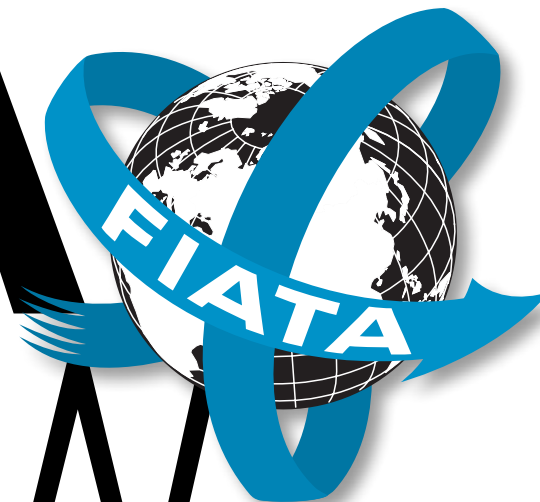


FIATA REVIEW



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JULY
2020

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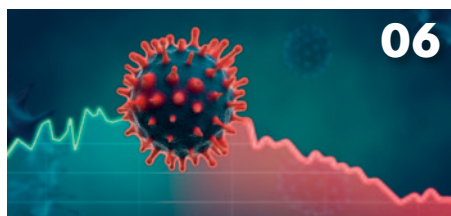
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FIATA Review

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FIATA

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



*the global voice of
freight logistics*

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ON OUR WAY TO WHERE WE WANT TO BE – FORWARD

Dear colleagues and friends,

We have just passed the halfway mark of what is set to be one of the most memorable years in recent history. The COVID-19 pandemic has shaken the world. Nations worldwide experienced many changes, and so did our organisation. FIATA adapted to the challenges faced by COVID-19 by developing a dedicated information platform on its website to support our members. This received extremely positive feedback from our National Association and Individual Members, as well as from like-minded international organisations such as the World Trade Organization, which added our resources to its COVID-19 Trade Facilitation Repository. This shows that FIATA's hard work to reposition itself as a key player in trade and logistics is paying off.

In just a few months, we have been able to get an array of expertise to FIATA by bringing a dynamic team to Geneva. This is reflected in the new organisational structure, which includes five business units: Membership (Administration), International Trade and Law, Technological Projects, Professional Development and Sustainability, and Communication and Events. The team has ambitious objectives ahead to increase FIATA's value.

Earlier in May, we were able to discuss the progress of the work being done by the secretariat when the FIATA Extended Board met for the first time this year via Zoom. We were able to address concerns over this year's FIATA World Congress, which unfortunately has been postponed to 2022 due to travel uncertainties triggered by COVID-19. We look forward to going to Busan, Republic of Korea, for the 2022 congress and are excited to go to Brussels, Belgium, next year for the 2021 FIATA World Congress.

In the meantime, I had the pleasure to meet virtually with peers from the Region Africa and Middle East (RAME) to discuss the state of the industry and governments' expectations of the freight forwarding industry during the pandemic. The webinar in May was attended by 60 FIATA members and was followed up by another web conference in June to discuss shipping lines' relationship with freight forwarders during and post COVID-19. The FIATA Presidency, with the support of the secretariat, has also rethought the way we meet and guide the organisation, using new technologies to communicate with our members. To this end, we have approved a new digital strategy which aims to enable FIATA members to seamlessly exchange secured and authenticated data between themselves and with their different partners. This will be of great benefit to the organisation, facilitating the transition into the digital age and take us in the direction we have already set course for – forward.



**Sincerely,
Basil L S Pietersen
FIATA President**

LOGISTICS SERVICE PROVIDERS... AREN'T FINANCIAL INSTITUTIONS

The COVID-19 pandemic has exposed the weaknesses in the business and international trade logistics and supply chain management models that have existed over the decades. So will the health crisis bring a change in attitude towards trade logistics service providers who offer financial accommodation to clients as a cost of keeping their business? Read this 'Letter to the Editor' addressing this issue from an experienced FIATA hand, Australia's Stephen Morris.

Noting the recent FIATA commentary on detention and demurrage charges, this document also raises for consideration the significant weaknesses exposed by the COVID-19 pandemic in the existing business and international trade logistics and supply chain management models that have underpinned international trade over the decades. The just-in-time concept, pioneered by the automotive industry in globally interlinked economic and logistics aspects, has now revealed significant fatal deficiencies where sustained transport disruption occurs. Weather conditions, transport glitches and civil disruption with

predictable timeframes have been able to be managed by skilled and flexible international freight forwarders. Meanwhile, the mindset of just-in-time, with little reference to diversification, alternate sourcing, or stock holding, driven by lowest cost, required supply and logistics to deliver. Just-in-time became a principle for manufacturing, logistics, human resources and capital. Entities became lean by use of assets of third parties; just-in-time part-time and casual workers, rather than full-time, and as to capital, the use of third-party financing dictated by long payment terms. In fact, leanness spawned meanness.

As to logistics and capital, these were distinct challenges for service providers in international trade logistics and supply chain management. The logistics issue as to just-in-time was addressed with skill and dexterity, with supply chains made predictable as to receipt and delivery, inefficiencies remediated and cost benefits returned to clients.

Cost alleviation as primary factor

Expectations and needs of clients were delivered, even as increased intervention from customs, biosecurity, community protection, transport and operational costs eroded service providers' margins. Cost alleviation became the driving force as to consignor or consignee requirements, with the service provider becoming pivotal to profit maximisation.

As to capital use, even before the pandemic, service providers were faced with significant demands from clients as to payment terms. In some cases, as much as 90-120 days for account settlement on service charges and other outlays as to transport, regulatory charges, and customs duties and taxes. This financial accommodation alleviated many from seeking bank or financial institution borrowings and aided cash flows which in many cases were significant. For the service provider, however,

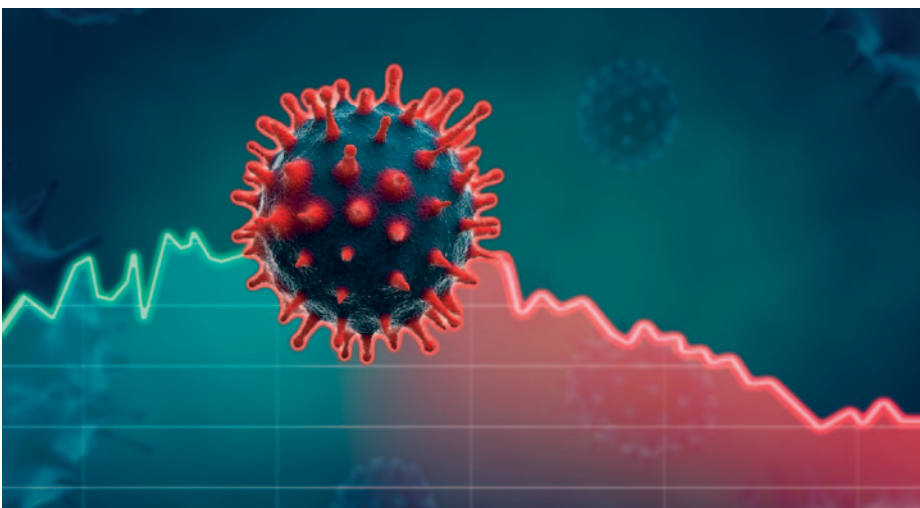


Photo: iStock / fikretow

The COVID-19 pandemic brought conflict over payment schedules back to the fore.



**SORRY
WE'RE
CLOSED
DUE TO
COVID-19**

“More respect and better conditions for SMEs in trade logistics are key to a sound service provider landscape.”

this was a cost of keeping the client, with slow or late payments impacting already depressed margins.

