meeting further addressed issues and challenges raised by each section, along with proposed solutions to enhance coordination and operational efficiency across the organisation. The session concluded with matters arising and final remarks before the meeting was adjourned.



MILESTONES & ACHIEVEMENTS



1. CILTM Convocation 2025: Nurturing Talent for a Resilient and Innovative Industry

CILTM Convocation 2025 marked a proud milestone as a large number of graduates stepped onto the stage to receive their scrolls, symbolising years of commitment, learning, and personal growth. The ceremony was made even more meaningful with the presence of our distinguished Guests of Honour — Dato' Seri Jana Santhiran Muniayan, Secretary General, Ministry of Transport Malaysia, and Chief Teete Owusu-Nortey FCILT, CILT International President — whose support and encouragement underscored the importance of developing future-ready professionals in the logistics, transport, and supply chain sectors.



MILESTONES & ACHIEVEMENTS



CILTM Convocation 2025: Nurturing Talent for a Resilient and Innovative Industry

The event celebrated not only academic achievement but also the spirit of resilience and determination demonstrated by our graduates throughout their journey. Families, industry leaders, and members of the CILTM community came together to honour this special moment, creating an atmosphere filled with pride, joy, and inspiration.

Heartiest congratulations to all our graduates on your remarkable achievement! CILTM is proud to stand with you as you embark on the next chapter of your professional careers. May this milestone be the foundation for continued success and meaningful contributions to the industry. **More photos please click the link as below:-**

<https://drive.google.com/drive/folders/1iCew4W0lotV4eH9Gs9K2uEeUoRABg9M3?usp=sharing>

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INSPIRING LEGACY



CILT Malaysia Networking Hi-Tea 2025 Shah Alam Convention Centre | 7 November 2025

A wonderful afternoon of connection, celebration, and camaraderie among professionals in the logistics and transport fraternity! The event featured inspiring messages from Ts Dr Hj Mohd Nasir Hj Alias FCILT, Ts Dr Hjh Zawiah Abdul Majid FCILT, and Chief Teete Owusu-Nortey FCILT, CILT International President — reminding us of the power of collaboration and professional unity. A special highlight was the 13th Anniversary Celebration of WiLAT Malaysia, with an inspiring speech by Dr Nor Fyadzillah Bt Mohd Taha CMILT, WiLAT Malaysia Chairperson. The afternoon also featured the November Babies Celebration, live music, and a cheerful networking session that brought everyone closer together. Thank you to all who joined us in making the CILT Malaysia Networking Hi-Tea 2025 a meaningful and memorable event!



INSPIRING LEGACY



November Babies Birthday Celebration

During the networking hi-tea session, we also celebrated the birthdays of members born in November, adding a warm and personal touch to the gathering. The cheerful atmosphere fostered camaraderie among all attendees and made the event even more memorable.



INSPIRING LEGACY

more photos...

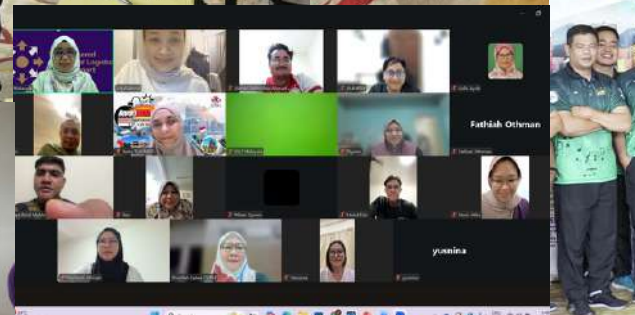


INSPIRING LEGACY

THE POWERHOUSE BEHIND CILTM CONVOCATION & NETWORKING HI-TEA 2025

LIGHTS, CAMERA, ACTION!

Here's a glimpse of the powerhouse behind CILTM Convocation & Networking Hi-Tea 2025 — our amazing committee team who worked tirelessly to make it all happen! From brainstorming sessions and countless meetings to rehearsals, coordination, and last-minute touches — every smile, every effort, and every late night paid off beautifully. Your passion, teamwork, and unwavering commitment turned challenges into triumphs and ideas into unforgettable moments. This is the spirit of CILT Malaysia — where dedication meets excellence! To our CILTM Convocation & Hi-Tea 2025 Team — you are the heartbeat behind the success! TQVM



CILTM IN ACTION - PERAK SECTION

CILTM SESSION WITH THE MARITIME LOGISTICS STUDENTS AT UNIKL MIMET

On 11 November 2025, CILTM (Perak Section) has participated in engagement session with the Maritime Logistics Students at Universiti Kuala Lumpur (Unikl), Malaysian Institute of Marine Engineering Technology (MIMET). The name of the program known as "Beyond the Horizon 2025: Engagement Session with CILT Malaysia". The objective of the session is to expose the undergraduate students on the benefits of being members of the Institute and enable engagement between the students with professionals from industry. Participants consist of 80 undergraduate students participating in the session.

The Chairman of Perak Section – Ts. Dr. Mohd Azam Din, FCILT, and NextGen Section representative – Ms. Lee Pei Fun, CMILT, has given their presentation and information regarding becoming a member of the Institute. This event is an initiative from the logistics undergraduate students and academic staffs of Unikl Mimet in developing competent future graduates in supporting the country maritime logistics sector.

The Perak Section would like to apprehend the appreciation to CILTM members at Unikl Mimet consisting of Mdm. Ismila Che Ishak, CMILT, Mdm. Azila Ayub, CMILT, and Ts. Dr. Amayrol Zakaria, CMILT, for their commitment to organise the event with Maritime Management Club of Unikl Mimet. It is a commitment of the CILTM Perak Section to support human capital development in meeting the logistics sector of the nation.



CILTM IN ACTION - PERAK SECTION

ONLINE KNOWLEDGE SHARING SESSION ORGANISED BY CILTM (PERAK SECTION)

In the month of November 2025, CILTM (Perak Section) has organised three online sharing sessions with members and public. These events were jointly organised by CILTM (Perak Section) with Universiti Tunku Abdul Rahman (UTAR). Objectives of the event are intended to promote the knowledge of logistics, transportation, and supply chains for the members of CILTM and promote collaboration between the Institute with higher learning institutions. The event was held on 5th November 2025, 12th November 2025 and 19th November 2025 from 08.00 pm until 10.00 pm. There were about 60 participants have participated in this online event.

The first online session was “UTAR Logistics Lecture Series: Agriculture Logistics and Supply Chains” that has been conducted on 5th November 2025. The invited speaker for the event was Dr. Sarunyoo Kanchanasuwan from Prince of Songkhla University (PSU), Hat Yai Campus. In the session, Dr. Sarunyoo has shared his view on Thailand’s agriculture supply chains sectors and logistics approach in supporting the agriculture sectors. Participants able to understand about agriculture logistics management from the perspective of Thailand. The online session was moderated by Ts. D. Karunanithy, FCILT from UTAR, Kampar Campus. This online event has recorded attendance of 50 participants from higher learning institutions as well as the public.

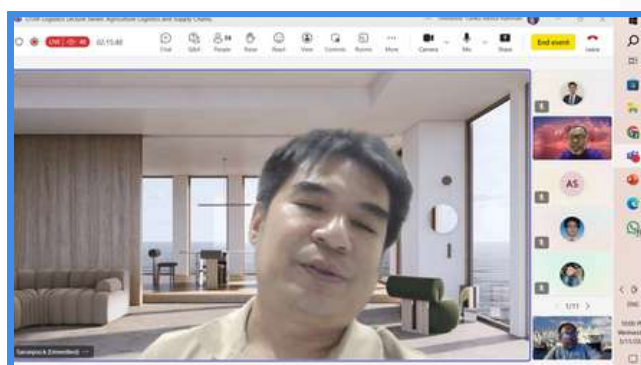
UTAR Logistics Lecture Series: Agriculture Logistics and Supply Chains.

In collaboration between Universiti Tunku Abdul Rahman (UTAR), Prince of Songkhla University (PSU) and The Chartered Institute of Logistics and Transport in Malaysia (CILTM), we invite you to participate in the webinar. This webinar to elaborate on the agriculture logistics and supply chains especially from the Thailand perspective.

Date: 5 November 2025
Time: 08.00 pm (Kul) / 07.00 pm (Bkk)
Platform: Microsoft Teams
Link: <https://events.teams.microsoft.com/event/a94d9c6f-b6a5-472b-92c8-1f191001015d@4edf9354-0b3b-429a-bb8f-f21f957f1d1c>

About the speaker:
Dr. Sarunyoo Kanchanasuwan, is Assistant Professor at Department of Business Administration, Faculty of Management, Prince of Songkhla University (PSU). He hold PhD, Supply Chain and Logistics from Royal Melbourne Institute of Technology (RMIT), MSc in Logistics Management from King Mongkut's University of Technology Thonburi and BBA from Kasetsart University.





Second lecture session was conducted on 12th November 2025 with title, “UTAR Logistics Lecture Series: Empowering Future Leaders in Logistics Sector”. It was held on 12th November 2025 with participants from CILTM members and public. Invited speakers consist of Ts. Dr. Zawiah Abdul Majid, FCILT, Deputy President of CILT Malaysia and Mdm. Nurmaria Sarosa, CMILT, Indonesia Wilat Chairperson. It was moderated by Dr. Nurulfaraiza Ariffin, CMILT from UTAR.

In the event, Ts. Dr. Zawiah has informed participants that ASEAN Logistics sector changing in adapting to global business environment. Logistics professional need to keep in pace with the new megatrends in the supply chains. Encouragement from Mdm. Nurmaria informed participants that the global supply chains sector becomes more complex with new risk emerging each day. Both of speakers encourage participant to keep on learning and open to new technologies that changing the global supply chains. This online event also the collaboration between CILT Malaysia and CILT Indonesia in supporting logistics sector between both countries.

