Thailand - Japan Cooperation and Prospect for Efficient Logistics Network in ASEAN

- Introduction of “ASEAN Logistics Network Map” Project -

Japan External Trade Organization (JETRO)

Towards Sustainable Logistics Development.

Thailand - Japan Cooperation and Prospect

September 23, 2008, Bangkok

Organized by TNSC, JILS and JETRO
Introduction of JETRO

JETRO, or the Japan External Trade Organization, is a government-related organization that works to promote mutual trade and investment between Japan and the rest of the world, established in 1958.

JETRO has been conducting studies on logistics environment in ASEAN and India since 2006 as one of the important factors of investment conditions.

Not only studies, JETRO also has been conducting projects to support improvement of logistics management in ASEAN with JILS, especially in Thailand to support ASEAN Economic Integration through industrial competitiveness of ASEAN.

For advancement of logistics management in ASEAN private sectors, JETRO is now planning to introduce Green Logistics as a higher level of management, as well as to support improvement of logistics management and capacity building of related agencies in CLMV countries.
Today’s Topics

1. Outline of “ASEAN Logistics Network Map”
   ~Study Stage~

2. Some Results and Implications from the Study in 2007/08
   ~A Case of Road Transport on East West Economic Corridor (EWEC)~

3. Outline of “ASEAN Logistics Network Map”
   ~Project Stage~
Outline of “ASEAN Logistics Network Map”

~Study Stage~
Objectives and the Structure of “ASEAN Logistics Network Map”

Objectives:

1. To provide useful information on logistics-related hard and soft aspects
   - Route survey for 7 priority routes
     - Transportation mode: land, sea, air
     - Door-to-door cost and time are analysed by each phase of transportation.
   - Logistics database (CD-ROM)
     - Hard infrastructure & soft infrastructure
     - User-friendly (works on web browser)

2. To clarify the present situation of logistics network
   - To identify bottlenecks
   - To propose measures for improvements
   - To carry business sectors’ needs to policy makers

AND

The result of study in 2006 (English version) is available on our website. (http://books.jetro.go.jp/en/)
Route survey: Surveyed Routes

Selected by Business Sectors’ interests in Japan and ASEAN

Route 1: Thailand - Malaysia – Singapore

Route 2: Thailand - Laos - Vietnam (Hanoi) (EWEC)

Route 3: Vietnam - South China

Route 4: Thailand - Myanmar (EWEC)

Route 5: Thailand - Cambodia - Vietnam (Ho Chi Minh City)

Route 6: Singapore – Indonesia

Route 7: Thailand - Philippine

😊😊😊 All the routes are connected to Thailand! 😊😊😊
In this sample, the import custom clearance in Vietnam takes most of the time, and it diminishes the merit of air transport.
Transportation Cost of Automotive Parts from Philippines to Thailand by Sea

In this sample, the domestic transportation cost in Philippines holds the largest share, while customs clearance also costs much in both countries.
Database: Collected Information

- **Basic Information**: Basic Information, Intra ASEAN Trade, Development Projects, Population Density, Dangerous Areas, etc…
- **Road Information**: Major Road Network, Basic Information, Traffic Volume, No. of Lanes, Surface Condition, Vehicle Capacity Ratio, etc…
- **Port Information**: Major Port Location, Basic Information, Lead time to Major Ports, Container Movement, Freight Rate, etc…
- **Air Port Information**: Major Air Port Location, Frequency of Flight, Lead time to Major Air Ports, etc…
- **Railway Information**: Railway Network, Basic Information
- **Regulations/Procedures**: Custom Procedures, EDI, Legal System, Logistics Education, etc…
- **Logistics Column**: Hot Issues concerning Logistics in ASEAN
Database: Screen Layout

Select Country

Select Type of Info

Ex. Frequency of Flight from Malaysia to Major Airports in ASEAN region
User-friendly (works on web browser)
Easy to compare logistics environment of each country
Data collection from private companies’ point of view. Most of the data are visualized as maps, so that users can grasp image easily.
Our Study in 2007/08

We’re trying to improve data accuracy to enhance reliability.