COVID-19 brought this financial accommodation into stark reality as, even though goods had been received and services provided, clients either defaulted on payments or demanded even more generous payment terms, conveniently citing the impact of COVID-19. The result has seen many small to medium-sized businesses (SMEs) now in a precarious position as to sustainability. The next two months will be crucial to their survival, with many now clearly on the verge of failing, with inherent social and community implications. These SMEs will be particularly early casualties. Larger entities and multinational logistics service providers are not immune from the finance contagion, however, with greater access to capital, shareholder funds and human resource shedding, viability can be maintained. This is not so for SMEs.

More respect for SMEs in logistics

So, an outcome from this pandemic should be newfound respect for SMEs in trade logistics as they are, as referenced by FIATA, ‘the architects of trade’. This crisis should drive a new business/finance/payment model in which service providers are not responsible for financing clients’ government charges, duties and taxes, with those being debited by regulatory agencies to the importer of record bank accounts. Radical, one may say – however, it would

ensure debts to government are met and downstream views for regulators of security and fiscal issues.

Keeping timeframes

If the status quo remains and service providers are to carry such charges as the agent of the principal, the latter should ensure that when service is delivered (which includes freight and other carriage charges), the service provider is paid on delivery of the goods – or, at latest – on the agreed payment terms with the service provider rather than creeping delays on payments. Fair and reasonable, one would suggest... Even credit cards need to be paid within a prescribed timeframe before interest accrues. Most financial institutions require payment timelines, otherwise interest and/or penalties apply. Sadly, trade logistics service is often seen in a different light as just a commodity driven by price rather than service to price.

Government and regulatory charges regularly increase without a murmur from clients and are shrugged off as ‘a cost of doing

business’, and clients have no appetite to challenge this. They see such intervention as part of the holistic service to be delivered under the service charge, and for any additional work or time to be absorbed by the service provider.

A change of attitude

So, arising from COVID-19, there may be a change in attitude towards, and respect for, trade logistics service providers. Their deliverables, which provide cost-efficient and cost-effective outcomes, are appropriately rewarded and financial accommodation becomes a relic of a failed past.

Should it happen? Of course, in terms of equity and sound business arrangements.

Will it happen? It is hard to break entrenched financial methodology and free market principles.

Should it not happen... a quite different trade logistics service provider landscape is expected post COVID-19. ■



Stephen Morris

Stephen Morris is a former chair of the FIATA Customs Affairs Institute and a former long-term CEO of the Customs Brokers and Forwarders Council of Australia Ltd, FIATA's Australian Association Member. He has spent his career in the public and private sector at the national, regional and international levels, in trade facilitation and border regulatory compliance management.

THE POWER OF GLOBAL COOPERATION

ADDRESSING THE CHALLENGES OF TRADE FACILITATION

During the COVID-19 crisis, the Private Sector Consultative Group (PSCG) rapidly responded to assist the World Customs Organization to alleviate the impact of the pandemic and address crucial challenges in trade facilitation. As a PSCG observer, FIATA continues to represent the interest of freight forwarders globally.

The COVID-19 outbreak has had far-reaching effects on transport and on the cross-border flow of goods. The pandemic reveals the importance of global cooperation between governments and private bodies, as well as international organisations, to address the widespread effects of the crisis. The rapid and coordinated action undertaken by the World Customs Organization (WCO) Private Sector Consultative Group (PSCG) has been exemplary in demonstrating the power of such efforts. Since 2008, the Customs Affairs Institute (CAI) has supported FIATA's membership of the PSCG, a high-level advisory group that provides vital industry input to the WCO on customs and international trade matters. It is made up of 27 international and regional non-governmental associations and corporate entities. Notably, FIATA is the only organisation within the PSCG with observer status at the WCO. Participation at the PSCG, as well as more broadly within the

WCO working bodies, has enabled FIATA to actively participate in the facilitation of international trade.

COVID-19 related action

In response to the COVID-19 crisis, the PSCG rapidly stepped up its efforts to assist the WCO to alleviate the impact of the pandemic and address crucial trade facilitation challenges. Importantly, the PSCG and the WCO Secretariat intensified their dialogue and consultations on relevant developments, challenges and experiences from a business perspective. FIATA applauds the WCO multilateral efforts to help its members during the pandemic, as well as to take along the views of the private sector.

Notably, the PSCG prepared a special contribution to the WCO Secretary General, outlining some priorities and principles to be considered by the WCO and its Member Customs Administrations during the crisis. The PSCG stressed the role of the private sector as governments consider and analyse solutions to the current emergency and strategies for economic recovery. The contribution further outlined specific observations and recommendations concerning, inter alia, expediting the clearance of essential goods; increasing efficiency and simplification in border procedures; and supporting business resumption and recovery.

The WCO appreciated the input from the PSCG, while also giving it the necessary publicity and visibility. The WCO further

encouraged its members to consider the PSCG recommendations. 'I greatly appreciate the useful contribution from the PSCG that merits serious consideration by customs and other border agencies. In these challenging times, it is critical that we work even harder together in the spirit of a customs-business partnership,' said Dr Kunio Mikuriya, WCO Secretary General.

The way forward

Looking into the future, the PSCG is also undertaking important work to identify best practices and lessons learned from the COVID-19 pandemic, that would assist governments and businesses alike to be better prepared to respond timely and adequately to any future emergencies in a globally coordinated manner.

Alongside, PSCG is working on further relevant workstreams, such as developing a common vision on the future of customs, aiming to inform WCO strategic policies, and exploring opportunities to strengthen and enhance the Authorized Economic Operator (AEO) programme as part of the implementation of the SAFE Framework of Standards.

As the COVID-19 outbreak highlights even further the utmost importance of customs-to-business partnerships, the influence of the PSCG within the WCO echoes in international trade more broadly. Hence, the CAI will continue to support FIATA's membership within the PSCG for the benefit of its members, conveying the global voice of freight logistics.



Photo: WCO

'A useful contribution from the PSCG.'

OFFERING ONLINE TRAINING

TOPICS TO CONSIDER FROM FIATA'S TRAINING CENTRES

From its community of training centres, FIATA has assembled seven lessons to better tackle the challenges of online training and e-learning environments.

Delivering digital training courses can have advantages over classroom interaction, including lower overhead costs, flexible hours and the potential to cover a wider geography. To understand the challenges in going digital, FIATA interviewed its community of training centres to identify key topics they addressed when setting up their e-learning environments. Here are some of the common trends among the FIATA community.

1. Regulatory approval for courses

Before dedicating resources into developing a digital programme, it is recommended that training centres contact local regulators to understand whether approval is required to deliver certain courses digitally.

2. Re-planning lessons

In a virtual environment, courses need to be re-planned as students will lose focus should the course follow the same eight-hour lesson plan via a computer screen. It is advised to break days up and re-plan the lessons to consider shorter sessions online.

3. Administering the assessment

One of the more technical approaches to assessing students' knowledge is via an online tool, such as think exam, where the questions are uploaded and students can take the exam online. Another option is for a training centre to offer the assessment through examination centres, where students gather and take the exam while being monitored by the instructor.

4. Trainer readiness for e-learning

It can be quite an adjustment for many lecturers to train online and therefore it is

advisable that a training centre provide a course specifically designed to help train lecturers to deliver their courses digitally, specifically focusing on how to utilise the technical tools.

5. Adjusting a trainer's schedule

Trainers delivering a course digitally will need to be prepared to answer questions after classroom hours via email or a digital tool. Questions will arise as students work on their case studies or study for their final exams, which will prompt the students to send questions to trainers at various times throughout the day.

It is advised that trainers adjust their schedules to take into account the spread of questions throughout the period of the course.

6. Internet connection speeds or other inadequacies

Training centres should establish contingency plans in case of slow internet speeds or other inadequacies. The best contingencies for such scenarios is to record the lecture. The majority of video-conferencing tools have this feature available as a solution.

