

 utikad

**TÜRKİYE
LOGISTICS
SUMMIT**

**Final Report
2024**

The logo for the Türkiye Logistics Summit is centered on a dark red background with abstract, flowing patterns. It features the text "TÜRKİYE LOGISTICS SUMMIT" in a bold, white, sans-serif font. The text is enclosed within a white graphic element consisting of two curved lines that form a partial circle, with a thick white bar on the right side that overlaps the text.

**TÜRKİYE
LOGISTICS
SUMMIT**

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TURKIYE **LOGISTICS** SUMMIT 2024

ATTRACTED RECORD
BREAKING PARTICIPATION!

THANK YOU FOR
BEING WITH US

+600 PARTICIPANTS + **30** SPEAKERS + **4** PANELS + **2** SPECIAL SESSIONS + **2** KEYNOTE SPEAKERS

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FOUR SEASONS

TÜRKİYE LOGISTICS SUMMIT 2024 HAS MARKED OUR MEMORIES PERMANENTLY

BİLGEHAN ENGİN
UTIKAD PRESIDENT



Türkiye Logistics Summit, the largest logistics meeting of our country, organized by Turkish Forwarding and Logistics Association (UTIKAD), the umbrella organization and reference point of the Turkish logistics industry, was held 23, 2024, with Turkish Cargo as the main sponsor. Bringing together \$100 billion logistics sector and organized with the goal. Leading figures, experts, and industry representatives of the global logistics world met at the Türkiye Logistics Summit, which took place with record participation and offered strategic cooperation and future visions to the participants. Türkiye Logistics Summit, where panels, keynote speakers, and special sessions were held, has marked our memories permanently.

When it comes to the logistics industry, it is becoming more and more difficult to form a sentence without mentioning the word crisis. Russia-Ukraine crisis, Middle East crisis, Suez crisis, and climate crisis... All of these issues put logistics under global pressure and cause it to be reshaped. The list of problems awaiting solutions in our industry, which is facing many global crises, is quite long. That's why the steps to be taken to solve global problems are of critical importance. In this intellectual path, the issues on the agenda of the logistics industry and the trends that will shape its future were discussed in the panels titled "Innovative Approaches in Supply Chain", "Artificial Intelligence and Digitalization", "Sustainable Logistics", and "The Future of Logistics, Logistics of the Future" within the scope of the Türkiye Logistics Summit.

In today's world where global supply chains have become more fragile due to geopolitical crises, the importance of cooperation between industries in solving problems was pointed out in the panel titled Innovative Approaches in Supply Chain. In the Sustainable Logistics panel, senior managers gave examples of their multi-faceted approach to sustainability. At the Türkiye Logistics Summit, which was held to contribute to the goal of ma-

king Türkiye a strategic logistics hub in its region, the activities planned to be carried out in the short and long term were conveyed to the participants. At the event, where the strategic importance of the Middle Corridor was emphasized throughout the day, investments and ongoing projects that provide added value to the country's economy within the scope of transportation and infrastructure works were detailed. In this context, new horizons were opened by discussing future trends under the panel title "The Future of Logistics and Logistics of the Future".

In the "Digitalization and Artificial Intelligence" panel organized by Turkish Cargo, the main sponsor of our event, which plays a major role in Türkiye's place in the top three in the air cargo market in the industry, where digitalization and artificial intelligence are gaining importance, participants were informed about the latest studies with the aim of increasing the potential in increasing efficiency in the industry, reducing costs, and increasing customer satisfaction.

Türkiye's logistics industry ranks 11th in the world with 100 billion dollars. It can be stated that Türkiye Logistics Summit is a milestone in the process of our country being in the top 10 on the list. UTIKAD will continue to work with this awareness in order to contribute to the country's economy and make Türkiye a global hub in line with the goal of leaving a permanent and livable country to future generations. Türkiye Logistics Summit will be made a tradition in line with the vision it has created and its contribution to the development of the industry.

I would like to thank all the brands and participants who were stakeholders of the event and established strategic cooperation. Hope to see you again at Türkiye Logistics Summit 2025.

“The event is an important meeting place to evaluate the developments in the logistics industry.”



**REPUBLIC OF TÜRKİYE
MINISTRY OF TRANSPORT
AND INFRASTRUCTURE**



DURMUŞ ÜNÜVAR
DEPUTY MINISTER OF TRANSPORT AND
INFRASTRUCTURE

Deputy Minister of Transport and Infrastructure Durmuş Ünüvar gave comprehensive information about the Turkish logistics industry and its work on transportation infrastructure in the opening speech of the Türkiye Logistics Summit. Ünüvar, who started his speech by thanking UTİKAD and emphasizing that the event is an important platform for the industry to evaluate international developments, highlighted that logistics is a critical strategic element in the development of a country.