To focus on 3 routes

- Thailand – Malaysia – Singapore – Indonesia
- Thailand – Lao PDR – Vietnam – South China
- ASEAN – India

To consider not only cost and time but also quality (i.e. damage, delay, reliability)

To conduct trial transportation

Policy Recommendations

Suggestion of improvement guidelines for further actions towards productive consequence

We need your cooperation to collect and update data !!!
Some Results and Implications from the Study in 2007/08

~A Case of Road Transport on East West Economic Corridor (EWEC)~
Possibility of Road Transport on EWEC (Bangkok ~ Hanoi)

- Drastic time reduction by shortcut compared to sea transport
- Alternative mode of transport

Time Comparison

<table>
<thead>
<tr>
<th>Mode</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sea</td>
<td>213h</td>
</tr>
<tr>
<td>Road</td>
<td>74h</td>
</tr>
<tr>
<td>Air</td>
<td>29h</td>
</tr>
</tbody>
</table>

Cost Comparison

<table>
<thead>
<tr>
<th>Mode</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air</td>
<td>69,910USD</td>
</tr>
<tr>
<td>Road</td>
<td>5,500USD</td>
</tr>
<tr>
<td>Sea</td>
<td>2,910USD</td>
</tr>
</tbody>
</table>

(40ft container or 30 tons of cargo)

In terms of time, road transport enjoys an advantage over sea, favorably compares with air. However, bottleneck lies in high cost!

*It is rare to carry 30 tons of cargo by air. Please consider this as for reference.
*Cost of road transport is estimated under assumption of no return cargo.
# Example of door-to-door cost estimation method (road)

<table>
<thead>
<tr>
<th>Country</th>
<th>Node/Link</th>
<th>Functions</th>
<th>Basic elements of cost</th>
<th>Conditions</th>
<th>cost (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thailand</td>
<td>Bangkok</td>
<td>Loading</td>
<td>(1) Road transport charge</td>
<td>Transport charge includes loading charge</td>
<td>700</td>
</tr>
<tr>
<td></td>
<td>Bangkok</td>
<td>Road Transport</td>
<td></td>
<td>Transport charge including loading</td>
<td></td>
</tr>
<tr>
<td></td>
<td>~</td>
<td></td>
<td></td>
<td>• Distance: 700km</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mukdahan</td>
<td>Export custom</td>
<td>(3) Document fee</td>
<td>200US$</td>
<td>200</td>
</tr>
<tr>
<td>Laos</td>
<td>Savannakhet</td>
<td>Transit custom</td>
<td>(3) Document fee</td>
<td>200US$</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td>~</td>
<td>Transshipment</td>
<td>(2) Transshipment fee</td>
<td>Setting 100US$ (in the case using crane)</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Den Savan</td>
<td>Road Transport</td>
<td>(1) Road transport charge</td>
<td>Transport charge including loading</td>
<td>250</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Distance: 250km</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Unit cost: setting 1US$/km</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Transport charge: 250US$</td>
<td></td>
</tr>
<tr>
<td>Vietnam</td>
<td>Lao Bao</td>
<td>Import custom</td>
<td>(3) Document fee</td>
<td>200US$</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td>Lao Bao</td>
<td>Road Transport</td>
<td>(1) Road transport charge</td>
<td>Transport charge including loading</td>
<td>700</td>
</tr>
<tr>
<td></td>
<td>~</td>
<td></td>
<td></td>
<td>• Distance: 700km</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hanoi</td>
<td>Unloading</td>
<td></td>
<td>Transport charge includes unloading charge</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Unit cost: setting 1US$/km</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Transport charge: 700US$</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>Document processing</td>
<td>(3) Document fee</td>
<td>Total document processing fee</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Total</td>
<td>2,750</td>
</tr>
</tbody>
</table>

Cost of each phase of transportation is estimated under conditions above. Total cost will be **doubled (5,500USD)** if no return cargo by chartered service.
Road Transport on Bangkok～Singapore Route (For Reference)

- Road Transport is competitive both Time and Cost on Bangkok～Singapore Route

**Time (Door to door)**
- Sea (151h) >
- Road (53h) >
- Air (29h)

**Cost (Door to door)**
- Air (64,320USD) >
- Road (2,730USD) >
- Sea (2,000USD) (40ft container or 30 tons of cargo)

*It is rare to carry 30 tons of cargo by air. Please consider this as for reference.*