CILTM IN ACTION - PERAK SECTION

ONLINE KNOWLEDGE SHARING SESSION ORGANISED BY CILTM (PERAK SECTION)

**UTAR Logistics Lecture Series:
Empowering Future Leaders in Logistics Sector.**

In collaboration between *Universiti Tunku Abdul Rahman (UTAR)*, The Chartered Institute of Logistics and Transport in Malaysia (CILTM) and The Chartered Institute of Logistics in Indonesia (CILTI), Women in Logistics and Transport (WILAT) and Saito University College, we invite you to participate in the online webinar. This webinar to elaborate on the role of empowering future leaders in the logistics sectors.

Speakers

Ts Dr. Zawiah Abdul Majid FCILT is CILTM Deputy President, Dean The Prime School of Integrated Logistics Saito UC, Global WILAT Webinar Champion. She obtained dual, PhD in Management from UniKL research in Halal Supply Chain Integrity & PhD in Complementary Medicine (OIUCM) In Colour Vibration Therapy focus on Wellness.

Mdm. Nurmia Sarosa, CMILT is the chairperson of Women in Logistics and Transport (WILAT) and National Committee of CILT Indonesia. A Certified ESG and SDG practitioner, Nurmia combines strategic foresight with authentic leadership to empower peoples and industry alike. Her leadership philosophy centers on building trust, developing talent and embedding sustainability into logistics, integrates ESG principles and green logistics to minimise carbon impact and enhance industry resilient.

Moderator
Dr. Nurulfariza Ariffin, CMILT is Assistant Professor at Faculty of Science, UTAR. She hold PhD from UiTM and her research area in "halal logistics"

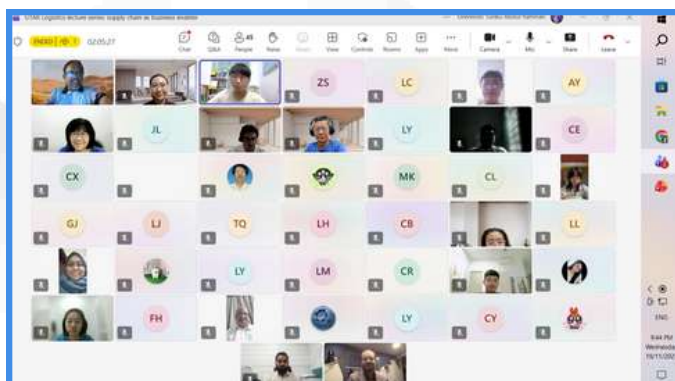
Date: 12 November 2025
Time: 08.00 pm (Kul)/ 07.00 pm (JKT)
Platform: Microsoft Teams



Third session was conducted on 19 November 2025 at 08.00 pm. This lecture session titled, "UTAR Logistics Lecture Series: Supply Chain as Business Enabler". This online event is an initiative from CILTM in promoting cross-border knowledge sharing with the invited speaker from Pakistan. Invited speaker was Mr. Norman Amjad Lufti, CMILT, Chief Supply Chain Officer (CSCO), Ismaili Group Ltd., Pakistan. The online event was moderated by Ms. Lee Pei Fun, CMILT from UTAR with 50 participants attended.

In the event, Mr. Norman elaborated that supply chains must meet the business goals especially in fulfilling customer satisfaction. Any complaints of the products from customers indicate quality of product that has been produce by the company. He informs to the participants to aware on the shrouding geo-political and global economics conditions as supply chains are complex and fragile.

The online event was collaboration between CILT Malaysia and CILT Pakistan in supporting human capital development. Perak Section is planning to support the human capital development though conducting the online event for benefits members.



**UTAR LOGISTICS LECTURE SERIES:
SUPPLY CHAIN AS BUSINESS ENABLER**

In today's dynamic and competitive business environment, the supply chain is a strategic business enabler to create value and enhance resilience. This logistics lecture series, in collaboration with Universiti Tunku Abdul Rahman (UTAR) and the Chartered Institute of Logistics and Transport (CILT), highlights the importance of supply chain strategy for business success. With over three decades of leadership, Mr Noman will share knowledge on modern supply chains and building strategic supply chains.

Register Here

Date: 19 November 2025 (Wednesday)
Time: 8:00pm MYT

Speaker:
Mr Noman Amjad Lufti

- Chief Supply Chain Officer, Ismail Industries Limited, Pakistan
- Advisory Board Member, GSI Pakistan
- Vice President of Supply Chain Association of Pakistan (SCAP)
- Chartered Member of CILT
- Regional Advisory Board Member, International Supply Chain Education Alliance (ISCEA)

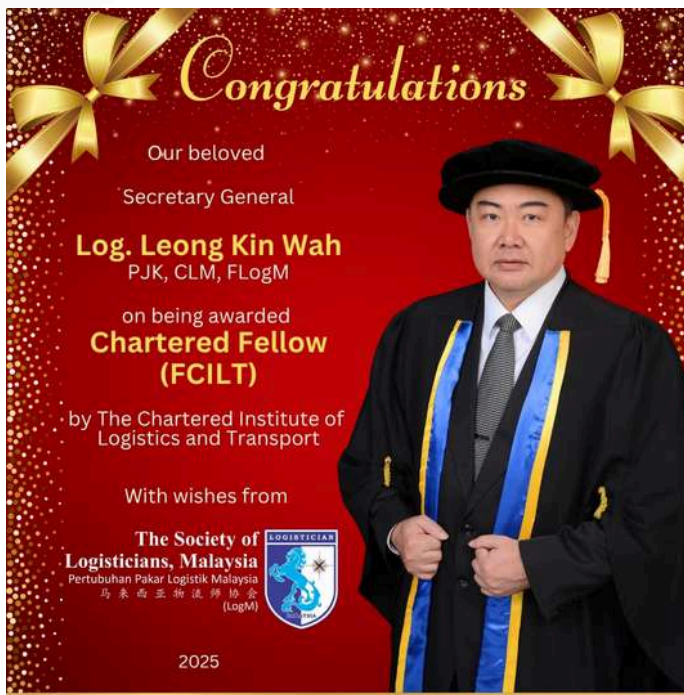
CILTM IN ACTION - PENANG SECTION

CELEBRATING THE ACHIEVEMENT OF AK ALUMNUS LOG. LEONG KIN WAH, PJK, FLOGM

We are proud to congratulate AK Alumnus, Log. Leong Kin Wah, PJK, FLogM, Managing Director of EW Logistics & Transport, on being awarded the Chartered Fellow (FCILT) by The Chartered Institute of Logistics and Transport (CILT) on 8 November 2025.

Starting his CILT logistics education with AK Academy on a part-time basis, Leong Kin Wah's journey is a testament that determination and passion can lead to remarkable success. As CILT marks its 106th anniversary, it is inspiring to witness our AK graduates achieving significant milestones in their professional and personal journeys.

AK Academy continues to be a CILT-accredited institution, nurturing talent in logistics, transport, and supply chain education and training across Malaysia.



CILTM IN ACTION - PENANG SECTION

CILT PENANG SECTION MEETS NEWLY APPOINTED HON. SECRETARY, VICKY KOO, FCILT

On 3 November 2025, CILT Penang Section, represented by Chairman Dato' Log. Ts. Dr. Chang Kah Loon, PhD (USM), FCILT, FLogM, Secretary Log. Eunice Chang Qi Ying, CMILT, MLogM, and Treasurer Log. Ts. Amy Ooi, FCILT, FLogM, had the pleasure of meeting Vicky Koo, FCILT, the newly appointed Hon. Secretary for CILT International from Hong Kong.

The meeting provided an excellent platform for exchanging knowledge and experiences to benefit both CILT and WiLAT, strengthening collaboration across councils. During the visit, the team congratulated Vicky Koo on her appointment and extended belated birthday wishes, expressing confidence in her ability to effectively coordinate communications with CILT National and Territorial Councils worldwide.



CILTM IN ACTION - JOHOR SECTION

STRENGTHENING REGIONAL COLLABORATION: ACADEMIC, INDUSTRIAL AND WILAT ENGAGEMENT IN BATAM

Academic and Industrial Visit To Batam, Indonesia

The delegation from Kolej Profesional MARA Bandar Penawar (KPMBP), accompanied by representatives from WiLAT Malaysia, conducted a series of academic and industrial visits in Batam, Indonesia. These visits aimed to strengthen cross-border collaboration, enhance academic development, and deepen understanding of industry practices within the regional logistics sector.

Zona Asia Forwarding

The visit began with an industrial engagement at Zona Asia Forwarding, where the delegation received a detailed briefing on freight forwarding operations, cargo handling processes, digital documentation workflow, and industry challenges faced by logistics service providers in Batam. The session provided exposure to real-world logistics activities and highlighted the importance of aligning academic programmes with industry needs to equip students with relevant and current competencies.



Politeknik Negeri Batam (POLSIBAT)

The delegation then visited Politeknik Negeri Batam, where they were warmly welcomed by the management and academic representatives. Discussions were focused on potential collaboration opportunities such as joint academic programme development, curriculum enhancement in logistics and supply chain management, mobility initiatives for students and staff, applied research partnerships, and industry-based learning opportunities. Both institutions expressed strong interest in building long-term academic cooperation that supports technical and vocational excellence.

Institut Teknologi & Bisnis Indbaru Nasional

The final academic visit took place at the Institut Teknologi & Bisnis Indbaru Nasional, where the delegation received a comprehensive presentation on the institution's academic strengths, programmes, and strategic initiatives in technology and business education. Productive dialogue was held regarding future collaboration prospects, including joint module development, knowledge exchange activities, student and staff exchange programmes, and the exploration of collaborative academic initiatives beneficial to both Malaysia and Indonesia.

These academic and industrial visits successfully strengthened institutional relationships and opened meaningful pathways for sustained cooperation in the areas of logistics, business education, and professional development.



CILTM IN ACTION - JOHOR SECTION

STRENGTHENING REGIONAL COLLABORATION: ACADEMIC, INDUSTRIAL AND WILAT ENGAGEMENT IN BATAM

WiLAT Malaysia Johor Section Engagement with WiLAT Batam & WiLAT Indonesia

In conjunction with the academic and industrial visits, the delegation also participated in a WiLAT Engagement Session with WiLAT Batam and WiLAT Indonesia. The engagement highlighted the shared mission of empowering women in logistics and transport while strengthening regional collaboration and cross-border networking.