7. Learning management systems vs a live stream

A learning management system (LMS) can be a great environment to host a suite of e-learning courses. Some of the popular LMSs include 'Moodle', 'Edmodo' and 'Blackboard'. If you invest in an LMS, a training centre should also invest in an authoring tool, such as 'Articulate 360', which is used to build courses in an LMS hosting environment.



Photo: iStock / skynesher

Assess demand for e-learning first.

Training centres can also opt not to utilise an LMS or authoring tools, and instead build an online course using emails, cloud drives (such as 'Google Drive'), and video-conference tools (such as 'Zoom' or 'Adobe Connect'). It is a great starting point for a training centre wanting to assess demand for a virtual course or looking for a short-term solution.

Final notes

There is no 'one-size-fits-all' solution to developing a successful e-learning programme. It is highly dependent on each training centre's unique circumstances, overall budget and objectives.

The decision to go virtual can be a wise one, especially as more and more students seek a convenient approach to accessing training, wanting something that fits their schedule rather than having to adapt to it. It is important to assess one's market carefully and to try to understand if there is demand for e-learning courses, and how best to supply that demand. FIATA wishes everyone the best of luck as they take on this exciting and challenging opportunity. ■

INTERVIEW

To foster the digital transformation, a special working group of experts has built a roadmap based on the core mission and values of FIATA. Creating a network of trust, building standards, promoting interoperability and increasing industry intelligence are key subjects on this path.

A roadmap for change

Earlier this year, FIATA launched a renewed digital strategy to accompany freight forwarders in the overall digital transformation of the industry. A special working group of experts has built a roadmap based on the core mission and values of FIATA.

The digital strategy includes four main areas of action, all aiming towards the seamless exchange of data between FIATA members and their partners.

(1) Ensure a network of trust among freight forwarders and their partners. (2) Adopt digital standards in data exchange. (3) Promote interoperability between software platforms. (4) Increase industry intelligence based on data.

The implementation of the strategy will be executed through several projects, which will heavily rely on the participation of all key stakeholders, namely National Associations, industry experts, international organisations, software and services providers, and FIATA's dedicated Advisory Body of Information Technology (ABIT). This collaborative approach will ensure that all fundamental needs are covered and the feasibility proven,

as these are the two key factors for large-scale adoption. The strategy's goal is to use digitisation processes and technology in the four areas listed by defining digital certified identities, standard documents and data formats used in everyday freight forwarding.

A focus on interoperability

The first projects, launched in June 2020, constitute the necessary building blocks to the definition of interoperability data standards. These are the creation of a certified digital identity registry for FIATA members and the online data and document templates library. This registry should be accessible to all industry business partners (agents, carriers, customs, trading partners, etc.) and allow authenticated and secured communication. Digital identities act as digital passports and are key enablers to secure the exchange of electronic data. The online data and document templates library aims to distribute and digitize key documents, such as the FIATA Bill of Lading. As an immediate benefit, freight forwarders will have access to up-to-date standard documents, applying the latest best practices.

Three drivers of the strategy

FIATA interviewed three key stakeholders to get their perspective on ABIT's role in defining and implementing the digital strategy, the benefits for the freight forwarding industry, and the next steps that will bring the strategy to life.

ANNE SANDRETTO, ABIT CHAIR

Why is FIATA's digital strategy important for freight forwarders?

Anne Sandretto: Freight forwarding companies, especially small and medium-sized enterprises (SMEs), need to join collective initiatives to adapt to the evolution of their businesses, embrace innovation and remain competitive.

FIATA, as a neutral international organisation, must define a digital strategy for the transport and logistics industry, by forging the necessary partnerships, not only to preserve the role of its members but also to better accompany them on this new journey.

How did the work of ABIT contribute to the definition of the strategy?



Anne Sandretto, ABIT Chair



Jens Roemer, regional MD of a.hartrodt



Lucelia Tinembart, FIATA digital projects

AS: ABIT's professionals bring their expertise from the digital world to our sector. The collaborative work carried out with business experts from FIATA institutes enabled us to analyse the economic and political environment, as well as the projects impacting – and sometimes challenging – the field of transport and logistics. We were able to define the needs of our members, which were incorporated in the recommendations shared with the FIATA Secretariat and submitted to the Presidency, which then approved the new digital strategy at the end of May.

“The Presidency approved the new digital strategy at the end of May.”

How can ABIT support the implementation of the various projects?

AS: ABIT will be able to capitalise on the work it's done over the past few years, conducting market and legal environment studies, an analysis of FIATA members' needs, and internal pilots and workshops carried out with digital solution providers and other major public / private players. ABIT members will actively participate in the multidisciplinary working groups needed to implement the strategy.

JENS ROEMER, REGIONAL MANAGING DIRECTOR OF A.HARTRODT, FRANCE, BELGIUM, SWITZERLAND

What are the biggest risks facing the industry with the digitalisation of the supply chain?

Jens Roemer: Our industry has a few significant characteristics:

- The majority of firms are SMEs.
- Whilst the nature of the business is global, most companies rely on agents for global network coverage.
- Business is very scattered.

We own and control far more data than airlines or shipping lines do, when it comes to the global supply chain. But we're currently



Photo: iStock/Imaginima

'A FIATA ecosystem will enable many SMEs to enter the digital world.'

struggling to communicate and connect with partners, who aren't necessarily using the same transport management system. This is the main challenge – freight forwarders must find ways to exchange data globally, across systems and in consistently good quality.

How will FIATA's digital strategy help freight forwarders?

JR: The strategy must allow the global community of forwarders to:

- exchange data internally between forwarders and externally with partners;
- protect members' data in terms of ownership and cybercrime;
- rely on professional, well-managed and truly neutral solutions.

How, in your opinion, are FIATA's digital projects positioned vis-à-vis other stakeholder's initiatives?

JR: FIATA still has some catching up to do. We're late, but not too late. The advantage is that a FIATA ecosystem will unite a global community and will enable many SMEs to enter the digital world, allowing them to compete with other stakeholders that have the resources to invest in their own overall global systems. Combining a professional and experienced forwarder's services with solutions that are 'digitally enabled' by a FIATA ecosystem of global forwarders will make for a successful supply chain manager.

LUCELIA TINEMBERT, FIATA DIGITAL PROJECTS OFFICER

What next steps are foreseen to implement this digital strategy?

Lucelia Tinembart: As agreed by the Presidency, we've started working on the first two projects that are part of the Digital Strategy Roadmap.

To do so, two working groups are now being formed for each project, focusing on specifications and governance respectively. Each working group will include FIATA / ABIT members, independent technical advisers as well as IT providers.

A call for participation was made at the last ABIT meeting, but the FIATA Secretariat welcomes all suggestions and participation proposals. Please contact me at tinembart@fiata.com if you are interested in getting involved.

The project team also started to engage with several organisations (including IATA, SITA and UNECE) that are running similar digital projects, to identify possible opportunities to collaborate with these organisations.

We will share regular updates about the progress made on both projects through the FIATA e-Flash newsletter and future editions of the FIATA Review. ■

INTERVIEW

In this 'Meet the FIATA Presidency' series, we had a chat with Immediate Past President Babar Badat, the architect of FIATA's 'reset programme'. Read more about his role within the organisation, his vision for the future and the exciting changes waiting ahead.

Get acquainted with FIATA's Immediate Past President

With 40 years of experience in international logistics and transport management, Babar Badat is the founding chair of the Pakistan International Freight Forwarders Association (PIFFA) and FIATA Immediate Past President.

What first sparked your interest in FIATA?