*Cost of road transport is estimated under assumption of no return cargo.*
Some Issues concerning EWEC (Bangkok～Hanoi)

- No return cargo from Hanoi due to unbalanced trade volume
- Improvement of convenience, e.g. business hour of customs
- Implementation of Cross Border Transport Agreement (CBTA)
- Maintenance of hard infrastructure, e.g. roads
- Lack of street light in Lao PDR, Low weight limitation bridges
- Negative impacts when traffic volume increases in future
  - Congestion at Cross Border Points
  - Damage on Road Surface
  - Environmental Load (Cost)
  - Traffic Accidents
  - Infectious disease, etc...

Actions should be taken against issues
to make this logistics network commercialized and efficient
and to enhance competitiveness of this region.

JETRO is to support this region for an action by clarifying bottlenecks, measures for improvements and improvement effects.
JETRO’s Trial Transport on EWEC (Bangkok ~ Hanoi)

Key points:
- Loaded trucks run from both Bangkok and Hanoi, and meet in Savannakhet, where containers are transshipped.
- No unloaded running → cost reduction

Transshipment of Loaded Containers

Loaded

Hanoi

Loaded

Densavan (Lao PDR) / Lao Bao (Vietnam)

Bankok

Mukdahan (Thailand) / Savannakhet (Lao PDR) (2nd Mekong Bridge)
JETRO’s Trial Transport on EWEC (Bangkok～Hanoi)

Thailand

Lao PDR

Vietnam

Existing Trials

Transshipment of Containers in Savannakhet

Our Trial
JETRO’s Trial Transport on EWEC (Bangkok～Hanoi)

Maps showing routes and locations in Thailand, Lao PDR, Vietnam, and Cambodia.
### JETRO's Trial Transport on EWEC (Bangkok ~ Hanoi)

<table>
<thead>
<tr>
<th>Country</th>
<th>Thailand</th>
<th>Lao PDR</th>
<th>Vietnam</th>
</tr>
</thead>
<tbody>
<tr>
<td>City</td>
<td>Bangkok</td>
<td>Mukdahan</td>
<td>Savannakhet</td>
</tr>
</tbody>
</table>

#### Movement of Trucks and Containers

<table>
<thead>
<tr>
<th>Date</th>
<th>Bangkok to Hanoi (east bound)</th>
<th>Accum. Time (h)</th>
<th>Accum. Distance (km)</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>30-Oct-07</td>
<td>31-Oct-07 6:30</td>
<td>0:00</td>
<td>0</td>
<td>Stay overnight in Mukdahan</td>
</tr>
<tr>
<td>31-Oct-07</td>
<td>31-Oct-07 8:00</td>
<td>25:30</td>
<td>744</td>
<td>Waiting time 59mins (Mukdahan Customs) Custom clearance: 13mins</td>
</tr>
<tr>
<td></td>
<td>31-Oct-07 11:05</td>
<td>28:35</td>
<td>760</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1-Nov-07 10:20</td>
<td>51:50</td>
<td>1,004</td>
<td>Custom clearance: 59mins (2nd Mekong Bridge) Running at night (Dong Ha to Thanh Hoa)</td>
</tr>
<tr>
<td></td>
<td>1-Nov-07 10:45</td>
<td>52:15</td>
<td>1,005</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2-Nov-07 11:55</td>
<td>77:25</td>
<td>1,719</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>Hanoi to Bangkok (west bound)</th>
<th>Accum. Time (h)</th>
<th>Accum. Distance (km)</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-Nov-07</td>
<td>1-Nov-07 23:00</td>
<td>84:20</td>
<td>1,724</td>
<td>Stay overnight in Savannakhet Custom clearance and X ray inspection: 59mins (Mukdahan Customs) Custom clearance: 1hour 15mins (Mukdahan) Stay overnight in Mukdahan</td>
</tr>
<tr>
<td>30-Oct-07</td>
<td>30-Oct-07 19:00</td>
<td>32:20</td>
<td>975</td>
<td></td>
</tr>
<tr>
<td>31-Oct-07</td>
<td>31-Oct-07 10:00</td>
<td>47:20</td>
<td>981</td>
<td>Custom clearance: 1hour 15mins</td>
</tr>
<tr>
<td>29-Oct-07</td>
<td>29-Oct-07 10:40</td>
<td>0:00</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>
Single stop cross-border system is the most effective for time saving.
The most effective way to reduce cost is to get return cargos, and the second is to increase loading rate by LCL (Less-than-Container Load).
Fuel is the main component of land transport cost. Energy saving means cost saving and greener transport!

