

**Multi-year Expert Meeting on Transport, Trade  
Logistics and Trade Facilitation  
11th Session**

**Maritime Transport in Times of Polycrisis**

23-24 October 2024, Geneva

**Navigating disruptions and enhancing  
resilience: Focus on maritime chokepoints  
and shipping networks**

Presentation By

**John Manners-Bell**

Foundation for Future Supply Chains & Ti Insight

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# Future proofing maritime transport and logistics

**Navigating disruptions and enhancing resilience: Focus on maritime chokepoints and shipping networks**

**Professor John Manners-Bell  
Founder, Foundation for Future Supply Chains  
Chief Executive, Ti Insight**

**23 October, 2024 Geneva**

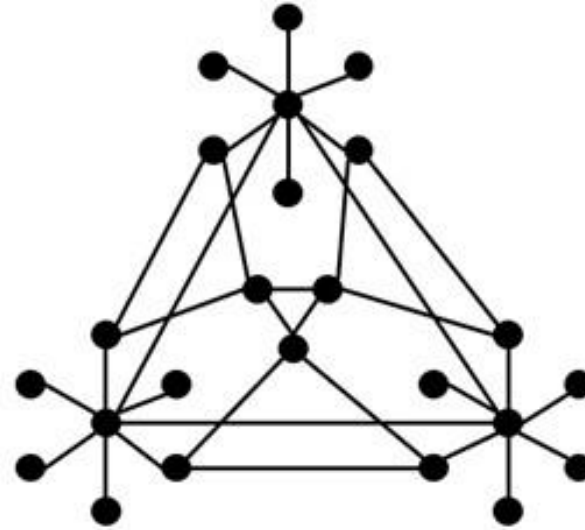


FOUNDATION  
FOR  
**FUTURE  
SUPPLY  
CHAIN**

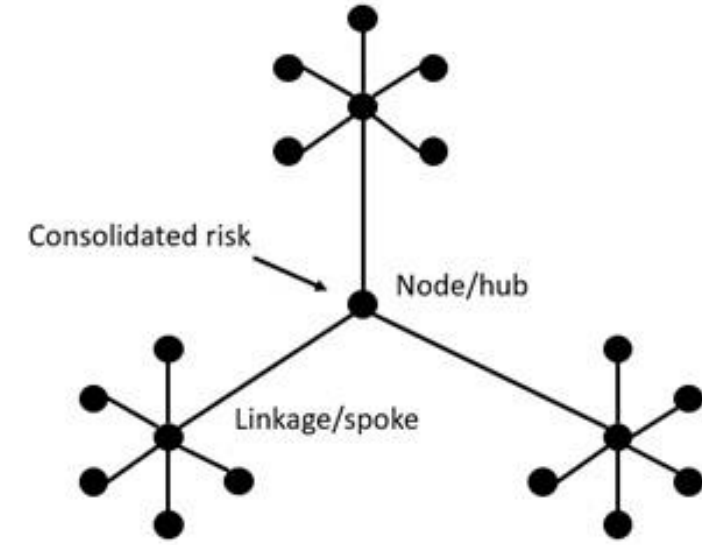


# Risk in maritime supply chains has become highly consolidated

- Economies of scale
- Better utilisation
- Larger vessels
- Larger gateway ports
- High volume trade lanes
- Reduced carbon emissions
- Higher levels of automation
- *But* result in higher levels of risk of network dysfunction



Assortative Network



Disassortative Network

'The assortative model which existed before the focus on mega-ships and mega-ports may have been more costly but it provided many more options for shippers to avoid the disruption'