Babar Badat: PIFFA was setup in December 2004. The following year, PIFFA became a member of FIATA, as I felt that given the very nature of our business any national logistics association that wants to progress must connect internationally, so we must be connected with our global community. In 2007, I got the opportunity to participate at a higher level within FIATA by joining the Extended Board, and then a few years later the Presidency.

How would you say the Pakistan International Freight Forwarders Association has benefited from its FIATA membership?

BB: Connectivity is a big advantage; FIATA allows you to connect with people in a large global platform, which is very relevant. FIATA is a 100-year-old organisation with representation from some 150 countries. There is great value in its structure, with all the different working groups, institutes and advisory bodies. It also allows members to meet with people, industry leaders as well as newcomers from our industry, to network and exchange views on relevant issues. Furthermore, FIATA is a policymaking body, not a commercial organisation. As

we're all business professionals, people in the industry may seek to get involved with FIATA due to commercial interests. However, FIATA plays an equally important role in policymaking, and that's of great importance to the industry in every country. At PIFFA, we were able to hold discussions with our national government regarding policies for the logistics industry and invoke best practices that were in line with FIATA's recommendations. FIATA's international best practices, being in coherence with the International Chamber of Commerce's standards, help the industry's advocacy, as governments are always interested in learning about them and this helps form policy.

'We need to increase the visibility of the organisation's work and of the industry itself.'

During your time as President you were the architect and proposer of the 'reset programme' for FIATA. Can you tell us how this idea came about?

BB: When I came into the Presidency I was vocal about the need to change the way we conducted ourselves overall at FIATA. I could feel that the speed at which the world was moving was much faster than the speed at which FIATA itself was evolving at the time.

I asked myself, what do we bring to the table and how do we move forward? I always had the good counsel of experienced colleagues, including Francesco, Zhao and Jean-Claude, and other colleagues in the

Presidency. Last year I discussed this at length at the Presidency, and eventually everyone agreed that we should move in the direction of change.

We then set out a plan on how to tackle this and presented it to the Extended Board. The number one priority was to get everyone to understand why we needed to relocate, then hire the people to do the work. We decided to move the organisation to Geneva, as advocacy is an important part of our existence and Geneva is where it's done. We hired a new Director General, Stéphane Graber, to execute the changes, as reshaping the structure in the secretariat was critical. We wanted a new team of younger people who understood the direction being given by the Presidency and who could take this forward – which is what we are now working on.

As outlined in the reset objectives, we need to update the amount of information that we send out from the secretariat. We need to better communicate with our members and other international organisations once we settle in Geneva. We need to increase the visibility of the organisation's work and of the industry itself, and to raise the profile of logistics in the public eye. For example, I remember engaging with the United Nations, when it was setting the Sustainable Development Goals, and we were able to highlight the importance of logistics, connectivity and the supply chain.

The Presidency and the Extended Board were convinced that FIATA must emerge as a strong and vibrant body for the world to engage with and we believe that this is the direction where the 'reset programme' will take us. This is an initiative that started



Babar Badat: 'We're living through defining moments.'

during my tenure and it is now being continued very well by the current Presidency, and I'm sure that the next couple of terms will continue to push this along to accomplish the objectives.

For service providers in international trade logistics and supply chain management, change is a constant. What changes have you observed during your time in FIATA, whether short or long term, within the organisation or at the national or global level?

BB: The logistics industry has evolved over the years. With the common use of the container, 90% of global commercial trade is now in containers, and it's no longer a port-to-port activity, but rather a point-to-point, origin-to-final-destination activity.

Therefore, it's multimodal, and because of this, the role of the logistics industry and the international freight forwarder is much larger. Shipping companies are no longer the primary carriage contractors, their role has shrunk and now they themselves feel the need to have their in-house logistics divisions. Many carriers have created their own logistic companies because they feel that international transportation today is not port-to-port, but point-to-point.

Here I must mention that the terminology has changed; the term 'international freight forwarder' may be not that up to date; 'logistics company' or 'logistics operator' is more relevant today.

'International transportation today is not a port-to-port activity, but point-to-point.'

The world will change after COVID-19. What do you see as the future challenges for FIATA and its members over the next two years and how can these be overcome? How do we build resilience from here?

BB: There's no doubt that the pandemic will affect many around the world. Our industry will be very affected, because we are at the frontline of international trade. The question that will make the difference is how each organisation reacts to the crisis and emerges after it. How we communicate, how we meet, how we interact, how we transact, how we consume, how we sell, how we buy – all of this will be affected, including the supply chain, which is an integral part of all the above. It will be our job to see how we can bring efficiency and expertise to bear thereon.

Certainly, the fundamentals will change. The airfreight business, how shipping is done, how deliveries are carried out in road transport, rail business, the emergence of the last mile – everything will be different. We're living through defining moments and in most of this change, technology will be critical. Even at the basic level like our meeting processes,

these have already changed with the aid of technology. Today we no longer fly out, we 'Zoom' instead, and this may remain. Many things will continue to evolve at a very fast pace, and we'll have to wait and see how it turns out – but change is definite.

FIATA is a hybrid membership organisation, with National Association and Individual Members, most of which are small and medium-sized enterprises (SMEs). How does FIATA meet these diverse interests? What are the advantages or perhaps disadvantages of this structure?

BB: It's difficult to comment on this – however, I will say that once we've gone through the reset programme and setup what we need, our aim is to push for larger membership. Some of the countries where the National Associations are members, they can help push to get more individual members to join FIATA. Many countries have hundreds of companies operating that are members of a National Association, but they're not members of FIATA. We'd therefore like our member National Associations to be ambassadors in their respective countries, to increase the base of our organisation with a larger membership of both large companies and SMEs.

Any final thoughts for FIATA's members and partners on the way forward for the organisation?

BB: Within FIATA, I'd like to ask people to support the secretariat and turn a new leaf in the way we work. As for our members, I'd like to request them to wait and see. See the changes that we initiated, as they'll be of great benefit to everyone. If an organisation doesn't move on then, over time, it enters the realm of irrelevance. The industry will see a lot of changes, and I'd like FIATA to be a platform for the global industry to engage with each other, as well as with the relevant multilateral organisations, and bring value to international commerce for global prosperity. ■

RAME HOSTED A ZOOM CONFERENCE WITH 60 MEMBERS

WHAT'S THE STATE OF THE INDUSTRY?

60 FIATA members from the Region Africa Middle East registered to participate in a trade dialogue, with speakers including the FIATA President, RAME Chairman and COMESA Trade Director.

On 21 May 2020, FIATA's Region Africa Middle East (RAME) hosted a Zoom conference attended by 60 members to discuss the state of the industry and governments' expectations of the freight forwarding industry during the COVID-19 pandemic. The meeting's speakers included FIATA President Basil Pietersen, RAME Chair David Philips and COMESA Trade Director Francis Mangeni; it was moderated by Salahadin Khalifa, from the Ethiopian Freight Forwarders and Shipping Agents Association (EFFSAA).

The opening remarks from the speakers highlighted the challenges burdening the

freight forwarding industry as it moves to adopt digital tools and remote operations. A positive takeaway from the pandemic will be the realisation that freight forwarding needs to invest heavily in technological advances, not only by adopting Enterprise Resource Planning (ERP), but also by advocating governments to consider digital solutions that would facilitate clearance, permit acquisition, and virtual approval of Authorized Economic Operator (AEO) status.

AfCFTA offers opportunities

In addition to digitalisation, this pandemic has also emphasised the importance of

implementing the African Continental Free Trade Area (AfCFTA). Launched two years ago at an African Union summit, the agreement is being stressed more than ever as an opportunity to curb economic losses from the COVID-19 pandemic and future global disruption.