Improvement 1: 10% Fuel saving by eco-friendly driving (eco-driving: green transport)
Improvement 2: 20% Fuel saving by eco-friendly driving (eco-driving: green transport)
In case of careful transport with container transshipment by high-level truck drivers and staffs for material handling, the shock level is the same as expressways in Japan.

Source: JETRO’s trial transport on EWEC
| Cost       | Need to be competitive compared with sea  
|            | - No Return Cargo due to unbalanced trade volume  
|            | - Energy saving is becoming more and more important  
| Possible measures: |  
|            | • Cooperative transport, Improvement of loading ratio  
|            | • Promotion of Green Logistics skills such as eco-driving  
|            | • Institutional framework for LCL  
|            | • Freight distribution center in border points, etc…  
| Time       | Need to be competitive compared with air  
| Possible measures: |  
|            | • 24-hour service of custom  
|            | • Full implementation of Single stop service at border  
|            | • Street lights to enable to run even at night  
| Quality    | Need to improve service level of transportation  
| Possible measures: |  
|            | • HRD for logistics service providers as well as shippers  
|            | • Proper use of transport package, Proper way of cargo handling, etc…  

- Cost Down!  
- Green Logistics!  
- Faster!  
- Level Up!
High Priority Issues for Business Sector

For shippers
1st: to secure return cargo by information sharing between in-gourp and related companies (For Cost Reduction)
2nd: to improve loading ratio (For Cost Reduction)
3rd: to improve management by HRD, e.g. transport planning, proper use of transport package (For Cost Reduction & Quality)

For logistics service providers
1st: to make institutional framework for LCL by administrative bodies in this region (For Cost Reduction)
2nd: to implement Single stop cross border system ASAP by administrative bodies in this region (For Time Saving)
3rd: to improve service level, e.g. proper way of cargo handling, safety and eco-driving by HRD (For Quality & Cost Reduction)

For Sustainable Logistics Development in the long run, Human Resource Development is a crucial issue for both shippers and service providers!
Outline of “ASEAN Logistics Network Map”

~Project Stage~
Toward Improvement of Logistics Performance

- **Efforts by both public and private sectors in collaboration is needed for improvement of logistics performance.**

**Improvement of Average Speed**
- Maintainance and development of hard infrastructure
- Simplify export & import procedures, etc.
  → Improvement by public sector

**Improvement of Transport Quality**
- Improvement of logistics management skills
  - *Genba Kaizen*, etc.
  → Improvement by private sector

**Improvement of Cost per Ton-Kilometer**
- Encourage a competitive environment (eg. entry deregulation, etc.)
- Improvement of logistics management skills
  - *Genba Kaizen*, etc.
  → Improvement by both public & private sector

Time → Quality → Cost

<table>
<thead>
<tr>
<th>Time</th>
<th>Quality</th>
<th>Cost</th>
</tr>
</thead>
</table>

**Conclusion**
Evolutions in transport quality, cost, and average speed are necessary for improvement.
Output image of the Study of “ASEAN Logistics Network Map”

Policy Recommendations

Logistics Facilitation

Administrative Bodies in ASEAN and Japan

ASEAN Logistics Network Map

Private Sectors in ASEAN and Japan

Strengthen competitiveness of ASEAN region and Japanese companies

JETRO is also conducting supporting projects to make a concrete improvement in ASEAN.