The delegation received an exceptionally warm welcome from Madam Juliana Sofhia and Madam Nurmaria Sarosa, whose leadership and dedication were instrumental in coordinating and realising the entire programme. Appreciation is also extended to Ibu Zaetun from WiLAT Batam for managing the visit itinerary with outstanding professionalism.

WiLAT Indonesia representatives, Ibu Ida and Ibu Tati, together with the WiLAT Batam team including Ibu Hermin, Ibu Risma, Ibu Annie, and other members, played a significant role in hosting the engagement activities and fostering meaningful exchanges.

Discussions during the engagement focused on strengthening WiLAT's regional networks, sharing best practices related to women empowerment, exploring opportunities for collaborative programmes and leadership initiatives, and enhancing professional growth pathways for women in the logistics and transport sector. These conversations reflected the shared commitment of all chapters to advancing women's leadership, fostering cross-border cooperation, and creating meaningful platforms for capacity building within the industry.



The delegation also expresses sincere appreciation to CILT Malaysia for its continuous support, and to CILT Indonesia for graciously receiving and hosting the Malaysian representatives with warmth and professionalism. This engagement not only strengthened the sense of international sisterhood within WiLAT but also paved the way for future joint initiatives that will bring long-term benefits to the logistics and transport community across both nations.



CILTM IN ACTION - KEDAH&PERLIS SECTION

TRACECA MIDDLE CORRIDOR-ASEAN - INFRASTRUCTURE READINESS & TECHNICAL INTEROPERABILITY

The TRACECA Middle Corridor-ASEAN session, held in conjunction with the Road Safety Congress @TXA 2025, successfully gathered leading experts from Malaysia, Japan, Türkiye and across the region to advance the conversation on seamless rail connectivity between Asia and Europe. The session featured a keynote address by YBhg Dato' Ts (Dr) Abd. Razak Abd Malek Hon FCILT, followed by a dynamic round-table discussion with distinguished panelists Mr Jonathan Koh, Mr Abdul Salim Shah Abdul Aziz, Mr Nishimura Koji, Mr Erkut Gayretullah, and Mr Mohamad Ali Abdul Hussain CILTM. Moderated by Ts Hj. Abi Sofian Abdul Hamid FCILT and supported by MC Dr. Emi Normalina Omar CILT, the session highlighted critical insights on infrastructure readiness, technical interoperability, and future pathways for intercontinental logistics corridors.

TRACECA & ASEAN: BRIDGING ASIA & EUROPE
INFRASTRUCTURE READINESS & TECHNICAL INTEROPERABILITY

KEYNOTE ADDRESS
 YBhg Dato' Ts (Dr) Abd. Razak Abd Malek Hon FCILT

ROUND TABLE DISCUSSION PANELISTS

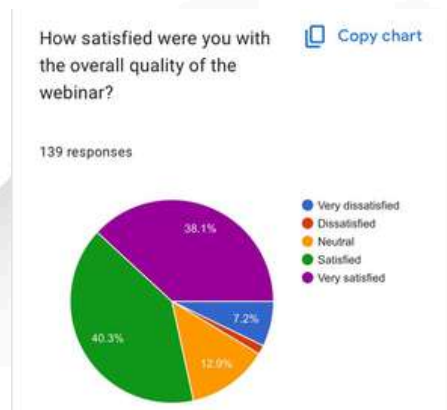
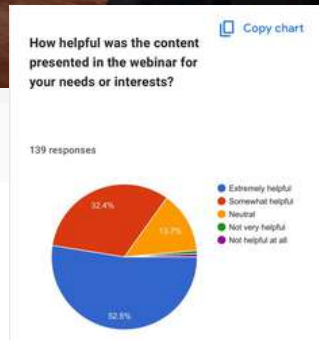
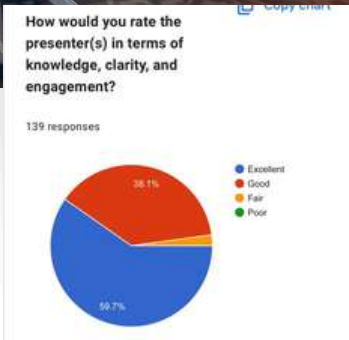
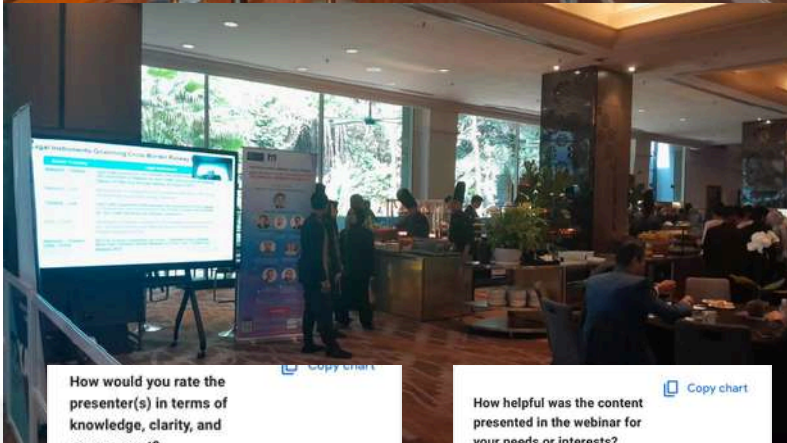
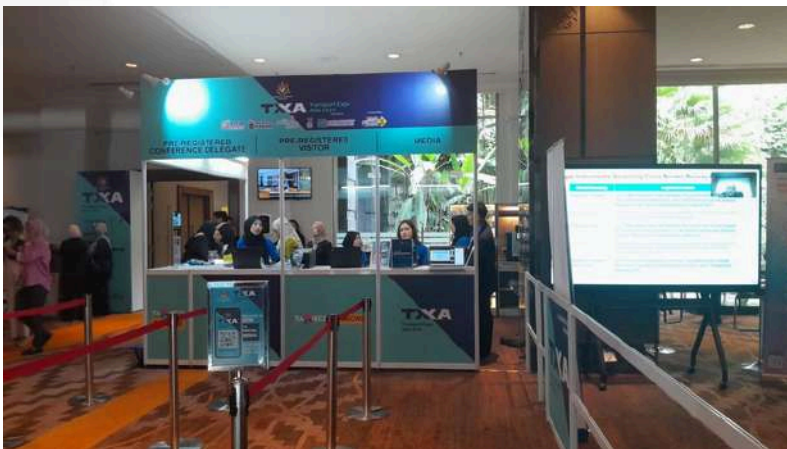
MODERATOR
 Ts Hj. Abi Sofian Abdul Hamid FCILT

MC
 Dr. Emi Normalina Omar CILT

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Member's Voice



The Missing Link: Bridging Sea and Shore in the Global Supply Chain

By Capt. James Foong MBA FNI FCILT
From bridge to boardroom - a Master Mariner's perspective on connecting the maritime and logistics worlds.

Every global supply chain has one thing in common: almost everything we use today has travelled across the sea at some point. But for many people working in logistics and transport, what happens during that ocean leg is still not well understood. As someone who spends most of his working life at sea, I often notice a gap between those managing the flow of cargo from the office and those of us navigating the vessels that actually carry it.

This "gap" isn't just about distance. It's about how differently we see the same journey, the different pressures we face, and how easily misunderstandings can happen when both sides don't fully know what the other is dealing with.

The Invisible Half of the Supply Chain

From the shore side, a voyage usually appears as a schedule: the ship is underway, ETA Tuesday, cargo to be discharged on arrival. But behind that simple line is a full operation happening around the clock. The bridge and engine room teams are constantly monitoring weather, traffic, equipment, fuel, stability, safety, port instructions, and dozens of regulations.

And very often, the voyage doesn't go exactly as planned. Weather turns rough. A port becomes congested. A pilot is delayed. Cargo documents come late. A crane breaks down during loading. A machinery fault needs troubleshooting. A Captain may need to alter course for safety or slow down to arrive at a new berthing window.

Every one of these decisions, sometimes made within minutes, can affect the entire supply chain. But because these challenges are rarely seen by those ashore, they don't always make it into business discussions or performance reviews.

"NO SHIPPING = NO SHOPPING"

The pandemic was a strong reminder of this hidden reality. When the world shut down, ships kept sailing. Crews stayed onboard for months because borders were closed. For a while, people saw how important the maritime sector really is. But as things went back to normal, the attention slowly faded again. The truth remains: without understanding the sea, you can never fully understand the global supply chain.

Why Sea and Shore Sometimes Don't Connect

A lot of the disconnect comes from different priorities.

Onboard, safety is always number one, both for the crew and the ship. Regulations and seamanship guide our decisions. Ashore, the focus is often on commercial targets, deadlines, and customer satisfaction.

Member's Voice

The Missing Link: Bridging Sea and Shore in the Global Supply Chain

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From bridge to boardroom - a Master Mariner's perspective on connecting the maritime and logistics worlds.

Both sides are doing the right thing within their own responsibilities. The problem comes when decisions on one side unintentionally disrupt the other.

A last-minute cargo change might seem small for a planner, but onboard it could mean re-stowing loads, recalculating stability, and reshuffling work and crew rest hours interrupted. On the other hand, when a ship delays reporting or doesn't provide clear updates, it can complicate trucking arrangements, warehouse planning, and downstream deliveries.

It's not that anyone is careless. Most of the time, it's simply that one side hasn't been exposed to what the other really deals with. Many logistics professionals have never been onboard a working merchant vessel. Many seafarers, in turn, they don't get to see how supply chain decisions are made in the office. Without this shared literacy, misunderstanding is almost guaranteed.

Technology Helps, But It's Not Enough

Today, we have AIS tracking, digital documents, automated reporting systems, and even prediction tools that estimate arrival times. These tools make logistics much more visible and efficient.

But technology can't tell the whole story. AIS may show the ship anchored outside Singapore, but it won't explain that the berth was changed, or a storm forced a slowdown, or a last-minute inspection was ordered by authorities.

Information without context can create wrong assumptions, the reason why communication still matters more than the technology itself. Human understanding fills the gaps that systems cannot.

Better collaboration between shore teams and ship crews isn't just about sending emails. It requires both sides to speak the same "language" and appreciate each other's realities.