With the objective of maintaining close relationships with its members, FIATA hosted another conference on 10 June 2020 with the topic 'Shipping lines' relationship with forwarders during and post COVID-19'. Such trade dialogues help bring the industry closer together during these difficult times. ■

EMBRACING GLOBAL INTERCONNECTIVITY IN FIATA'S REGION EUROPE

A VISION OF COLLABORATION

In every crisis lie many opportunities, and FIATA's Region Europe group is set to reinvigorate itself with greater inclusion and collaboration as it moves into the new post-COVID-19 era.

It is said that in every crisis lie many opportunities, and this cannot be truer of the COVID-19 pandemic. Following her appointment as the Region Europe chair last year, Antonella Straulino has been working hard to collaborate with relevant stakeholders and organisations on key issues impacting the industry, and to map out the road ahead for the group. This is not without its challenges – indeed, since Ms Straulino took the chair the group was unable to meet face-to-face, due to COVID-19 governmental restrictions.

Despite this situation, the Region Europe group is well-poised to reinvigorate itself as it moves into the new post-COVID-19 era.

The pandemic has highlighted just how globally connected everyone is, and the importance of finding new synergies and opportunities to collaborate.

Accordingly, much change is afloat at Region Europe to reflect this and to ensure that the group can be better equipped to provide added value. Regional meetings are always a great time for debate, information exchange, and the sharing of views and perspectives among members. This must not change but must instead be enhanced and utilised in a meaningful way. Ms Straulino's new vision for the group is one of inclusion and collaboration, ensuring dialogue with all countries both within Region Europe

and beyond. The goal is also to facilitate inter-regional exchange, because Region Europe is not just the European Union, where CLECAT is doing an excellent job and co-operation with FIATA is up and running.

A survey among the group members

The ability to emerge out of this crisis into a successful new era requires the cooperation of all. Ms Straulino, together with the FIATA Secretariat, will be making contact with Region Europe members over the coming weeks to find out more about the lessons they have learnt and the items they would like to see on the agenda for the forthcoming group meetings. ■

FIATA PRESIDENT GIVES GLOBAL PERSPECTIVE OF LOGISTICS ON THE CONTINUITY OF SUPPLY CHAINS

FIATA President Basil Pietersen calls for the empowerment of the freight forwarding community during COVID-19 and for greater action and consistency in global responses. Read the summary of a webinar held in collaboration with the Federation of Freight Forwarders of India – FIATA's Region Asia-Pacific member.

FIATA, in collaboration with the Federation of Freight Forwarders' Associations in India (FFFAI), held a webinar on 29 May 2020, to provide a global perspective on the consequences of the COVID-19 pandemic for the logistics industry. The webinar was attended by more than 400 participants from across all five continents.

Keynote speakers included FIATA President Basil Pietersen and FFFAI Chair A V Vijaykumar. Mr Pietersen commended the inclusion of freight forwarding in many nations' definitions of 'essential services'. However, he called for greater action and

consistency in global responses, together with the implementation of facilitative measures required to ensure the continuance of well-functioning supply chains to move essential goods.

Digitalisation and trade facilitation

Mr Pietersen addressed the need to empower the freight forwarding community in these difficult times. He elaborated on compliance, the required support from government and industry stakeholders, the need for increased digitalisation, the World Trade Organization's Trade Facilita-

tion Agreement, the prospect of rebounding national economies, as well as on the survival of freight forwarders and the logistics industry.

Mr Vijaykumar, in turn, addressed the current situation prevailing in India, congratulating the central government for its timely efforts to maintain functioning logistics and supply chains during times of crisis. He also spoke positively of the digital proactiveness seen from Indian customs, as well as the effective efforts by the shipping ministry in lessening the overall burden on exim trade. ■

FIATA REGION AMERICAS HIGHLIGHTS KEY ISSUES EXCHANGE ON THE IMPACT OF COVID-19

Freight forwarders from North, Central and South America talk about sea and land transport in the region, developments in airfreight, security and vocational training.

FIATA's Region Americas held a meeting on 27 May 2020 via Zoom to discuss pressing matters for freight forwarders, particularly the challenges faced due to COVID-19. The meeting was attended by 13 delegates from North, Central and South America and covered a wide variety of topics impacting the region.

Key issues discussed included sea and land transport in the Americas, and developments in airfreight, security and vocational training. On the first topic, Chile reported a 30% decrease in ocean freight, which is especially affecting small and medium importers and exporters. In Mexico, some issues have been observed at the

Tijuana border crossing with the United States, while the Laredo crossing with the USA presents no specific problems – but it is not as fluid as usual. Mexico's southern borders with Honduras and Guatemala are not closed, but are operating more slowly than usual. The border between Costa Rica and Nicaragua remains closed.

No security problems, at least

In terms of airfreight, capacities are severely limited, due to the COVID-19 crisis. Rates have skyrocketed, and there has been a slow re-bounce of capacity vs demand, as more and more airlines seek to re-purpose passenger aircraft to carry freight. However,

this comes with some issues, especially regarding dangerous goods – a matter being addressed by the International Civil Aviation Organization (ICAO).

As for security in the region, Canada has not seen a security problem and the deadline for cargo screening remains in place until January 2021. In Argentina, there are restrictions on operating ships in the port of Buenos Aires, which include a 40-day quarantine that has to be respected.

Given the rapid changes triggered by the pandemic, FIATA's Region Americas will hold more regular meetings to continue to discuss the situation and identify the best ways to address issues. ■

LOOKING FORWARD TO THE FUTURE OF TRADE

WTO TRADE DIALOGUES

FIATA and over 70 business representatives worldwide called for the continued implementation of the WTO Trade Facilitation Agreement, a crucial step in facilitating economic recovery and building a more resilient trade system for the future.

The impending departure of WTO Director General Roberto Azevêdo marks the symbolic end of an era for the World Trade Organization (WTO), one that has seen a commitment towards deepening the relationship between the WTO and the business community. The importance of making the voice of industry heard has been ever more evident of late, as business representatives and policymakers around the world grapple with the challenges and opportunities of the COVID-19 crisis. The WTO Trade Dialogues provided one such opportunity, a virtual session in which FIATA was pleased to take part on 19 May 2020, together with over 70 business representatives around the world.

Markets must remain open

The message was and continues to be clear – markets must remain open and supply chains must be able to function in the face of crises such as this. COVID-19 may

have shaken the world, but it is not the first, nor will it be the last crisis to do so. What this means is that governments must work together to build a trade system that is more resilient and able to ensure essential services such as logistics can continue to move goods and resources at any given time. This was the overwhelming response of all those who participated in the WTO Trade Dialogues, a position that echoes that taken by FIATA on a consistent basis. In particular, the crisis has highlighted two opportunities very much on the horizon in FIATA's work – digitalisation, and the continued implementation of the WTO Trade Facilitation Agreement.

Coordinated approach is fundamental

The expedited movement and clearance of goods around the world through the effec-

tive cooperation of all WTO member governments under the WTO Trade Facilitation Agreement are crucial to creating a new future for international trade. This coordinated approach is fundamental to removing the bureaucratic red tape and bottlenecks

that hinder the fluidity of the world's supply chains at present. As those who were present underlined, this is a global problem that requires

a global solution. FIATA thanks Roberto Azevêdo for his commitment to bridging the gap to the industry and hopes to continue to strengthen this relationship with the WTO in the years to come. Ensuring that the industry's voice is heard within the national and international spheres is fundamental to ensuring that trade policy is fit-for-purpose to face the challenges of the present and the future. ■



WORKING FOR SUSTAINABLE TRANSPORT IN ASIA-PACIFIC

STRENGTHENING TIES WITH UNESCAP

Cooperation between UNESCAP and FIATA aims to improve transport connectivity in the Asia-Pacific region through a number of projects, including training and education.