- HRD in logistics management especially for shippers
- Facilitate “Green Logistics” to reduce energy consumption / CO2 emission
- Capacity building in logistics management for related agencies in CLMV countries
## Roadmap for the Integration of Logistics Services by ASEAN

### NO. MEASURES

<table>
<thead>
<tr>
<th>NO.</th>
<th>MEASURES</th>
<th>IMPLEMENTING BODY</th>
<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td><strong>Member country shall endeavour to achieve substantial liberalisation of logistics service in the following sectors:</strong> Maritime cargo handling services, Storage &amp; warehousing services, Freight transport agency services, Courier services, Packaging services,</td>
<td>SEOM/STOM</td>
<td>Beginning 2007</td>
</tr>
<tr>
<td>II</td>
<td><strong>Enhancing Competitiveness of ASEAN Logistics Services Providers through Trade (including Documentation Simplification) and Logistics (Transport) Facilitation (No.12–35)</strong></td>
<td>STOM and AFFA, Input from Secretariat</td>
<td>Beginning 2007</td>
</tr>
<tr>
<td>III</td>
<td><strong>Expanding Capability of ASEAN Logistics Service Providers</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>36</td>
<td>Adopt best practices in the provision of logistics services and support the development of SMEs in the sector, including the formation of SME networks</td>
<td>SEOM/STOM</td>
<td>Beginning 2007</td>
</tr>
<tr>
<td>37</td>
<td>Promote regional cooperation to assist CLMV countries especially least developed countries</td>
<td>STOM and AFFA, Input from Secretariat</td>
<td>Beginning 2007</td>
</tr>
<tr>
<td>38</td>
<td>Develop and update an ASEAN database on logistics services providers with a view to enhance the development of networking activities</td>
<td>STOM and AFFA, Input from Secretariat</td>
<td>Beginning 2007</td>
</tr>
<tr>
<td>IV</td>
<td><strong>Human Resource Development</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>39</td>
<td>Develop and upgrade skills and capacity building through joint trainings and workshops</td>
<td>STOM and AFFA, Input from Secretariat</td>
<td>On-going</td>
</tr>
<tr>
<td>40</td>
<td>Encourage the development of national skills certification system for logistics service providers</td>
<td>STOM and AFFA, Input from Secretariat</td>
<td>On-going</td>
</tr>
<tr>
<td>41</td>
<td>Encourage the development of an ASEAN common core curriculum for logistics management</td>
<td>STOM and AFFA, Input from Secretariat</td>
<td>On-going</td>
</tr>
<tr>
<td>42</td>
<td>Encourage the establishment of national/sub-regional centre of excellence (training centre)</td>
<td>STOM and AFFA, Input from Secretariat</td>
<td>Beginning 2007</td>
</tr>
</tbody>
</table>

### SPECIFIC ISSUES

- Member country shall endeavour to achieve substantial liberalisation of logistics service in the following sectors: Maritime cargo handling services, Storage & warehousing services, Freight transport agency services, Courier services, Packaging services,

- Enhancing Competitiveness of ASEAN Logistics Services Providers through Trade (including Documentation Simplification) and Logistics (Transport) Facilitation (No.12–35)

- Expanding Capability of ASEAN Logistics Service Providers

- Human Resource Development

- Specific Issues

- Member country shall endeavour to achieve substantial liberalisation of logistics service in the following sectors:
  - Maritime cargo handling services
  - Storage & warehousing services
  - Freight transport agency services
  - Courier services
  - Packaging services

- Enhancing Competitiveness of ASEAN Logistics Services Providers through Trade (including Documentation Simplification) and Logistics (Transport) Facilitation (No.12–35)

- Expanding Capability of ASEAN Logistics Service Providers

- Human Resource Development

- Specific Issues

(Based on Documents by ASEAN Secretariat, [http://www.aseansec.org/](http://www.aseansec.org/))
In August 2006, the Japanese government and private sector cooperatively launched a forum called “Partnership on International Logistics Competitiveness” with an aim at realizing “Asia-wide seamless logistics network.”

“Partnership on International Logistics Competitiveness Action Plan” (December, 2006) was decided in this partnership forum on international logistics competitiveness.