Deputy Minister Ünüvar stated that in the globalizing world, logistics is not only limited to the transportation of goods and services but also forms the cornerstone of economic growth, trade, and prosperity. He said that in line with the Century of Türkiye goal, the Ministry shaped its policies on logistics mobility and digitalization. Stating that Türkiye's geopolitical position has great potential, Ünüvar told that efforts to make Türkiye a logistics hub by utilizing this potential are continuing.

Infrastructure and Strategic Projects

Reminding that Türkiye is a natural bridge between Asia and Europe, Deputy Minister Ünüvar stated that this potential has been realized with projects such as the Baku-Tbilisi-Kars Railway Line, Marmaray, Yavuz Sultan Selim Bridge and Northern Marmara Highway. Ünüvar stated that within the scope of the Development Road Project, an uninterrupted transportation network will be established from Faw Port to London, and with this project, a 1,200-kilometer two-way highway and railway will be built by 2030.

Stating that the multi-modal transportation infrastructure

such as road, air, sea and rail has been developed in Türkiye, Ünüvar told that the current road network has reached 68,494 kilometers and the highway network has been increased to 3,796 kilometers since 2002. He stated that investments made in highways not only provide economic benefits but also significantly reduce traffic accidents.

Sustainability and Green Transportation

Ünüvar announced that they are carrying out projects to increase the share of rail transportation in order to reduce carbon emissions caused by road transportation. He said that they aim to increase the railway network, which was 13,919 kilometers in 2023, to 17,287 kilometers in 2028 and 28,600 kilometers in 2053. He also stated that they will improve intermodal transportation by increasing the number of logistics hubs to 28. He stated that they encourage the use of alternative fuels for energy efficiency and environmentally friendly transportation solutions and work to expand the electric vehicle charging infrastructure.

Digitalization and Crisis Management

Drawing attention to the transformation created by digitalization in the logistics industry, Ünüvar said that the integration of artificial intelligence and automation technologies into the industry increases efficiency. He also emphasized that Türkiye ensured the continuity of trade with intermodal transportation solutions during the pandemic and regional crises. Referring to the importance of the flexibility of the logistics industry in times of crisis, Ünüvar stated that successful operations were carried out in these processes with the cooperation of the public and private sectors.

“The globalizing world, logistics is not only limited to the transportation of goods and services but also forms the cornerstone of economic growth, trade, and prosperity.”



MUSTAFA GÜLTEPE
TİM PRESIDENT

“Our goal is to be among the top 10 countries in the Logistics Performance Index.”



In his opening speech, TİM President Mustafa Gültepe stated that global trade has gone through a great transformation with the acceleration of globalization and that logistics has become as important as production and sales in this process. Stating that developments in logistics systems directly affect the export performance of countries, Gültepe emphasized that Türkiye, which is at the center of global trade, should strengthen its logistics infrastructure.

Export and Logistics

Gültepe underlined that Türkiye’s foreign trade volume has increased significantly in the last 10 years and stated that the foreign trade volume, which exceeded 422 billion dollars in 2013, increased by 46% and reached 617 billion dollars in 2023. Gültepe stated that the average export distance has reached 3,000 kilometers, approximately 150 million tons of products were exported last year, and the export burden has increased by over 51% in the last decade, and pointed out that Türkiye’s customs and logistics infrastructure has passed an important test with the increasing volume. Sharing the information that Türkiye carries out 74% of its export transportation by sea, 21% by road and nearly 1% by railway, Gültepe stated that it is critical to quickly adapt to new developments in order to increase the share in global trade.

Intermodal Transportation and Green Logistics

Emphasizing that intermodal transportation increases the competitiveness of exports and optimizes logistics processes in terms of cost, speed, security and environmentally friendly solutions, Gültepe stated that intermodal transportation provides an advantage to businesses by using dif-

ferent transportation modes such as land, rail, sea and air together. Stating that sustainability has become one of the basic elements of global trade, TİM President stated that railway and maritime transportation in particular minimizes environmental impacts and offers green logistics practices to businesses.

Competitiveness in Export

Stating that a one-day delay in delivery causes a decrease of nearly 7% in time-based product exports, Gültepe stated that in developed countries, the share of logistics costs in the final product is at the level of 10-15%, and in developing countries, due to inefficiency, it is between 15-25% in this period. He also emphasized that exporters are struggling with cost pressure.