UNESCAP, the United Nations Economic and Social Commission for Asia and the Pacific, has been actively engaging in sustainable transport connectivity in the Asia-Pacific region and as such represents a privileged partner of FIATA. The commission not only supports the development of infrastructure in the region (it addresses

non-physical barriers to cross-border and transit transport), but also assists countries in developing transport logistics policies and in enhancing the quality of transport through improving the skills of logistics service providers and transport professionals. This area of activity offers promising avenues for collaboration between FIATA

and UNESCAP, particularly in the field of training and education. FIATA Association Members' expertise in training and in train-the-trainer programmes are essential tools that can be used for that purpose. FIATA will continue to exchange knowledge with UNESCAP by participating in meetings as an observer and exchanging information related to the COVID-19 outbreak. UNESCAP, similarly to the World Trade Organization, will share the inputs and contributions produced by FIATA on that topic on its dedicated web page. ■



Mr John Mein, chair of the Private Sector Consultative Group (PSCG) of the World Customs Organization (WCO), told CAI about recent activities.

FIRST SPECIAL INTERACTIVE VIRTUAL SESSION ON 30 JUNE

CAI IN LOCKDOWN

Global collaboration on trade facilitation is but one of the crucial topics of the day. The FIATA Customs Affairs Institute (CAI) brought more than 90 participants together late in June when its special guest, the chair of the WCO's PSCG, reported on tangible outcomes of its consultations, especially in view of the economic recovery.

Unshaken by current restrictions on the ability to hold in-person meetings, CAI determinedly kicked off with a bang on 30 June 2020, with a special interactive virtual session featuring special guest speaker Mr John Mein, chair of the Private Sector Consultative Group (PSCG) of the World Customs Organization (WCO). With the participation of more than 90 FIATA members around the world, this meeting provided a unique opportunity to shape the work of CAI going forward into the new era of economic recovery. In particular, it enabled the active exchange of views on essential trade-facilitation measures, taking into account lessons learnt from the COVID-19 crisis and considering developments in the respective national contexts.

Coordinated global approaches

The PSCG, in which CAI also participates, has been exemplary in demonstrating the power of private sector engagement at the international level. This has been no less true in its response to COVID-19. In his presentation, Mr Mein took the group through some of the concrete action and tangible outcomes taken by the PSCG, which has continued to advocate coordinated global approaches to trade facilitation as well as to provide strategic input into the WCO's workstreams. This work will continue to become ever more crucial if the world is to emerge with resilience from the global crisis, and the interactive nature of the session enabled FIATA members to provide their input on what they are see-

ing around the world. CAI also had the opportunity to present some current and future priorities, including e-commerce, the revised Kyoto Convention and countering COVID-19, all of which are set to impact global customs procedures and processes in the supply chain.

Evidently, CAI has much work on its agenda and there is no better time for it to relaunch its meetings online starting with its next sessions for CAI delegates on 14 and 28 July, in line with the PSCG's schedule. Global collaboration on trade facilitation is ever more crucial in these challenging times, and CAI is looking forward to welcoming delegates of national associations worldwide to tackle these key topics together. ■

NEWS FROM FIATA MEMBERS AROUND THE WORLD

LOCKDOWNS DID NOT STOP THEIR ACTIVITIES

FIATA members have been keeping busy over the last few months. Freight forwarders were offered webinars and training courses – to name a few – from Turkey to Sri Lanka and South Korea. Check out their activities!

AFFM, MOROCCO



The Association des Freight Forwarders du Maroc (AFFM) has developed its work with in the private and public sector. Through its academy, AFFM launched training for FIATA's Freight Forwarding Diploma. It regularly organises meetings addressing current topics, including webinars during the COVID-19 pandemic. AFFM works closely with the ministry and logistics agency for the revision of a law dealing with upgrading the freight forwarding industry.

CIFA, CHINA



The China International Freight Forwarders Association (CIFA) would like to call on all FIATA association members to strengthen cooperation with each other to overcome current difficulties created by COVID-19, and create more business opportunities to benefit their members. To this end, CIFA will launch an online platform in October 2020 to build business cooperation channels for members through online meetings, workshops, seminars and dialogues; build an international logistics alliance; and provide assistance to members' business development.

More information on these matters will be communicated in due course.



A number of new courses on an online basis are now available via Kiffa, South Korea.

FETEIA, SPAIN



The Federación española de Transitarios, Expedidores Internacionales y Asimilado (FETEIA) had a change in its **board of directors**. Martín Fernández has become the new working committee's Technical Secretary. Also, FETEIA organised a webinar on 'New logistics after COVID-19' on 21 May, in which FETEIA President Enric Ticó and Technical Secretary Martín Fernández shared points of view and

trends concerning the impact of the pandemic on the freight forwarding sector and the challenges faced in this new scenario. See the webinar **presentation** and **video** – both available in Spanish.

FMFF, MALAYSIA



The Federation of Malaysian Freight Forwarders (FMFF) was scheduled to host the FAPAA annual general meeting (AGM)

in May 2020, and the Asean Federation of Forwarders Associations (AFFA) annual general meeting in December 2020. However, the FAPAA AGM has been postponed indefinitely, and uncertainties remain on whether the FMFF can host the AFFA meeting, scheduled for December of this year. The FMFF, in collaboration with Malaysia's Chartered Institute of Logistics and Transport (CILT), is hosting a series of four webinars entitled 'Logistics Tech Talks', beginning in June 2020.

HAFFA, HONG KONG



Leasing of office premises and warehouse space accounts for the largest proportion of costs in the freight forwarding and logistics industry.

Therefore, the Hong Kong Association of Freight Forwarding and Logistics (HAFFA) – together with a total of nine other allied logistics bodies – organised a press conference on 14 April 2020, to issue an urgent appeal to all of the landlords concerned, to provide the industry with rental relief, considering the negative impact of the outbreak of COVID-19.

KIFFA, SOUTH KOREA



The Korea International Freight Forwarders Association (KIFFA) offers new training courses in many subjects. For more information, visit www.kiffa.or.kr.

PIFFA, PAKISTAN



The Pakistan International Freight Forwarders Association (PIFFA) recorded a number of significant achievements.

- Developed national qualifications in freight forwarding.
- Received a foreign grant under TVET Sector Support Programme, implemented

by GIZ, also co-funded by the European Union, Germany and the Royal Norwegian Embassy.

- Inaugurated an office branch in Sialkot and also delivered its first ever ICAO-FIATA DG Air Course (DG courses at Karachi and Lahore have been delivered since 2014).
- Nominated a seventh participant for the YIFFY Award 2020.

SLFFA, SRI LANKA



The Sri Lanka Logistics & Freight Forwarders Association (SLFFA) continues to conduct courses on freight forwarding and multimodal transport under its training institution AITT.

When the country went into lockdown, lectures were conducted online via Zoom, with over 125 students participating in three different programmes. The SLFFA hopes to expand its online lectures to reach students in other provinces as well, such as Trincomalee and Hambantota. The SLFFA has also scheduled its AGM for September 2020.

SSL, CZECH REPUBLIC



The Association of Forwarding and Logistics of the Czech Republic (SSL) has successfully transitioned into the digital world. During the month of May, SSL held two webinars, one dedicated to the hottest situation on European roads and skies, with the second covering the result of recent talks with the ministries of transport, and industry and trade.

The SSL organised its annual general assembly, with all information screened online and supported by AFL President, and votes conducted with the help of a dedicated tool, with legal notification.

The SSL also used Zoom as well as www.soused.cz, which was easy and reliable and saved significant amounts of time for all SSL members.

UKRZOVNISHTRANS, UKRAINE



The Association for Transport, Freight Forwarding and Logistics Organizations in Ukraine (UKRZOVNISHTRANS) held an online marathon dedicated to international trade and transport. The participants discussed current challenges faced by logistics (rail, road and maritime sectors).