Lessons from Life on the Bridge

If there's one place where leadership is constantly tested, it is the ship's bridge. A Captain works with multicultural crews, long working hours, isolation from family, and the responsibility of keeping a vessel safe under unpredictable conditions.

The leadership skills developed at sea, staying calm under pressure, making decisions with limited resources, managing crises, and balancing safety with efficiency, are exactly the skills needed in today's complex supply chain environment.

As logistics becomes more global, more uncertain, and more interconnected, the maritime style of leadership can offer valuable lessons for the boardroom.

Member's Voice

The Missing Link: Bridging Sea and Shore in the Global Supply Chain

By Capt. James Foong MBA FNI FCILT

From bridge to boardroom - a Master Mariner's perspective on connecting the maritime and logistics worlds.

Malaysia's Place in This Conversation

Malaysia has a unique position in global shipping. The Straits of Malacca is one of the busiest maritime routes in the world. Our ports, Port Klang, PTP, Penang, Bintulu, are key transit points for regional and international trade.

Yet, despite this strong maritime identity, the voices of active seafarers are not always part of logistics conversations. Many policy or supply chain discussions happen without input from those who understand the sea portion best.

This is where organisations like CILT can make a big difference. By bringing together logistics leaders, port operators, mariners, academics, and supply chain professionals, CILT Malaysia can help build a more complete view of the entire transport system.

A supply chain is not "port to warehouse." It is ocean to front door.

Building Maritime Literacy in the Logistics Community

If we want a stronger connection between sea and shore, the first step is simple: learn from each other.

For those working ashore, understanding basic maritime operations, such as voyage planning, fatigue management, ballast operations, or port scheduling. These will make coordination smoother and expectations more realistic.

For seafarers, gaining awareness of commercial drivers; customer expectations, cost pressures, inventory planning, can help us support the bigger supply chain picture more effectively.

I believe events like joint workshops, port visits, ship visits, and exchange programmes can go a long way in closing this gap.

A Shared Responsibility

In the end, the global supply chain will only be as strong as its weakest link. If the sea and shore continue to operate with limited understanding of each other, inefficiencies will persist and resilience will suffer.

CILT's mission to connect people, places, and goods fits perfectly with the idea of bridging this gap. With more open conversations between maritime and logistics professionals, we can build a system that is not only efficient, but truly integrated.

Everything we touch in daily life, from food to electronics to household items has relied on both seafarers and shore teams. Bridging sea and shore isn't just about improving logistics; it's about recognising that we are all part of the same chain, sharing the same responsibility to keep the world moving.

Member's Voice

The Missing Link: Bridging Sea and Shore in the Global Supply Chain

By Capt. James Foong MBA FNI FCILT

From bridge to boardroom - a Master Mariner's perspective on connecting the maritime and logistics worlds.

In the end, Malaysia's place in global trade is built on the strength of both our maritime heritage and our logistics capability. If we can bridge the understanding between sea and shore, we won't just improve efficiency, we will shape a supply chain ecosystem that truly reflects who we are as a nation: resilient, adaptable, and forward-looking.

As a maritime nation sitting on one of the world's most important sea lanes, we have every opportunity to lead by example. When our seafarers, logisticians, port operators, and industry leaders work hand in hand, Malaysia will not only keep up with global trends, we will set the standard.

Because at the end of the day, whether at sea or ashore, we all carry the same responsibility: to uphold Malaysia's reputation as a trusted, reliable, and strategic link in the world's supply chain.

This is our strength. This is our identity. This is Malaysia.

AUTHOR BIO (FOR THE PULSE)

Capt. James Foong is a serving Master Mariner with extensive global sailing experience and a strong academic background in shipping and logistics. He became the youngest Master Mariner certified by the Government of New Zealand at age 28 in 2016 and is a Chartered Fellow of CILT Malaysia as well as a Fellow of The Nautical Institute (UK). A proud Penang-born Malaysian, Capt. Foong is also a recognised voice in the maritime and logistics community on LinkedIn, where Favikon once ranked him Malaysia's No. 1 LinkedIn content creator. With an audience of over 40,000 followers, Capt. Foong actively shares leadership reflections and maritime insights, promoting stronger collaboration between sea and shore professionals.

Member's Voice

Perceptions of FELDA Employees on The Role of Artificial Intelligence in Improving Daily Operations: A Case Study of FELDA Tunggal Kota Tinggi.

Nur Raidah Binti Abdul Latiff CMILT



ABSTRACT

This study examines the perceptions of FELDA employees toward the role of Artificial Intelligence (AI) in improving daily operations, with a focus on FELDA Tunggal in Kota Tinggi. The objectives of the research were threefold: to assess employees' understanding and attitudes toward AI, to identify perceptions of AI in enhancing cost and time efficiency, and to examine employees' concerns and readiness regarding AI adoption, including job security, training needs, and organizational support. Data were collected through a structured questionnaire distributed to FELDA Tunggal employees, with responses measured using a five-point Likert scale.

The reliability of the instrument was confirmed with a Cronbach's Alpha of 0.912, indicating excellent internal consistency. Descriptive analysis revealed that employees demonstrated a moderate understanding of AI but generally expressed positive attitudes toward its integration in plantation operations. Respondents agreed that AI could reduce operational costs, improve time efficiency, and enhance logistics and resource allocation. However, concerns regarding job replacement and insufficient organizational support were also identified. Employees indicated a strong willingness to participate in training programs to enhance their readiness for AI adoption.

The impact of this research extends to both practice and policy. For FELDA, the findings provide actionable insights into employee readiness and highlight the importance of structured training and management support to ensure effective AI integration. Addressing workforce concerns while leveraging AI for operational efficiency can help FELDA strengthen sustainability and competitiveness in the plantation sector. For CILT Malaysia, this research offers valuable implications for logistics and transport policy by demonstrating how AI can optimize resource allocation, improve transport planning, and support workforce development. The outcomes may guide future industry standards and training programs to prepare Malaysia's logistics sector for digital transformation.

Overall, the findings suggest that FELDA Tunggal employees are open to AI adoption, but successful implementation will require management to address concerns about job security and strengthen organizational support. This study contributes to the broader understanding of workforce readiness for AI adoption in plantation-based logistics and provides practical insights for both FELDA and the logistics industry represented by CILT Malaysia.

Keywords: *FELDA employees, Artificial Intelligence (AI), perceptions, cost efficiency, time efficiency, job security, training, organizational support, workforce readiness, digital transformation, logistics, plantation operations, CILT Malaysia*

**THE EFFECTIVENESS OF TECHNOLOGY IN
FACILITATING STUDENT PLACEMENT
FOR DIPLOMA IN LOGISTICS PROGRAMS: A
CASE STUDY AT KPM BANDAR PENAWAR
Halimatul Saadiah Binti Safar CMILT**



ABSTRACT

This study investigates the effectiveness of technology in facilitating student placement for Diploma in Logistics programs at KPM Bandar Penawar. Technology plays a vital role in modern education by streamlining administrative tasks, reducing human error, and enhancing student experiences. To address the limitations of the manual placement process, the MyRoom system was introduced as a digital platform to manage room allocation and communication more efficiently.

Using a quantitative case study approach, data were collected from 175 students through structured questionnaires and analyzed using descriptive statistics, correlation, and multiple regression. The findings demonstrate that technology significantly improves the placement process by enhancing ease and speed, digital friendliness, and time and cost saving. Among these, ease and speed emerged as the strongest predictor of student satisfaction, while time and cost saving showed the strongest individual correlation. The regression model explained 79.4% of the variance in student satisfaction, confirming the strong impact of technology-driven systems.

This research highlights how technology aligns with logistics and supply chain principles such as efficiency, transparency, and coordination, offering practical insights for higher education institutions seeking digital transformation in student services.

Keywords: Student placement, MyRoom system, student satisfaction, digital education, efficiency, logistics and supply chain principles, CILT Malaysia, higher education management

Member's Voice



AWARENESS OF CONSUMER RIGHTS AND LEGAL PROTECTIONS IN CASH-ON-DELIVERY TRANSACTIONS AMONG LOGISTICS STUDENTS OF KPM BP: A STUDY BASED ON THE MALAYSIAN CONTRACT ACT 1950 AND CONSUMER PROTECTION ACT 1999.
Nurul Nasihin Ariffin CMILT

ABSTRACT

This study investigates the level of awareness of consumer rights and legal protections in cash-on-delivery (COD) transactions among logistics students of Kolej Profesional MARA Bandar Penawar, with reference to the Malaysian Contract Act 1950 and Consumer Protection Act 1999. As COD remains a preferred payment method among students due to its perceived safety and flexibility, the research explores how well these future logistics professionals understand their rights, legal procedures, and ability to act when disputes arise. Using a quantitative approach, data were collected from 50 students through structured questionnaires and analyzed using SPSS. The findings reveal that students possess a high level of knowledge (mean = 4.28) and understanding of legal procedures (mean = 4.12), but slightly lower confidence in exercising their rights (mean = 3.97). Regression analysis confirms that both knowledge of rights and ability to exercise rights are statistically significant predictors of consumer protection outcomes, with the latter being the strongest. In contrast, understanding of procedures alone does not significantly influence outcomes. The study highlights the importance of practical legal literacy and recommends integrating experiential learning into logistics education to empower students as informed and assertive consumers

Keywords: Consumer Rights, Legal Protections, cash-on-delivery (COD), KPM Bandar Penawar, Malaysian Contract Act 1950, Consumer Protection Act 1999

HOW MALAYSIA'S FLOODS ARE DISRUPTING TRANSPORTATION ACTIVITY

Ts Dr. Nuur Fathin Roslan CMILT
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Every year towards the end of the year, Malaysia experiences heavy monsoon rains that often lead to widespread flooding. This seasonal phenomenon has become more frequent and severe due to climate change, bringing significant challenges to communities, industries, and national infrastructure. One of the most critical sectors affected is transportation, as mobility plays a central role in economic activity and daily life.