TİM Customs and Logistics Workshop

Stating that TİM Customs and Logistics Workshop held in May was organized with the participation of 160 representatives from 35 stakeholder institutions with the participation of the Minister of Trade and the Minister of Transport and Infrastructure, and that the workshop was productive, TİM

President Mustafa Gültepe told that the outputs of the productive workshop were conveyed to the relevant Ministries and that they continue to work on this issue. Gültepe stated that Türkiye rose to 38th place in the Logistics Performance Index last year and that the target is to be among the top 10 countries.

Finally, drawing attention to the importance of cooperation for Türkiye to rise to the top in logistics and trade, Gültepe stated that the export and logistics industries work together and aim to make Türkiye among the top 10 exporting countries in the world.

“Türkiye carries out 74% of its export transportation by sea, 21% by road and nearly 1% by railway.”

“Logistics is the fundamental element of the supply chain”



TAMER KIRAN
İMEAK CHAMBER OF SHIPPING
CHAIRPERSON

IMEAK Chamber of Shipping Chairperson Tamer Kiran discussed Türkiye's potential in the logistics industry, innovative approaches, and sustainability goals in his speech within the scope of the Türkiye Logistics Summit.

Kiran stated that logistics is the basic element of the supply chain and that the supply chain covers all stages from raw material supply to transportation to the final consumer. He added that each link is of critical importance for the efficiency of business processes. In this context, he pointed out that the development of innovative approaches will not only increase competitive advantage but also provide better quality service.

Flexibility and Durability in Rapidly Changing Market Conditions

Kiran underlined that creating a flexible and durable supply chain in today's rapidly changing market conditions is indispensable for the sustainability of businesses. In this context, he emphasized that Türkiye's strategic geographical location, which serves as a bridge between Asia and Europe, should be evaluated in line with the development of smart logistics systems to attract domestic and foreign investors.

Türkiye's Logistics Advantages and Potential

Kiran stated that Türkiye's logistics potential is supported not only by its geographical location advantage but also by its advanced infrastructure investments and dynamic economic structure. He said that strong logistics networks formed by the integration of road, sea, and air transportation enable international trade to operate quickly and effectively.

Stating that Türkiye's ports form the backbone of the logistics infrastructure, Kiran stated that the ports on the

Mediterranean, Aegean and Black Sea coasts have strategic importance in terms of cargo transportation and maritime services. Emphasizing the place of trade corridors that have emerged recently in Türkiye's logistics strategies, Kiran pointed out that global projects such as China's Belt and Road Initiative have made Türkiye an important transit country between Asia and Europe.

New Trade Corridors and Türkiye's Role

Referring to the Development Road Project signed with Iraq, Kiran stated that this new route, which will connect the Persian Gulf to Europe and Central Asia via Türkiye, will contribute to increasing regional trade and easier transportation of cargo. He stated that such projects strengthen international trade relations by expanding Türkiye's logistics networks.

“Türkiye should become the center of international logistics networks by 2030.”

Goals for 2030 and the Future of the Industry

Stating that Türkiye's future in the logistics industry is based not only on geographical advantages but also on its dynamic workforce, young population and constantly developing infrastructure, Kiran said that Türkiye should become the center of international logistics networks by 2030. He emphasized that in line with this goal, port capacities should be increased, regulatory problems should be solved, railway infrastructure should be strengthened and a competitive position should be achieved in air cargo transportation.

Finally, Kiran stated that the adoption of digitalization and artificial intelligence applications will increase the efficiency of the industry and contribute to achieving environmental sustainability targets, and noted that Türkiye should be not only a transit point but also a center where the quality of logistics services increases.



TURGUT ERKESKİN
FIATA PRESIDENT

**“Our country
is already a
global trade
and logistics
hub”**



In his opening speech of the Türkiye Logistics Summit 2024, FIATA President Turgut Erkeskin emphasized that it has become more important than ever to be informed about the latest developments, trends, and innovations in logistics, that the world is changing very rapidly and with these changes, we encounter opportunities and challenges. Stating that the logistics industry, which forms the backbone of the global supply chain, has been affected by these changes and is even in the middle of the changes, Erkeskin evaluated that innovation in logistics can be traced back to the early period until the invention of the wheel.

The Impact of Digitalization on Logistics

Stating that innovation is handled in a much different dimension today, FIATA President Erkeskin said that the industry has reached a turning point with the digital revolution. He also underlined that developments such as automation, the use of robots, electric vehicles, unmanned vehicles, artificial intelligence, learning machines, blockchain applications, digital freight platforms, the use of drones, the introduction of hyperloop, environmentally friendly fuels, and green logistics applications are on our agenda as innovations in the industry.