UKRZOVNISHTRANS also launched its 43rd digital course on 'Transport Logistics and International Freight Forwarding'. Then, in the framework of the International Trade and Transport Week, it held the 10th annual UNECE Trade and Transport Facilitation seminar.

UTIKAD, TURKEY



The vocational training seminars of Uluslararası Tasımacılık ve Lojistik Hizmet Üretkenleri Dernegi (UTIKAD) continue to be delivered through online platforms. The subjects include transportation law, insurance, customs procedures and cost management in logistics businesses, to name but a few.

Previously delivered in classrooms, online seminars enable participation from across the country. The feedback UTIKAD received after these sessions has encouraged it to deliver more online vocational seminars on diverse topics. ■

ELECTIONS TIME

WHO GETS TO VOTE, HOW AND WHEN?

What does it mean to be a FIATA member? *Know Your FIATA* is here to break it down for you, providing an overview of the rights and obligations that derive from being an Association Member. Is your country a FIATA member?

In all civil society groupings of like-minded people, an agreed and ordered structure serves to enable a body to meet the prescriptions of its members. In this regard FIATA, the International Federation of Freight Forwarders Associations, is no different. Formed under Article 60 of the Swiss Civil Code, FIATA's Statutes govern the operation of the entity to its members.

The term 'member' used in the not-for-profit sector describes many different sets of people. At FIATA, however, *member* has a specific legal meaning defined in Article 4.1. This article addresses core FIATA members with voting rights; that is *Association Members*. Such entities have satisfied the requirements of formal membership, complied with the application process, and been approved by the General Meeting on a motion of the Presidency (Article 4.2 applies).

Understanding the definition of a FIATA Association Member is important for several reasons, which include:

- knowing who must be notified of the annual General Meetings or Special Resolutions/Special General Meetings;
- complying with any legal requirements as to the FIATA members register;
- determining who may have rights and obligations as a 'member'. Association Members can have rights and obligations under both the Swiss Civil Code, as well as the FIATA Statutes themselves. These Statutes form an agreement between FIATA and its members.

As to Association Members' rights, it is important that their respective delegates

are familiar with the **FIATA Statutes** and policy documents as set out in the **FIATA Association Policy Handbook**.

OVERVIEW OF GENERAL MEMBERS' RIGHTS AND OBLIGATIONS

Rights include:

- voting rights (at the General Meeting, under Article 5.2.7), usually four votes for each Association Member;
- the right to receive notice of meetings and to attend certain meetings. Article 5.2.2 requires the call of meeting for the General Meeting to be made at least six weeks before the meeting, to the email address held in the FIATA register of Association Members;
- the right to nominate people to hold formal roles in FIATA. As to nominations for the Presidency (Article 5.3.3) and the Extended Board (Article 5.4.1), nominations are required in writing in the prescribed form, four months before the General Meeting;
- the right to appoint as well as to remove members (Article 5.2);
- the right to appoint delegates. As to Institute nominations, with voting rights, these are covered by Article 7.9;
- members of Standing Committees/Working Groups (ad hoc) are appointed on the written nomination of the respective Chair and confirmed by the Presidency (Article 7.10);
- the right to access certain documents;

As to the above, Article 5 and 7 of the Statutes should be read in conjunction with FIATA Policy Documents.

- *Document 10/87 Rules of Procedure of the Extended Board, 17 October 2001.*
- *Document 10/110 Rules of Procedure of the General Meeting, 26 September 2008.*

Obligations include:

- the requirement to pay membership fees. Article 4.7 sets the deadline to pay the annual membership contribution for 31 May of each calendar year. *It is important to note that this financial requirement is a condition for the abovementioned rights of Member Associations;*
- the requirement to follow FIATA rules;
- obligations of the General Meeting, as set out in Article 5.2;

This brief overview of rights and obligations was to be provided to Association Member delegates at the FIATA HQ meeting in March 2020, as the first in a series of presentations to strengthen the aspect

Know your FIATA over future HQ meetings.

We hope to complete the articles in future sessions at the HQ meeting in March 2021. ■



A BREAKDOWN OF FIATA'S MEMBERSHIP

MEMBERS OF FIATA – INDIVIDUALS & ASSOCIATIONS

FIATA's members not only represent a broad variety in terms of specialisation, origin and size. There are also differences in the degree of organisation of members in National Associations. Moreover, the situation differs from continent to continent.

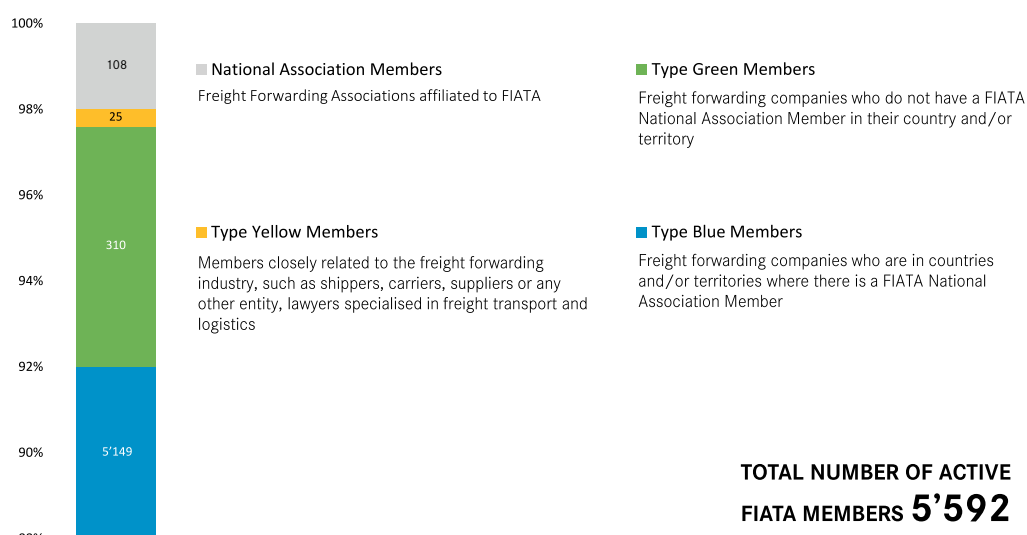
The following graphs provide an overview of FIATA's Association Members and Individual Members.

Association Members are organisations representing the entire or a part of the freight forwarding sector of a country and / or a region. Each Association Member has the right to present motions, as well as having nomination and voting rights.

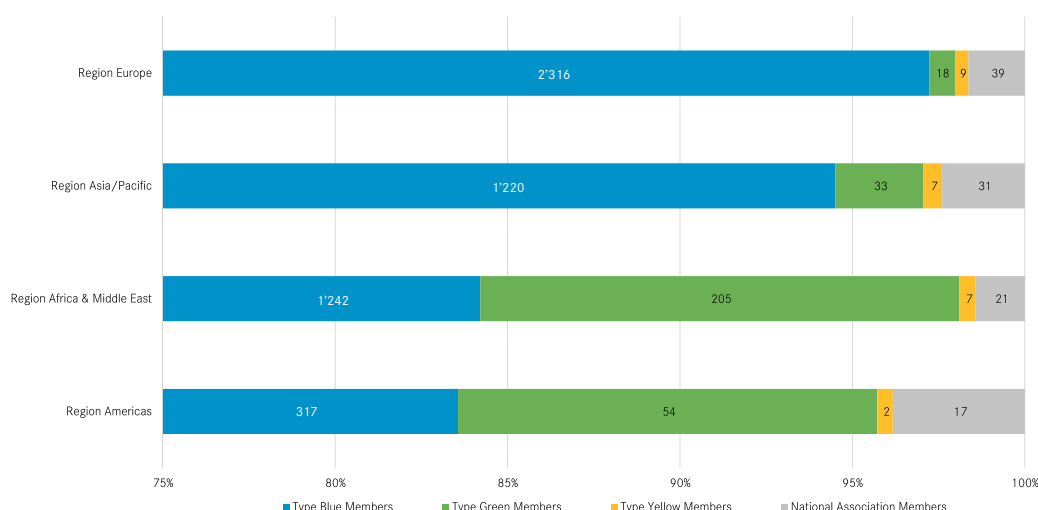
Individual Members consist of the types Blue, Green and Yellow members. Individual Members are freight forwarding and logistics companies, as well as legal entities closely associated with the forwarding and logistic industry.