*Supply Chain Risk Management*

# Maritime supply chains part of complex interconnected networks

*Cyber crime*

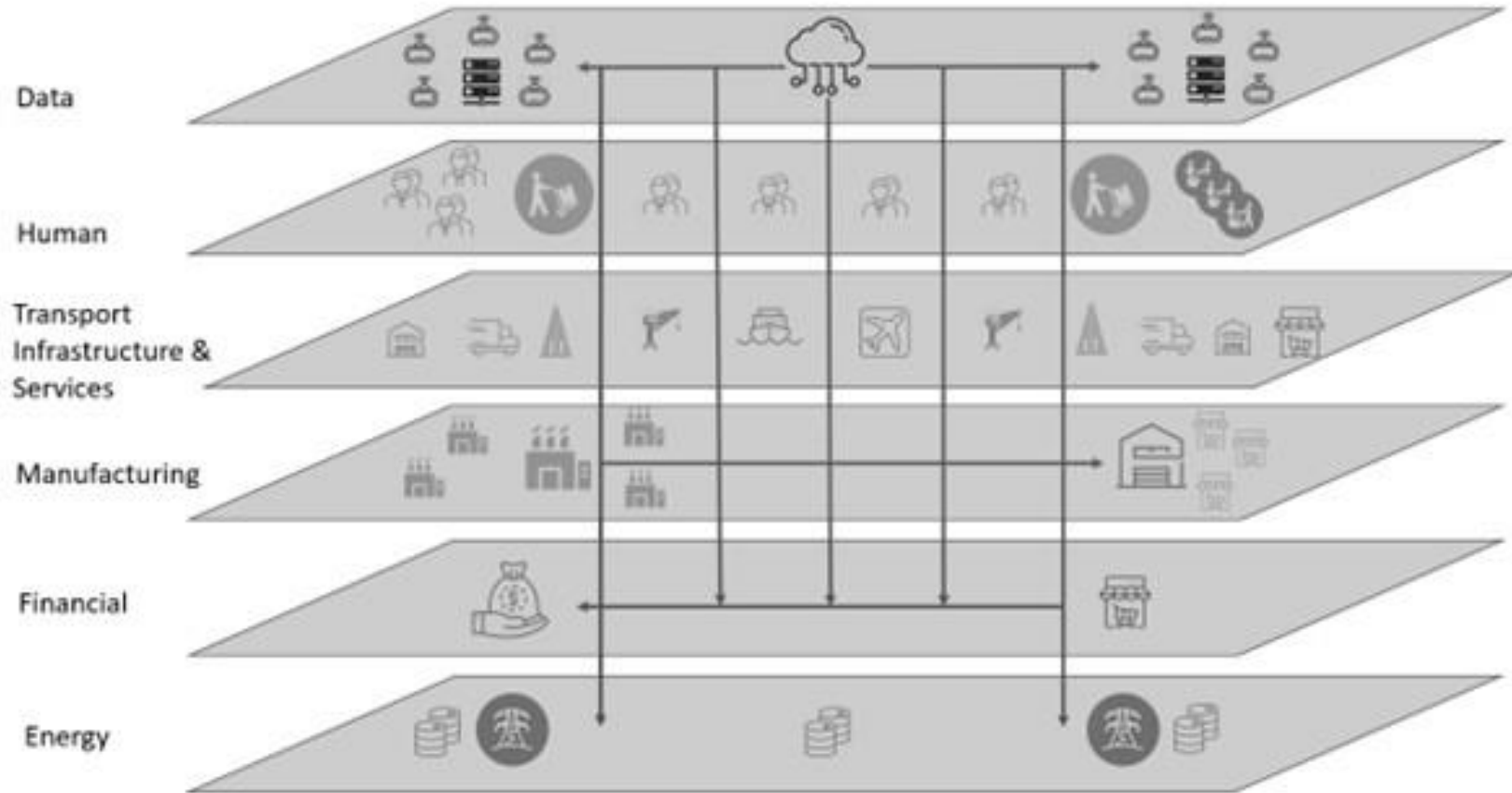
*Strikes/pandemics*

*Capacity*

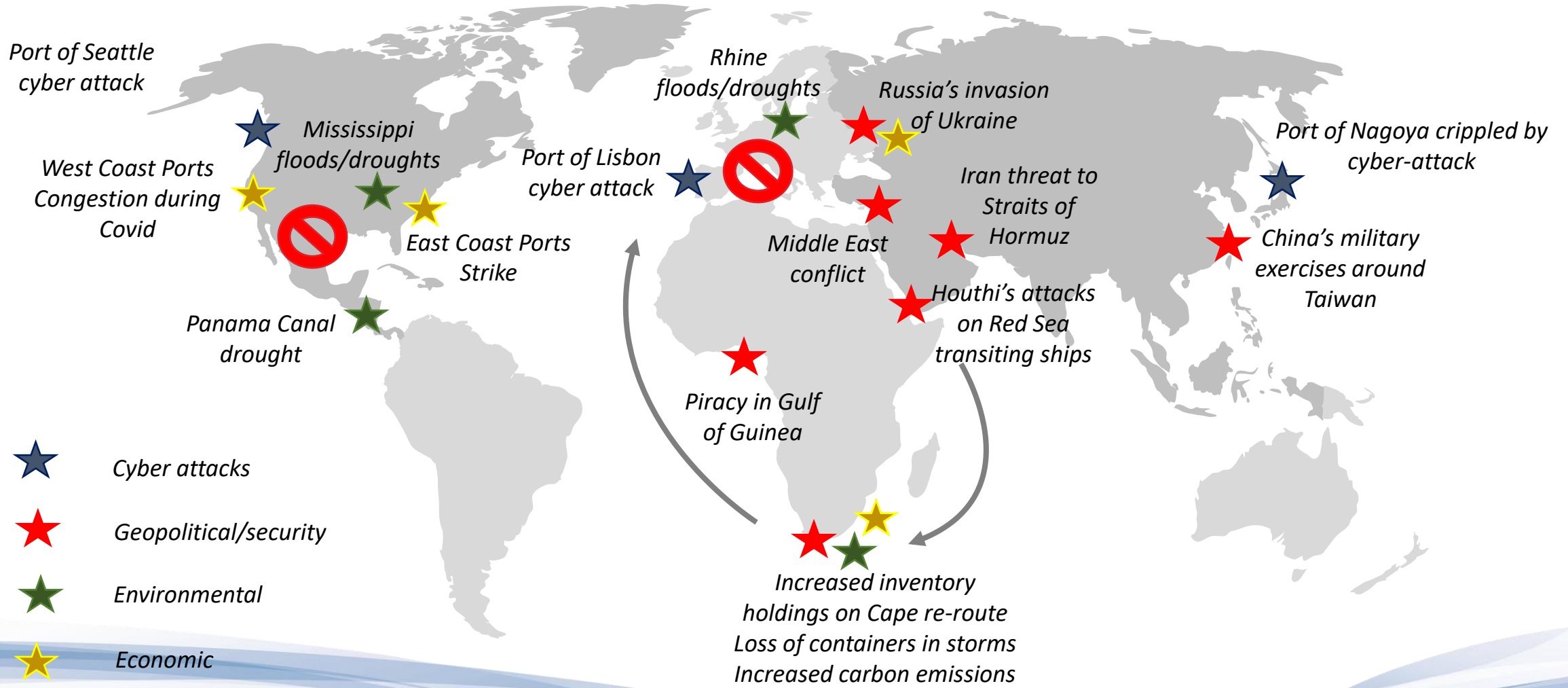
*Trade patterns*

*Trade finance*

*Oil price/energy supply*



# Events and risks impacting on maritime supply chains

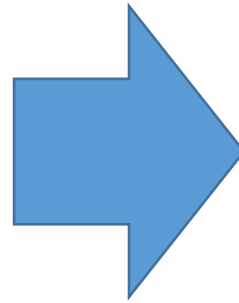


- ★ Cyber attacks
- ★ Geopolitical/security
- ★ Environmental
- ★ Economic
- ⊘ Trade measures

# Mitigating risk for maritime supply chains

## Shippers' response

- China Plus sourcing strategies
- Chinese companies expanding into Asian low cost markets
- 'Re-shoring'
- 'Near-shoring'
- 'Friend-shoring'
- Alternative routing (e.g. through Mexico)
- Sea-air options (e.g. through UAE)
- Intermodal options



## Carriers' response

- Average size of vessels in fleets to fall
- More connectivity for emerging market ports
- Increase use of secondary ports in Europe/North America
- More local/national carriers
- More short sea shipping services
- Greater number of direct calls

More complexity

More carbon emissions

More direct cost



Greater agility