Developments Directing the Industry

Erkeskin stated that the logistics world is facing three important developments and these are;

- 1) Developing efficient and resilient trade corridors
- 2) Digitalization and use of artificial intelligence

- 3) The increasing importance of norms and standards

The Role and Importance of FIATA

Stating that FIATA, of which he serves as the president, is a federation fundamentally committed to encouraging innovation and cooperation in the logistics industry, Erkeskin said that FIATA focuses on vocational training, digital transformation, harmonization of global logistics standards, creating efficient and sustainable trade corridors for economic growth, developing global trade networks and reducing barriers. Underlining the importance of the role of national associations such as UTIKAD in these activities, Erkeskin said that the associations, on the one hand, strive to produce solutions in cooperation with governments and other stakeholders while dealing with the local problems of their members, and on the other hand, they act as a bridge between the global logistics network and the local market. He also added that they are of vital importance in identifying local trends and threats and transforming global good practices into local solutions.

Türkiye as a Logistics Hub

Emphasizing that Türkiye is a logistics base, Erkeskin evaluated that our country's logistics capabilities are unique. Evaluating that what needs to be done is to increase connections, increase our capabilities, increase the level of digitalization and volume, Turgut Erkeskin stated that our country is already a global trade and logistics hub.

“It has become more important than ever to be informed about the latest developments, trends, and innovations in logistics.”

“Our industry is a strategic bridge that contributes to the growth of the economy”



ALİ TÜRK
TURKISH AIRLINES CHIEF CARGO
OFFICER

Turkish Airlines Chief Cargo Officer Ali Türk stated in his speech that the Türkiye Logistics Summit organized by UTIKAD is an important meeting where logistics industry stakeholders come together and that the increase in communication, interaction, and dialogue within the industry is one of the most valuable outcomes of such events.

Türkiye’s Potential to Become a Logistics Hub

Türk stated that Türkiye has the potential to become an important hub for the logistics industry on both a regional and global scale. He stated that the logistics industry is a strategic bridge that contributes significantly to the sustainable growth of the economy and plays a critical role in connecting many stakeholders, such as manufacturers, exporters, and importers to world markets.

Turkish Cargo’s Global Success and Strategies

Türk stated that Turkish Cargo has risen to third place in the world air cargo market and become the air cargo company with the largest transportation network in the world, serving 367 different destinations, 106 of which are cargo. He emphasized that these successes, which offer new opportunities to Turkish exporters, are possible with investments in human and technology.

He also stated that SmartIST, which was commissioned at Istanbul Airport in 2022, is the largest air cargo facility under one roof in Europe with a capacity of 2.2 million tons. He stated that with the completion of the second phase at the end of 2026, the capacity will be increased to 4.5 million tons and this facility will be a world-leading structure.

The Role of E-Commerce in Logistics and the Hub Potential of Istanbul

Türk said that global e-commerce is growing rapidly and that its share in global trade is expected to reach 21% in 2025. In this context, he stated that Istanbul should be a global e-commerce center and could contribute to financing Türkiye’s current account deficit by increasing its micro-export potential.

Logistics Performance Index and Investment Strategies

He stated that for Türkiye to enter the top 10 in the logistics performance index (LPI), it should focus on regulation, digital transformation, sustainability, and integrated logistics projects. He said that external financing is needed to achieve these goals and that they are working on this issue with the Turkish Investment Agency.

Digital Transformation and National Software

Emphasizing that digitalization is critical for the future of the industry, Türk emphasized the importance of preparing a road map for productive artificial intelligence and digital transformation. He stated that a systematic approach is required at both micro and macro levels to increase the digital maturity of the industry. He said that developments in areas such as cyber security clearly show the importance of carrying out the transformation with national software.

Goals for 2033 and Sustainability Vision

Ali Türk announced that they aim to double the aircraft and tonnage capacity by 2033, the 100th anniversary of Turkish Airlines.

“Türkiye has the potential to become an important hub for the logistics industry on both a regional and global scale.”



BİLGEHAN ENGİN
UTIKAD PRESIDENT

“Logistics has been a strategic lever throughout history”



UTIKAD President Bilgehan Engin started the opening speech of the Türkiye Logistics Summit by thanking the partners, participants and press members who contributed to the event. He expressed his satisfaction in being together with stakeholders in this event, which he described as Türkiye’s largest logistics meeting.

Logistics Dynamics Before and After the Pandemic

Engin discussed the change that the logistics industry experienced before and after the pandemic. He emphasized that before the pandemic, issues such as supply chain management, vulnerabilities, integrated transportation corridors, and digitalization were on the agenda, but in the post-pandemic period, crises fundamentally affected the industry. He stated that developments such as the Russia-Ukraine war, crises in the Middle East, Suez Canal blockages, and climate crisis both put the industry under pressure and reshaped it.