Floods significantly disrupt the daily activities of Malaysians, particularly in states such as Perlis, Kedah, Johor, Selangor, and Kelantan. When water levels rise unexpectedly, communities may be forced to pause their normal routines. Workers struggle to commute, students face school closures, and businesses may suspend operations due to limited access. Transportation plays a central role in these disruptions. When roads or highways are submerged, traffic flow slows drastically or comes to a complete stop. This leads to widespread delays, congested alternative routes, and even cancellations of public transport services. In rural and semi-urban areas, where villagers rely on a limited number of roads, floods can isolate entire communities, preventing them from accessing groceries, medical care, or evacuation shelters. As a result, mobility becomes restricted, and the overall economic and social activities of affected regions are stalled.

During major floods, some roads become entirely unusable because water levels rise above safe driving limits. Low-lying areas, underpasses, and roads near rivers and drainage canals are especially vulnerable. When these routes are flooded, they must be closed immediately to prevent accidents such as vehicles being swept away by currents or getting stuck in deep water. Transport operators including bus companies, logistics firms, courier services, and ride-hailing drivers often must stop operations in affected areas. Deliveries may be delayed or cancelled, and emergency services face difficulties reaching stranded households. In extreme cases, airports or rail lines located in flood-prone zones may also experience disruptions, that will affecting regional mobility.

When major highways like PLUS or East Coast Expressway (LPT) experience closures, the effects cascade through supply chains. Goods take longer to reach their destinations, perishable items risk spoilage, and fuel consumption increases due. These accessibility issues highlight the vulnerability of Malaysia's transport infrastructure in the face of severe weather. During flood season, it becomes essential for individuals and transport operators to plan their journeys more cautiously.

HOW MALAYSIA'S FLOODS ARE DISRUPTING TRANSPORTATION ACTIVITY

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Motorists are encouraged to monitor weather forecasts from the Malaysian Meteorological Department (MET Malaysia), follow advisories from JPJ and PDRM, and check real-time traffic updates through apps such as Waze, Google Maps, or the official JKR road closure updates. Planning ahead can prevent drivers from entering high-risk areas where roads may be submerged or slippery. Public transport users should also stay updated on service announcements to avoid delays or last-minute cancellations. Logistics operators, especially those transporting essential goods, may need to adjust delivery schedules, reroute vehicles, or temporarily halt operations for safety. Practising careful trip planning reduces the likelihood of motorists being stranded, minimises accidents, and helps ensure smoother mobility during high-risk weather. Ultimately, preparedness and awareness can save lives and reduce unnecessary disruptions.

Malaysia's annual flood season continues to challenge the safety, reliability, and efficiency of the nation's transportation system. As heavy rains intensify and flood patterns become more unpredictable, disruptions to mobility, road closures, damaged infrastructure, and community isolation are becoming recurring concerns. These impacts not only affect daily travel but also influence economic activities, logistics operations, and emergency response capabilities, to navigate these challenges, all parties include government agencies, transport operators, logistics companies, and the public must adopt a proactive and prepared mindset. Strengthening early warning systems, improving flood-resilient infrastructure, and encouraging responsible trip planning can significantly reduce risks during this critical period. Ultimately, a coordinated effort and heightened awareness will help safeguard lives, protect infrastructure, and maintain continuity in transportation activities throughout the flood season.

Member's Voice

SCHOOL LOGISTICS AND SUPPLY CHAIN STRATEGIES FOR MANAGING FLOOD DISRUPTIONS DURING THE SPM EXAMINATION

**Dr. Yusrizal Sufardi Bin Mohd Yunan FCILT
Vice Chairman CILTM Kedah & Perlis Section**



The annual monsoon season presents significant challenges to Malaysia's education ecosystem, particularly during major national examinations such as the Sijil Pelajaran Malaysia (SPM). The monsoon period creates a heightened risk of flooding, which directly affects SPM candidates as well as school administrators. There are several measures that schools may adopt to manage SPM candidates affected by severe flooding, including relocating them to unaffected nearby schools or consolidating them at designated examination centres equipped with boarding facilities. The management of SPM candidates placed in hostels at such alternative examination centres requires comprehensive logistics and supply chain planning. A robust logistics and supply chain framework help ensure the effective protection of students welfare while enabling candidates to remain physically and mentally prepared for the examination. At the same time, various operational needs linked to examination readiness can be systematically maintained.

Logistics and Supply Chain Management as a Critical Component

The logistics and supply chain processes for SPM candidates affected by floods encompass the planning, coordination and management of both physical and non-physical resources to support learning continuity and examination administration. These processes must be executed throughout the SPM examination period, especially when candidates are under the direct care of host schools or examination centres. Logistics and supply chain activities form an interdependent support system covering multiple phases, including student relocation, facility preparation, examination operations, and security management. Through appropriate, pre-planned logistics mechanisms, candidates may continue sitting for their examinations with minimal disruption and maximum comfort despite the displacement from their usual learning environment.

Infrastructure Management and Support Facilities

When candidates are relocated to an alternative location, the infrastructural capacity of the host site becomes a determining factor in ensuring the effectiveness of logistics and supply chain management for flood affected students. Therefore, the provision of essential facilities must be executed systematically and based on accurate estimates of the number of candidates involved. Several critical components form the foundation of these essential facilities.

SCHOOL LOGISTICS AND SUPPLY CHAIN STRATEGIES FOR MANAGING FLOOD DISRUPTIONS DURING THE SPM EXAMINATION

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Firstly, the provision of safe and organised accommodation facilities is vital for students displaced by flooding. Such facilities must meet minimum comfort standards, including temperature control, ventilation and gender-segregated living arrangements to ensure privacy and wellbeing.

Secondly, spiritual and welfare facilities including prayer rooms, communal spaces and access to essential personal items must be provided in order to support the continuity of student routines throughout the examination period.

Thirdly, examination halls or designated rooms must comply fully with security and procedural standards. This includes regulated desk spacing, secure document management procedures, appropriate lighting levels and the availability of emergency communication channels. Additionally, the stability of electricity and clean water supply is fundamental to examination centre operations, particularly for securing examination papers, food preparation, and environmental hygiene.

Meanwhile, optimal sanitation facilities such as clean toilets, shower rooms, and waste disposal systems are critical to preserving public health, especially in flood situations which increase the likelihood of infectious diseases. For students who have been displaced from their homes, environmental stability becomes a key psychosocial factor. Thus, physical comfort is essential in reducing trauma and preventing interruptions in student focus during examinations.

Examination Paper Handling and Information Security

Within the academic context, logistics and supply chain management for examinations involves strict adherence to document security standards. Examination papers transported to collection sites must be stored securely and in accordance with the procedures established by the Ministry of Education (MoE). Given the constraints associated with alternative sites, thorough preparation is required to anticipate potential issues such as subsequent flooding, power disruption or limited storage. Coordination with security agencies is a crucial mitigation strategy to prevent loss or leakage of examination materials.

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Food Management, Health and Student Welfare

While academic performance remains the primary focus, daily nutrition and health management are critical components of logistics and supply chain support for SPM candidates. Students housed at centralised locations require structured meal schedules, safe food sources and access to basic healthcare services. Flood related illnesses such as diarrhoea or skin infections pose significant risks to candidate readiness. Meal provision may require collaboration with school canteens, external caterers, NGOs and local volunteers necessitating a transparent and well coordinated system.

Psychological Support and Mental Resilience

Effective logistics and supply chain planning ensures that affected SPM candidates are physically comfortable. However, mental and emotional stability must also be strengthened. Psychological support is a vital element of non-physical assistance. Many students affected by flooding may have lost property or are separated from their families. Their school and home preparation environment are entirely disrupted. School counsellors therefore play a central role in stabilising students' emotions, providing support sessions and assisting them to manage examination stress.

School-based logistics and supply chain management during floods extends beyond relocating students or preparing examination halls. It forms an integrated system encompassing facility preparedness, safety, welfare, psychosocial support and examination integrity. When executed systematically, such planning not only ensures the continuity of examinations, but also enables students to undertake SPM in a safe, calm and optimal environment. Floods may not be preventable, but strategic logistics and supply chain management that supported by schools, parents, government agencies, NGOs and communities can significantly mitigate their educational impact.



Exploration the Corporate Reputation as a Proactive Strategy in Green Healthcare

Supply Chain to Achieving Social Sustainability in Malaysia
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Abstract.

This research aims to discover the proactive strategy through green healthcare supply chain that contribute to social sustainability of Malaysia's healthcare industries. This research was carefully explored, evaluated, and described in depth from the viewpoints of numerous of literature. Additionally, it investigates and clarified the qualitative information gathered from Malaysia's healthcare sector. This research is one of the among research to identify and conceptually discuss the use of green healthcare supply chain practices that contribute to the social sustainability of Malaysia's healthcare industries. This research is also the first research effort to discover a proactive strategy for green healthcare supply chains in a single setting in a developing country. The objective of this research is to explore the corporate reputation as a proactive strategy through green healthcare supply chain that impact to social sustainability. It also contributed to one of the pillars of sustainable development in Malaysian private hospitals. The research findings enlighten the view on green healthcare supply chain practices. Besides, it also contributes to researchers, the existing corpus of knowledge and a promise to expand the research stream on proactive strategy, corporate reputation, green healthcare supply chain and social sustainability. The empirical findings suggest corporate reputation by green healthcare supply chain initiatives to practitioners to obtain social sustainability in Malaysia's healthcare industries.

Keywords: *Green Healthcare Supply Chain; Corporate Reputation; Social Sustainability*

INTRODUCTION

Currently, the global community has grappled with the escalating challenges of climate change and global warming. Key contributors to these environmental crises include the combustion of fossil fuels, deforestation, which weakens the Earth's natural carbon sinks and industrial activities that emit potent synthetic greenhouse gases (GHGs), all of which intensify global warming. According to data reported in 2023, the consequences of these phenomena are becoming increasingly severe, manifesting in extreme weather patterns, rising sea levels, oceanic disruption, threats to food security, and deteriorating public health outcomes (UNEP, 2023; IPCC, 2023). Malaysia is not immune to these impacts. The country has experienced a surge in extreme weather events, including floods, heatwaves, disruptions in agriculture and food supply chains (UNICEF, 2023). These environmental stressors have placed growing pressure on Malaysia's healthcare system, resulting in a heightened incidence of climate-related diseases, heat-induced illnesses, mental health concerns, increased strain on healthcare infrastructure, and rising operational costs (Ministry of Health Malaysia, 2024).