Disclaimer: Please note that the number of FIATA members changes regularly. The figures in these graphs represent FIATA's membership at the editorial deadline of this issue of the FIATA Review.

FIATA Membership



FIATA Membership (per region)



FWC IN BUSAN POSTPONED DUE TO IMPACT OF COVID-19

SAVE THE (NEW) DATE FOR THE FWC IN BUSAN!

FIATA has postponed this year's FIATA World Congress (FWC), planned to be held in the Republic of Korea, to 2022, due to travel uncertainties related to COVID-19. Stay tuned for further developments and see you next year at the FWC in Brussels!

Every year, FIATA connects the global freight forwarding and logistics community and provides a platform for discussion and sharing of best industry practices at the FIATA World Congress (FWC). But given the concerns around COVID-19, and the uncertainties regarding travel in the next few months, FIATA made the difficult decision to postpone to 2022 the FWC planned for Busan, Republic of Korea, on 19-24 October 2020.

No easy decision

This was a tough call to make, as the annual FWC is an important event for freight forwarders, bringing together and cele-

brating the people, the innovations and the trends that make the industry a living and bubbling business; from railway to air-freight, from logistics service providers to customs brokers, to name a few. However, it was imperative to protect the health and safety of everyone, organisers and participants alike. FIATA searched for other ways to hold the 2020 FWC, but this was not possible without the international community physically present.

Switching the schedule

Once the decision was taken to postpone the 2020 FWC, FIATA reached out to the organiser of the 2021 FWC. The Belgian

host, Forward Belgium, was unfortunately unable to change the date as it had already taken many firm commitments that were impossible to defer. The change of date required both a hard-working attitude from the local organising committee in the Republic of Korea and flexibility from the local organising committee in Panama (which originally planned to host the 2022 FWC), to manage the smooth postponement of the 2020 congress. They made it possible to reschedule the FWC in Busan to 2022, as well as the FWC in Panama City to 2023.

Forward Belgium, the Belgian forwarding association, will thus host the 2021 FWC and will go green from 26-29 October. The team has recently finalised the creation of the congress logo (based on the tagline 'The Changing Climate of Logistics'), as shown on page 24 of this edition of the FIATA Review.

The application process and expression of interest for the 2024 FWC will start in the next few months, with Vietnam and Ethiopia already entered as applicants, following the automatic allotment of the 2023 FWC to Panama. The 2024 FWC process will be communicated in due time by the Congress Committee chair, Stanley Lim, and FIATA's new staff member responsible for marketing and events, Pauline Dutertre.

In the meantime, stay tuned to FIATA events and congresses through the various communication channels (FIATA e-Flash newsletter, FIATA Review, the website, and social media pages, etc.) to learn more about what lies ahead for the industry. ■

The FWC 2022 will take place in the Busan Exhibition & Convention Centre (BEXCO), which is one of the most attractive locations in Northeast Asia for large scale international Congresses.

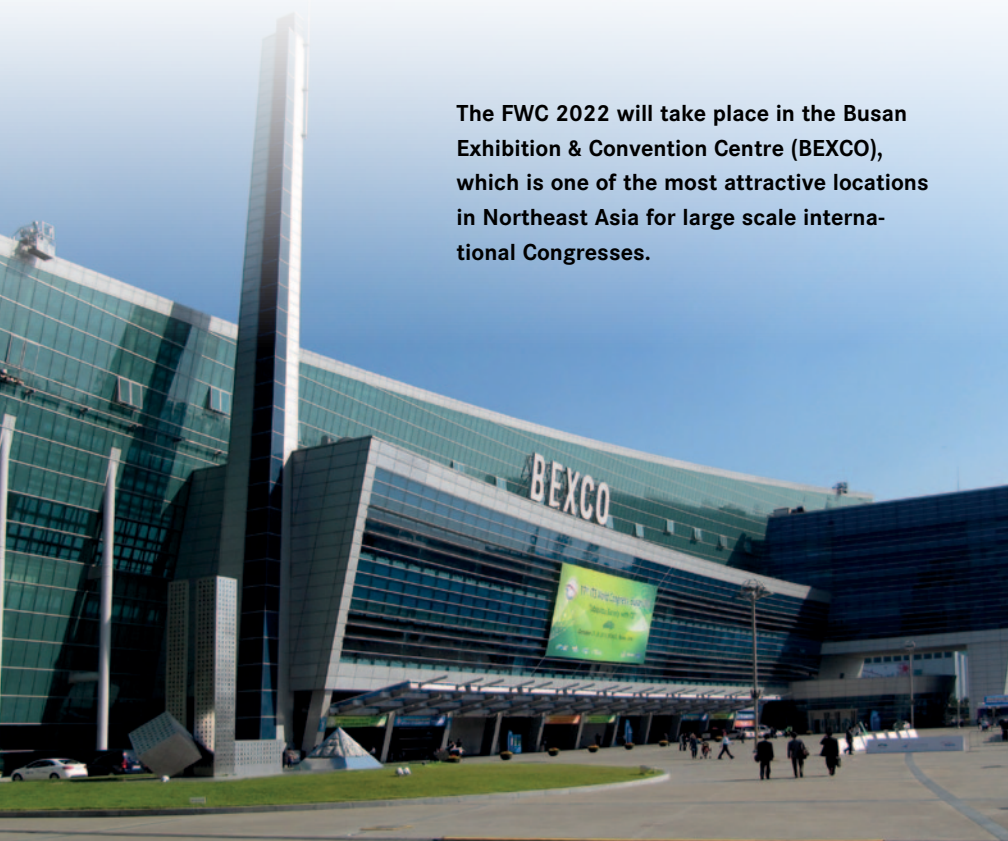


Photo: BEXCO

**SAVE
THE DATE**

26-29 October 2021
Brussels
Belgium

Photo: iStock/Allard1

UPCOMING EVENTS

26-29 October 2021

Brussels, Belgium

FIATA WORLD CONGRESS

September / October 2022

(exact dates to be confirmed)

Busan, Republic of Korea

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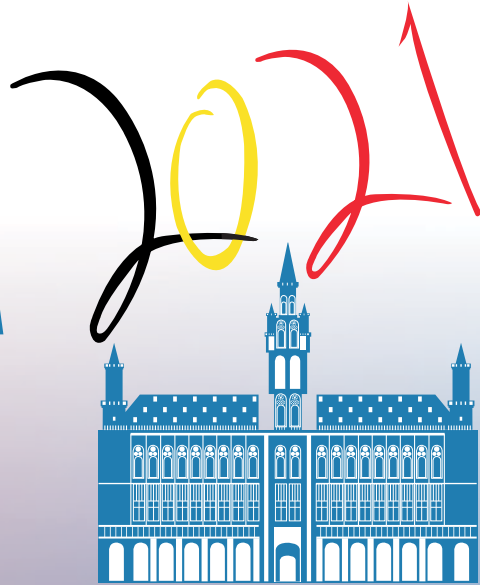
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FIATA

WORLD CONGRESS

26-29 October

BRUSSELS



The changing climate of logistics

Be Welcome, Be Brussels!



FIATA World Congress 2021 Secretariat
fiata2021@aimgroup.eu

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