Greater geographic spread  
of infrastructure investment

More multimodal solutions

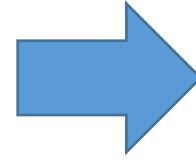
More automation

More supply chain visibility



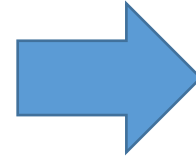
## Policy response

Reduce trade barriers and implement trade facilitation measures



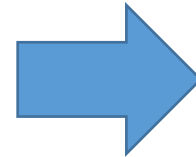
Enhances economic growth  
Reduces transit time  
Potential for corruption

Increase investment in supply chain digitisation



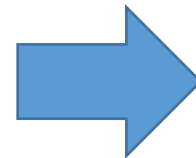
Increases visibility  
Improves integration with global economy

Increase investment in transport infrastructure



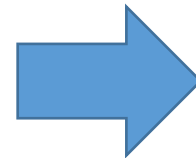
Reduces time to market  
Higher value logistics eg cool chain  
Integrate ports with hinterland

Develop manufacturing eco-systems



Encourage FDI  
Improve governance  
Trade finance initiatives

Develop supply chain skills



Education  
Gender diversity

## **Intelligence tailored to the supply chain and logistics industry**

Insight drives strategy – if you would like to know more about our global or local logistics insights please contact:

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