While the healthcare sector is primarily aligned with Sustainable Development Goal (SDG) 3 focused on ensuring healthy lives and promoting well-being for all. It is also increasingly expected to deliver sustainable services that address the broader needs of patients, healthcare workers, and communities (Berniak-Woźny & Rataj, 2023). In response, the industry is adopting more proactive strategies (PS) aimed at enhancing social sustainability (SS), recognizing the need for long-term, resilient solutions that integrate economic and environmental into core healthcare operations.

Exploration the Corporate Reputation as a Proactive Strategy in Green Healthcare Supply Chain to Achieving Social Sustainability in Malaysia

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In recent years, Green Healthcare Supply Chain (GHSC) initiatives have emerged as a PS that not only addresses environmental and economic goals but also plays a pivotal role in advancing SS. As healthcare organizations increasingly integrate SS considerations into their operations, GHSC practices have gained traction and visibility on a global scale. Despite this growing prominence, the existing body of literature offers limited in-depth analysis of proactive strategies within GHSC frameworks, particularly in the healthcare sector, due to the sector's complex and evolving priorities (Vallée, 2024). Then, guided by institutional and stakeholder theory, this study investigates how GHSC-driven proactive strategies influence social sustainability outcomes. It provides empirical evidence from private hospitals in Malaysia, illustrating how GHSC adoption contributes to strengthening corporate reputation as a mechanism for social impact. The research further proposes a set of theoretical insights for leveraging GHSC practices to enhance corporate reputation, emphasizing the value of aligning these strategies with broader institutional and stakeholder expectations.

LITERATURE REVIEW - Proactive Strategy

Since the release of the Brundtland Commission Report in 1987, the integration of environmental considerations into strategic decision-making has become a significant focus among managers and organizational theorists. Growing environmental crises, such as ecological degradation and pollution have not only disrupted markets but have also threatened corporate value on a massive scale. These challenges have led stakeholders to view proactive environmental strategies as essential responses to growing uncertainties (Ho et al., 2023). Scholars and practitioners alike have advocated for proactive approaches that treat environmental concerns as urgent, economically beneficial, and integral to long-term sustainability. Emerging research indicates that organizations adopting proactive strategies (PS) tend to experience enhanced operational efficiency (Tyler et al., 2024) and improved competitiveness (Yandi et al, 2024). Furthermore, recent findings suggest that proactive strategies foster the advancement of Green Supply Chains, resulting in stronger organizational performance (Hashmi, 2023). By anticipating future environmental and market dynamics, proactive approaches enable firms to strengthen resilience and deliver superior outcomes.

In today's global business landscape, corporate reputation has become a critical factor in achieving long-term sustainability. It reflects a shared perception of a company's historical actions and strategic intentions, often evaluated in relation to its effectiveness compared to key competitors (Arduini et al, 2024). Corporate reputation is broadly understood as the collective assessment of an organization's performance by both internal and external stakeholders, contributing to its market value and sustaining its competitive edge (Olaleye, 2023). From an economic standpoint, reputation is often conceptualized as the expectations and judgments held by insiders and outsiders regarding specific attributes of the organization (Koeswayo et al., 2024). It represents how stakeholders evaluate a firm by comparing its conduct and achievements with those of similar entities, in light of both practical and ethical standards shaped by institutional norms. Aligned with this institutional perspective, corporate reputation in this research is defined as the general perception of an organization its identity, associations, and the anticipated experience it offers to consumers or service users. As noted by Von et al. (2024), reputation and the associated risks have gained prominence due to their direct influence on organizational value. In essence, corporate reputation functions as a reflection of a company's legacy, serving as a communicative tool that signals product or service quality relative to competitors.

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Corporate Reputation

In today's global business landscape, corporate reputation has become a critical factor in achieving long-term sustainability. It reflects a shared perception of a company's historical actions and strategic intentions, often evaluated in relation to its effectiveness compared to key competitors (Arduini et al, 2024). Corporate reputation is broadly understood as the collective assessment of an organization's performance by both internal and external stakeholders, contributing to its market value and sustaining its competitive edge (Olaleye, 2023). From an economic standpoint, reputation is often conceptualized as the expectations and judgments held by insiders and outsiders regarding specific attributes of the organization (Koeswayo et al., 2024). It represents how stakeholders evaluate a firm by comparing its conduct and achievements with those of similar entities, in light of both practical and ethical standards shaped by institutional norms. Aligned with this institutional perspective, corporate reputation in this research is defined as the general perception of an organization its identity, associations, and the anticipated experience it offers to consumers or service users. As noted by Von et al. (2024), reputation and the associated risks have gained prominence due to their direct influence on organizational value. In essence, corporate reputation functions as a reflection of a company's legacy, serving as a communicative tool that signals product or service quality relative to competitors.

Green Healthcare Supply Chain

Within supply chain research, a universally accepted definition of Green Healthcare Supply Chain (GHSC) remains elusive. Various scholars have proposed differing interpretations to capture the essence of appropriate and effective GHSC initiatives. For instance, Bentahar et al. (2023) describe GHSC as the integration of environmentally conscious practices across key supply chain functions, including purchasing, manufacturing, distribution, marketing, and reverse logistics. Similarly, Kaur (2024) characterize GHSC initiatives as emerging innovations that embed environmental sustainability into organizational supply chain processes. Additionally, Tyagi (2024) emphasize the incorporation of environmental principles within conventional supply chain frameworks. Importantly, GHSC practices distinguish themselves from those in other sectors due to their direct influence on environmental health, economic outcomes, and human well-being. In light of these perspectives, this research adopts a working definition of GHSC initiatives as novel actions or improvements in processes, procedures, systems, and business models that collectively enhance sustainable performance across social, environmental, and economic dimensions.

Social Sustainability

Social sustainability refers to the measurement of outcomes related to initiatives aimed at enhancing service quality, strengthening corporate reputation, safeguarding the health and safety of stakeholders, and ensuring customer loyalty and satisfaction. In recent years, organizations have placed increasing emphasis on social sustainability, driven by heightened awareness of issues related to health, safety, and education (Tseng et al., 2023). Moreover, the growing focus on sustainability challenges and intensified global market competition has motivated organizations to prioritize social sustainability more strategically (Abbas, 2024). Many organizations have also integrated sustainability concerns with green supply chain management as a means to advance social sustainability (Khan et al., 2024). Despite this progress, there remains limited exploration of green supply chain adoption within Malaysia's healthcare sector in relation to sustainability (Wahab et al., 2023). To address this gap, this study proposes and empirically evaluates a comprehensive proactive strategy (PS) model embedded within green supply chain practices tailored for healthcare industries in Malaysia.

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Methodology

This study aims to investigate the complexity and characteristics of corporate reputation within the context of private hospitals in Malaysia, employing a multiple case study approach. The research specifically examines how corporate reputation functions as a proactive strategy (PS) through the implementation of Green Healthcare Supply Chain (GHSC) practices. A theoretical sampling method was applied to identify eligible private hospitals, with selection criteria requiring registration under the Ministry of Health (MOH). Ultimately, six private hospitals agreed to participate in the study. Data collection focused on in-depth interviews with senior management personnel, who served as key informants due to their strategic insights and decision-making roles. The research is grounded in institutional and stakeholder theories, providing a theory-driven lens for understanding the interplay between GHSC initiatives and corporate reputation. It also draws upon existing literature related to proactive strategies and sustainable healthcare supply chains. Data analysis was conducted in two distinct phases. The first phase involved within-case analysis, which explored how each individual hospital practiced GHSC and its impact on corporate reputation. The second phase, an across-case analysis, allowed for theoretical replication and validation of findings across different institutional contexts. Consistency in case descriptions was ensured by systematically capturing all relevant information pertaining to corporate reputation in relation to GHSC practices. To analyze and identify emerging themes and core categories, the data were coded using ATLAS.ti version 23.0.

Data Collection

In-depth interviews were conducted with eighteen green coordinators from various departments across selected private hospitals in Malaysia. These individuals served as key informants due to their direct involvement in green healthcare initiatives. The interview protocol was developed based on contemporary literature examining proactive strategies (PS) and their influence on social sustainability (SS) through the implementation of green practices. All interviews were conducted in English and were preceded by formal email invitations. Details of the informants are summarized in Table 1. Each interview session lasted between 45 minutes and two hours. All conversations were audio-recorded with consent, accompanied by detailed note-taking, and subsequently transcribed for analysis. While the selection of informants was confined to those designated by the participating hospitals, the criteria ensured a diverse range of perspectives, which is vital for exploratory research (Yin, 2018). To mitigate potential bias, particularly regarding confidentiality and institutional sensitivity, the identities of the participating hospitals are withheld. In line with Eisenhardt's (1989) recommendation for case study research, six cases were analyzed to provide rich, comparative insights. To ensure data triangulation and enhance the credibility of findings, interview data were supplemented with documentation related to green healthcare supply chain (GHSC) initiatives.

Data Analysis

To examine proactive strategies (PS) within the context of Green Healthcare Supply Chain (GHSC) initiatives, this study employed thematic analysis. The analytical process began with a within-case analysis, allowing for an in-depth understanding of each individual case. This phase involved the systematic collection and organization of all relevant data pertaining to the rationale behind GHSC-related proactive strategies. Field notes were first documented, reviewed, and refined by the research team before being coded. To minimize confirmation bias, the analysis of each case was constrained to pre-established theoretical constructs. Following the within-case analysis, the study proceeded to cross-case analysis to facilitate theoretical replication and explore the generalizability of findings across different institutional settings. This phase focused on identifying patterns and trends in how GHSC initiatives interact with and influence social sustainability (SS). Finally, to structure and categorize the emerging themes, data were processed using ATLAS.ti version 23.0. This coding software supported the classification of core categories and the discovery of recurring patterns across the dataset, enabling a robust interpretation of the relationship between GHSC practices and proactive strategies.