Framework of “Partnership on International Logistics Competitiveness”

- **Partnership Forum on International Logistics Competitiveness**
  - Highest decision-making body (Formulation of Action Plan, an evaluation, instructions to the executive board)

- **Executive Board**
  - Body to handle general matters (Coordination among Working Groups (WGs), approval of their activity schedule, exchange of views and information)

- **WG on Logistics Resources and Materials**
- **WG on Human Resource Development**
- **WG on Export/Import Customs Procedures**
- **WG on Wide-area Logistics Network**

(Based on Documents by METI & MLIT, The Government of Japan)
Implemented Projects in this year

～Relations between Action Plans and Implemented Projects in this year～

○ Action plan on Development of an ASEAN wide-area logistics network
  • Realize development of soft- and hard-infrastructures in the 6 logistics routes for which Japanese companies have a high degree of need

○ Advanced utilization of logistics resources
  • By introducing RFID tags, exporting other advanced know-how from Japan about logistics resources, and publicizing these technologies, realize more efficient logistics operations.

○ Human resource development for logistics and import/export customs procedures
  • Apply Japan’s logistics qualification programs and realize improvements in capacity of logistics-related human resources in ASEAN region.

○ Computerization of import/export customs procedures towards ASEAN integration
  • Support promotion of inter-regional connection and creation of Single Windows in each country, and realize rationalization of customs-related procedures.

Truck Run Test for Practical Realization of the
JETRO & JILS is contributing

• Investigate infrastructure situations and legislations related to international land transportation through the Second Mekong International Bridge
• Study measures to efficient traffic operations, and prove the measures by the implementation of the truck run test
• In the truck run test, effect of introducing GPS and RFID tags are verified, and problems and challenges towards actual utilization are summarized.

Support the Introduction of ASEAN Logistics Qualification Program
JETRO & JILS is contributing

• Select appropriate countries as model to expand the logistics qualification programs in ASEAN region

Support the creation of ASEAN Single Window

• Investigate the present situations of National Single Window and import/export customs procedures in ASEAN countries
• Build standard data model for ASEAN Single Window, and clarify the merits to the standardizations and deregulation

(Based on Documents by METI & MLIT, The Government of Japan)
Our Network, Advisors and Supporters which we’re proud of

Network: “ASEAN – wide Logistics Forum”
(Network by business and academic sectors between ASEAN and Japan)

Japan: Japan External Trade Organization (JETRO), Japan Institute of Logistics Systems (JILS)
Brunei: The Brunei Economic Development Board (BEDB)
Cambodia: Cambodia Freight Forwarder Association (CAMFFA)
Indonesia: Indonesia National Shippers’ Council (INSC), Indonesia Logistics Association (ALI)
Lao PDR: Lao National Chamber of Commerce and Industry (LNCCI), Lao International Freight Forwarders Association (LIFFA)
Malaysia: Federation of Malaysian Manufacturers, Federation of Malaysian Freight Forwarders
Myanmar: Myanmar International Freight Forwarders’ Association (MIFFA), Myanmar Custom Brokers Association (MCBA), Union of Myanmar Federation of Chambers of Commerce & Industry (UMFCCI)
Philippines: Centre for Research and Communication (CRC), Philippines Chamber of Commerce and Industry (PCCI), University of the Philippines School of Urban and Regional Planning (UP-SURP)
Singapore: National University of Singapore (NUS) Centre for Maritime Studies (CMS)
Thailand: Thai National Shippers’ Council (TNSC), Thai Federation on Logistics (TFL)
Vietnam: Vietnam Standards and Quality Centre, Vietnam Chambers of Commerce and Industry (VCCI)

Advisors
Dr. Hirohito Kuse (Tokyo University of Marine Science & Technology)
Dr. Takao Enkawa (Tokyo Institute of Technology)
Dr. Toshinori Nemoto (Graduate School of Commerce and Management, Hitotsubashi University)
Dr. Ruth Banomyong (Thammasat Business School, Thammasat University)

Supporters (data resources, data sharing …)
Government of Japan (METI, MLIT, MOF, MOFA), JICA, JBIC, Economic Research Institute for ASEAN and East Asia (ERIA), ASEAN Secretariat, Asian Development Bank (ADB), United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)

We would like to expand our network with you !!!
Thank you very much for your kind attention!

Please contact:
Tetsuo Shibata, Mr. (Asian Cooperation Division, JETRO Tokyo), TEB@jetro.go.jp
Masaaki Toma, Mr. (Head of Logistics Project, JETRO Bangkok), Masaaki_Toma@jetro.go.jp
Chutima D, Ms. (Logistics Project Coordinator, JETRO Bangkok), Chutima_D@jetro.go.jp