Exploration the Corporate Reputation as a Proactive Strategy in Green Healthcare Supply Chain to Achieving Social Sustainability in Malaysia

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<u>Cases</u>	Informant	Job Position
C1	C1.1	Director, Facility Support Services
	C1.2	Manager, Pharmaceutical Department
	C1.3	Senior Executive, Purchasing Department
C2	C2.1	General Manager, Hospital Support Services Department
	C2.2	
	C2.3	Manager, Pharmacy and Supplies Department
	C2.4	Executive, Procurement
C3	C3.1	Engineer, Healthcare Department
	C3.2	Manager, Pharmacy Department
	C3.3	Officer, Safety Department
C4	C4.1	Manager, Pharmacy Department
	C4.2	Assistant, Manager of Procurement Department
	C4.3	Manager, Facility Department
C5	C5.1	Assistant Manager, Admin Department
	C5.2	Assistant Manager, Pharmacy Department
	C5.3	Manager, Facility Department
C6	C6.1	Manager, Pharmacy Department
	C6.2	Manager, Quality Assurance Department

Table 1-List of Informants

Exploration the Corporate Reputation as a Proactive Strategy in Green Healthcare Supply Chain to Achieving Social Sustainability in Malaysia

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RESULTS AND DISCUSSION

Informants were invited to share their perceptions regarding proactive strategies (PS) implemented through Green Healthcare Supply Chain (GHSC) initiatives and their influence on social sustainability (SS). The coding of field data reflected the perspectives of private hospitals in Malaysia. Data collected from in-depth interviews were systematically analyzed and summarized in Table 2 to identify recurring themes related to PS. Redundant or overlapping responses were removed to ensure clarity and focus. Subsequently, the remaining insights were organized into thematic categories based on conceptual similarity, allowing for a coherent interpretation of the informants' viewpoints.

Table 2- The summary of the PS through the GHSC practices from the perspective of SS

PROACTIVE STRATEGY	SUB THEMES	CASES	TOTAL
Corporate Reputation	· Image	C1	4/6
	· Marketing strategy		
	· Company name	C2	
	· Image	C3	
	· A benchmark company		
	· Image	C4	
	· Trademark		
	· Branding		
	· Different from competitor		
	· Marketing strategy		

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Firstly, to answer the research question one, what is the proactive strategy on the strength of green healthcare supply chain practices in the perspective of social performance? C2 revealed that corporate reputation is a PS through the GHSC practices from the perspective of SS (Table 2). The CR determines as a pride for the company that practices GHSC in healthcare industries. According to Ipsos (2023) highlights that building a strong reputation enhances business efficiency by fostering trust among stakeholders, which in turn facilitates better relationships with regulators, partners, and consumers. In the healthcare sector, corporate reputation is increasingly influenced by the adoption of Green Healthcare Supply Chain (GHSC) practices, which play a critical role in advancing social sustainability. By embedding environmentally responsible processes such as sustainable procurement, waste minimization, and energy-efficient logistics, healthcare organizations demonstrate a proactive commitment to social and environmental values. This strategic integration not only reduces ecological harm but also fosters public trust, strengthens stakeholder relationships, and enhances patient and community well-being (Berniak-Woźny & Rataj, 2023). As a result, GHSC initiatives contribute significantly to building a reputable image of healthcare institutions as socially accountable and environmentally conscious organizations, which is vital in a sector where ethical responsibility and community impact are central to performance and legitimacy.

Secondly, to answer the research question two, why organizations implement the proactive strategy by use of green healthcare supply chain practices? The results reported that four of six cases (C1, C2, C3, and C4) indicated PS as a corporate reputation that impacts SS (Table 2). The majority of informants (ten of eighteen) had explained that CR through practices GHSC is a branding for private hospitals. In a sector where trust, transparency, and ethical standards are paramount, adopting green practices—such as sustainable sourcing, waste reduction, and energy-efficient operations demonstrates a tangible commitment to both environmental stewardship and public welfare. This proactive stance resonates strongly with stakeholders, including patients, staff, regulators, and the broader community, who increasingly value sustainability-driven initiatives. As a result, GHSC implementation not only improves operational performance but also builds a credible and positive institutional image, distinguishing healthcare providers as forward-thinking, socially conscious, and aligned with global sustainability goals (Berniak-Woźny & Rataj, 2023). Thus, these results are admittedly by Wang and Feng (2023), the CR as a PS that impacts SS. In summary, this research's cases revealed that Implementing a Green Healthcare Supply Chain (GHSC) is a strategic approach that enhances corporate reputation by positioning healthcare organizations as environmentally and socially responsible institutions. This reputational capital becomes a key intangible asset, reinforcing trust and securing long-term stakeholder loyalty in a competitive healthcare environment.

Lastly, to answer the research question three, how does it impact on social performance? Four of six cases (C1, C2, C3, C4) indicated that CR by practices GHSC impacts SS (Table 2). The majority of informants four of eighteen were addressing corporate reputation in private hospitals is significantly shaped by internal practices that emphasize employee involvement, organizational rewards, and the adoption of environmentally friendly substitute materials. When employees are actively engaged in sustainability initiatives, such as green healthcare supply chain (GHSC) programs, they become ambassadors of the hospital's values, fostering a culture of accountability and innovation. Incentivizing sustainable behavior through organizational rewards whether through recognition, performance-based incentives, or career advancement further motivates staff to contribute positively to the hospital's environmental and social goals. Additionally, the use of eco-friendly substitute materials in medical supplies and daily operations signals a strong commitment to sustainability, aligning with public expectations and regulatory standards. Together, these practices enhance the hospital's image as a responsible and forward-thinking institution, ultimately strengthening its corporate reputation in a highly competitive and socially conscious healthcare environment (Tarnovskaya, Hånell, & Tolstoy, 2022). C2.1, the General Manager, Hospital Support Services Department of C2, expressed his views on a CR as a PS through the GHSC practices and its impact on SS. C2.1 of C1 highlighted that:

Exploration the Corporate Reputation as a Proactive Strategy in Green Healthcare Supply Chain to Achieving Social Sustainability in Malaysia

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"(..)It gives an excellent image to our hospital. Many companies are buying insurance, and corporate companies choose as a panel hospital. They are quite impressed that we can have almost a total implementation...".

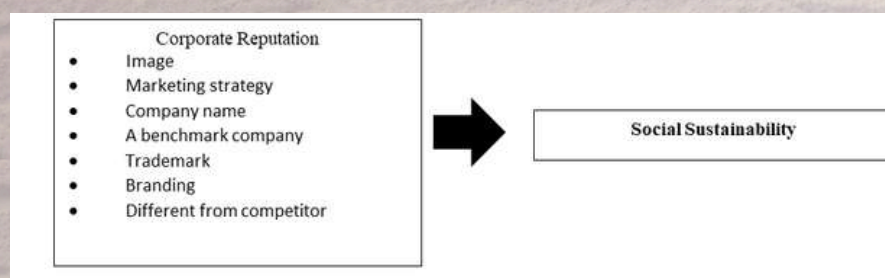
(C2.1, General Manager, Hospital Support Services Department)

This statement is supported by C1.2 of C1 by highlighting that:

"(..)It is one of the corporate images for this hospital. In an indirect way, if any companies that care for the environment, maybe that will influence their decision in choosing us as their hospital panel..."

(C1.2, Manager of Pharmaceutical Department)

Therefore, this research investigates the experiences and perspectives of informants from private hospitals to uncover how corporate reputation functions as a proactive strategy (PS) that supports social sustainability (SS). A key insight from this study is the recognition of corporate reputation not merely as an outcome, but as an active strategic tool leveraged to enhance SS, particularly within the context of private healthcare institutions. This exploratory inquiry contributes novel understanding by examining corporate reputation through the dual lenses of stakeholder and institutional theory an area that remains insufficiently explored in existing SS literature. The findings provide valuable perspectives on how private hospitals strategically integrate reputation-building efforts with broader sustainability objectives. Moreover, the study highlights the importance of engaging institutional and stakeholder viewpoints to develop more holistic and effective approaches to SS within healthcare. To truly foster social sustainability, private hospitals must look beyond their immediate organizational boundaries and consider broader societal expectations. Accordingly, the proposed working proposition is: P: Corporate reputation can be identified as a proactive strategy through green healthcare supply chain initiatives to promote social sustainability from the perspective of the healthcare industry.



THEORETICAL AND PRACTICAL CONTRIBUTION

These research offers are noteworthy. Firstly, a significant contribution of this research that corporate reputation as a proactive strategy and green healthcare supply chain literature. Secondly, it also to employ the institutional and stakeholder theory to frame a conceptual model that links with SS. Corporate reputation, when viewed as a proactive strategy within the framework of Green Healthcare Supply Chain (GHSC) practices, plays a vital role in advancing social sustainability in the healthcare industry. From the lens of institutional theory, healthcare organizations are increasingly influenced by regulatory pressures, normative expectations, and societal demands to adopt sustainable and socially responsible practices. At the same time, stakeholder theory emphasizes the need for healthcare institutions to address the interests and values of diverse stakeholders including patients, employees, suppliers, and the broader community by demonstrating ethical conduct and environmental commitment. By integrating GHSC initiatives such as green procurement, waste reduction, and resource efficiency, healthcare providers not only meet institutional expectations but also reinforce trust and legitimacy among stakeholders. This alignment positions corporate reputation as a dynamic and strategic asset, actively contributing to social well-being, employee engagement, and community trust. Therefore, corporate reputation emerges not merely as a reflection of past performance but as a forward-looking, stakeholder-driven strategy that strengthens the healthcare sector's role in achieving broader sustainability goals.

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Thirdly, the synergetic mechanism identified in this research should assist institution groups in understanding the concept of corporate reputation as a proactive strategy through the GHSC initiatives that contributed to SS. Consequently, from a practical standpoint, the adoption of GHSC initiatives such as environmentally responsible procurement, energy-efficient logistics, and sustainable waste management not only reduces ecological impact but also reinforces the hospital's commitment to social well-being. These practices reflect an organization's dedication to protecting public health, ensuring safety for employees and patients, and fostering ethical and transparent operations. In doing so, healthcare institutions build a strong, credible image that resonates with both internal and external stakeholders. A well-managed reputation built through consistent green practices not only differentiates the organization in a competitive market but also increases trust, employee morale, and patient loyalty. Thus, in practice, corporate reputation becomes an essential strategic tool that supports the healthcare sector's broader aim of achieving long-term social sustainability. Finally, from the results, research propositions were discussed and put forward. Thus, future research could test the research proposition in a cross-discipline context.

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Rethinking Malaysia's Drawback System: Oil and Gas Industry

Reflection on Substance Over Form
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As Malaysia continues its drive to strengthen its position as a regional logistics, manufacturing, and export hub, the country's customs processes play a vital role in determining its competitiveness. Among the various mechanisms designed to support trade facilitation, the Customs Duty Drawback System stands out as one of the most important fiscal tools available to exporters. Under Section 99 of the Customs Act 1967, drawback exists to allow importers to claim back duties paid on goods that are subsequently exported, processed for export, or used in the manufacture of exported products.

In theory, the system enhances Malaysia's export competitiveness by ensuring that duties paid on imported inputs do not become a cost burden when the same goods, or goods incorporating them, leave the country again. In practice, however, many industries encounter significant challenges when seeking to substantiate their drawback claims—challenges that often stem from the tension between “substance” and “form.”

A Framework Rooted in Transparency — Yet Strained by Complexity

Malaysia's legislative framework governing drawback is clear on paper. Claimants must demonstrate that imported goods, on which duties were paid, have either left the country or been used in a qualifying export activity. This involves matching import declarations (K1), duty payment proofs, export evidence (K2/K8), production or consumption records, traceability documents, engineering or manufacturing reports, and in some sectors, offshore deployment evidence such as vessel logs or JK69 clearance forms.

The underlying requirement is transparency: a clear audit trail that allows the Royal Malaysian Customs Department (RMCD) to ascertain that the goods involved in a drawback claim genuinely qualify under the law. However, the evolving complexity of modern supply chains means that documentation rarely aligns neatly with operational reality. Goods are often transformed, consumed, repackaged, substituted, refurbished, or deployed in environments where traditional export documentation is not generated.

This widening gap between what businesses can realistically document and what Customs traditionally expects has become the heart of the drawback challenge in Malaysia.

The Substance Over Form Dilemma: A Core Systemic Challenge

The principle of substance over form, that economic reality should take precedence over strict documentary formats is widely acknowledged in taxation and regulatory theory. Yet, in the customs environment, where the risk of fraud or duty leakage is perceived to be higher, authorities understandably lean towards strict documentary compliance.

As a result, many legitimate claims are questioned not due to any actual breach of regulations, but due to documentation mismatches that arise naturally from industry practices. These include mundane realities such as production yield loss, refurbishment cycles, part substitutions, high-volume batching, multi-node logistics flows, and offshore deployment where traditional export documentation (such as K2) does not exist.

In several tribunal matters currently underway; these issues form the central subject of contention. Companies often demonstrate convincingly through operational logs, engineering records, BOM mapping, QA documents, and offshore activity reports that the goods were indeed exported, consumed, or incorporated into exported products. Yet, the absence of a perfect 1-to-1 documentary match often becomes a barrier to claim approval.

Why Substance Must Finally Matter More Than Form

Malaysia's offshore oil and gas industry has matured significantly over the past decades, growing into a major regional hub for Engineering, Procurement and Construction (EPC) delivery, Subsea, Umbilical, Riser, Flowlines (SURF) installation, fabrication, Transportation and Installation (T&I) campaigns and specialized engineering procurement. Our fabrication yards in Lumut, Pasir Gudang and Labuan, our marine bases supporting installation vessels, and our network of engineering vendors reflect a level of capability that places Malaysia firmly on the map. Yet despite this progress, one area remains chronically misaligned with the realities of project execution: the customs ecosystem governing drawback and temporary importation.

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In principle, the Customs Duty Drawback mechanism is one of Malaysia's most important tools for supporting project economics. It exists to ensure that duties paid on imported materials used in offshore work or subsequently exported do not become unnecessary cost burdens. The mechanism is intended to create financial continuity, protect margins, and help Malaysia remain competitive against neighboring execution centers. But in practice, the system often struggles to acknowledge how oil and gas materials actually move through EPC, SURF, GEP and T&I work scopes. This misalignment has allowed documentary formalities to overshadow operational truth, creating friction that affects cost, schedule and competitiveness.

The challenge becomes particularly visible in disputes and tribunal case where some of which the writer is currently involved in and where agencies do not fundamentally question whether materials were installed offshore, transformed during fabrication, consumed during T&I activities, or integrated into subsea infrastructure. Instead, the questions center on whether the documentation mirrors a traditional export model that no longer represents the modern offshore execution environment. The tension is not around compliance but around whether documentation designed decades ago can realistically describe today's material flows.

To appreciate this misalignment, one must understand the movement of goods in a typical Malaysian EPC or SURF project. Materials sourced globally do not arrive in a form that remains static until offshore deployment. They enter the country through major ports and then shift through multiple locations before installation. A spool component may arrive under a simple commercial description, then be cut, welded, blasted, coated, hydro-tested, and integrated into a larger assembly. SURF components may require reconfiguration or partial integration at the yard. GEP items may undergo engineering-driven substitutions that adjust configurations or material specifications without altering the overall work scope. Installation hardware may be mobilized to multiple marine bases before finally being loaded onto a barge or construction vessel for the offshore campaign.

Throughout this process, the original identity of the imported item naturally evolves. Its dimensions change, its weight shifts, its physical characteristics are altered and, in many cases, its serial identifiers no longer match the original declaration. Yet the drawback system still expects an unchanged one-to-one match between what was declared at import and what is demonstrated as having been exported or consumed offshore. Because offshore installation does not produce a K2 form, contractors rely on fabrication records, welding logs, material traceability sheets, integration reports, load-out manifests, marine dailies, installation confirmation records and final as-builts to prove that the material has left the Malaysian economy.

These records reflect the operational truth, but they do not reflect the structure of a traditional export declaration. That is where the friction begins.

Tribunal proceedings help to illustrate this problem. Evidence provided in these cases often shows clearly that the goods were deployed offshore, permanently installed or used in subsea infrastructure. Yet the absence of perfect documentary alignment triggers disputes. The focus sometimes shifts from the fundamental question whether the goods were used offshore to smaller issues such as weight discrepancies arising from fabrication, description mismatches caused by engineering changes or serial differences resulting from rework or yard-specific identification practices. Panels often recognize the logic of offshore installation as an export-equivalent activity, but without explicit guidance from customs leadership, the system defaults to conservative interpretations that place paperwork above operational substance.

This challenge is intensified by the role of Malaysia's temporary importation regime. In offshore projects, temporary importation is essential for rental equipment, installation tools, lifting gear, deployment frames and specialized machinery that must eventually leave the country. When temporary importation functions smoothly, projects benefit immediately: costs remain predictable, cashflow is preserved, delays are minimized and vessel schedules are protected. Temporary importation allows rental equipment to enter the country without upfront duties, ensuring that contractors can mobilize spreads quickly and redeploy assets efficiently at the end of a campaign.

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However, temporary importation does not always align with operational needs. Administrative delays, system issues, documentation gaps or timing conflicts can force a switch to duty-paid importation. Once that occurs, the drawback mechanism becomes the sole instrument for recovering costs that should never have been imposed on the project. If the drawback system fails whether due to an overly literal reading of the documents, inconsistent interpretation at different ports, or misunderstanding of EPC and T&I processes, contractors are left carrying costs that fundamentally distort project economics. This inflates installation costs, extends rental durations, complicates demobilization, and makes Malaysian execution less attractive in comparison with neighboring countries where customs frameworks are more closely aligned with offshore realities.

The impact on project timelines is equally serious. Materials stuck in customs disputes delay yard works, impact fabrication schedules and push vessel mobilization windows. Waiting for equipment to clear customs because of uncertainty over temporary importation or drawback eligibility can lead to vessel idling, lost weather windows and extra standby charges. In marine operations, every lost day represents significant cost exposure. A customs regime that does not recognize offshore installation as a legitimate endpoint for imported goods can inadvertently cause hundreds of thousands of ringgit in avoidable expenses.

The time has clearly come for Malaysia to modernize its approach. Offshore installation must be formally recognized as an export-equivalent activity that is verifiable through engineering and marine records. EPC transformation must be acknowledged as a natural part of the process rather than a documentation inconsistency. Engineering substitutions, integration activities and fabrication reworks must be understood for what they are normal, essential aspects of project delivery, not compliance anomalies. And customs interpretations must be harmonized across ports to ensure that a drawback claim treated as valid in Kemaman does not face rejection in Pasir Gudang or Labuan.

Malaysia already has the industrial capacity, engineering capability and marine infrastructure to be a leading regional center for SURF installation, subsea fabrication and large-scale T&I execution. What is needed now is a customs framework that reflects the way oil and gas execution actually works. If this alignment is achieved, contractors will benefit from reduced duty exposure, faster turnaround time for rental equipment, smoother mobilization, fewer disputes and more predictable project outcomes. And Malaysia will benefit from greater investment confidence, increased offshore project routing and a stronger reputation as an execution base that understands both the technical and logistical realities of the industry.

The offshore sector does not resist compliance. It simply needs a system that recognizes the truth of its operations. In EPC, SURF, GEP and T&I execution, substance is the reality. It is time our regulatory framework reflected it.

Tribunal Insights: A Mirror Reflecting Structural Gaps

The writer's involvement in ongoing tribunal cases with Malaysian Customs offers a unique window into how these disputes unfold at a legal level. In many cases, businesses successfully demonstrate through engineering reports, consumption logs, production batch records, and certified operational documentation that goods were genuinely consumed or exported. Yet, strict documentary interpretation may still prevail when descriptions, serial numbers, weights, or HS codes fail to align perfectly.

Tribunal panels often acknowledge the practical realities of industry operations, but without clearer regulatory guidelines, decision-making frequently leans towards conservative interpretation. These experiences highlight the urgent need for updated customs guidance, industry specific standards, and harmonized practices across ports and enforcement units.

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