A Historical Perspective in Logistics: Alexander the Great

Giving an example from history in his speech, Engin mentioned the times 2,500 years ago and touched upon the logistics strategies of Alexander the Great. He explained that Alexander the Great established a strategic supply chain while conquering Anatolia and constantly supported his army based on the ports and local resources on the Aegean coast. With this exam-

ple, he stated that logistics has been a strategic lever throughout history.

Türkiye’s Geopolitical Challenges and Opportunities

Turning back to the present day and drawing attention to the geopolitical environment in which Türkiye is located, Engin stated that the country is surrounded by crises such as the Russia-Ukraine war in the north, civil wars in the Middle East in the south, and Aegean tension in the west. He emphasized that despite these crises, Türkiye should focus on opportunities.

The Impact of Artificial Intelligence and Future Predictions

Touching on the effects of artificial intelligence on the logistics industry and the business world in general, Engin stated that artificial intelligence’s mastery of engineering will cause major changes in the future. In this context, he referred to Alvin Toffler’s words on learning and adaptation and stated that future generations can adapt to this

change by defining new learning systems for artificial intelligence.

At the end of his speech, Engin announced that regional and global logistics issues will be discussed in four panels and one special session to be held within the scope of the Türkiye Logistics Summit. He also stated that three keynote speakers would share their views and wished the participants a pleasant day.

“Touching on the effects of artificial intelligence on the logistics industry and the business world in general.”

THE WORLD OF LOGISTICS HAS COME TOGETHER AT THE TÜRKİYE LOGISTICS SUMMIT



MODERATOR:

DR. YASEMİN YÜCEL KARASU

İSTİNYE UNIVERSITY MIS DR. FACULTY MEMBER, INGRAM MICRO TÜRKİYE INDEPENDENT BOARD MEMBER, DOMINO VENTURES ADVISORY BOARD MEMBER



MEHMET KAHVECİ
GENERAL MANAGER
OF SICK



EMRE ULTAV
SAS DEPUTY
GENERAL MANAGER



KAĞAN GÜMÜŞ
G4S TÜRKİYE
COUNTRY MANAGER



BİLGEHAN ENGİN
UTIKAD PRESIDENT



CHEE KEONG, (CK)
VICE PRESIDENT AND GENERAL
MANAGER OF GREATER CHINA,
CRIMSONLOGIC



MODERATOR:
PROF. DR. BESTAMİ ÖZKAYA
YILDIZ TECHNICAL UNIVERSITY



SERDAR ERÇAL
BORUSAN LOGISTICS
GENERAL MANAGER



DR. A. BÜLENT SABUNCU
KOTON – CEO



DR. SÜHA TAŞPOLATOĞLU
ABDİ İBRAHİM – CEO



ÖZGEN ÖZKAN
4+1 T CONSULTANCY (FOUNDER) AND
HAFELE CHIEF EXECUTIVE OFFICER



MODERATOR:
MURAT BOĞ
TALAY LOGISTICS
BOARD MEMBER



AHMET MUSUL
EKOL LOGISTICS BOARD
CHAIRPERSON



ARZU ÖZER
EGESİL CHEMICAL
SUPPLY CHAIN MANAGER



FATİH TEZCAN
JYSK COUNTRY
DIRECTOR



BURCU ALSAN
SENSWISE FOUNDER
AND BOARD CHAIRPERSON



MODERATOR:
HAKAN ÖZTÜRK
TURKISH TECHNOLOGY CARGO
SOLUTIONS DIRECTOR



AYCAN GÖMEÇ
INSIDER CUSTOMER
EXPERIENCE DEPUTY
GENERAL MANAGER



YÜCEL ÇINAR
TURKISH AIRLINES CARGO
DIGITALIZATION AND CONTINUOUS
DEVELOPMENT MANAGER



SERKAN VARDAR
DSV SENIOR AIR CARGO
OPERATIONS MANAGER



ERDİ KARATEPE
ECZACIBAŞI MONROL LOGISTICS
AND FOREIGN TRADE MANAGER

TÜRKİYE LOGISTICS SUMMIT

Panel:

Innovative Approaches in Supply Chain

PANEL SPONSOR



MODERATOR:

DR. YASEMİN YÜCEL KARASU

İSTİNYE UNIVERSITY MIS DR. FACULTY MEMBER, INGRAM MICRO TÜRKİYE
INDEPENDENT BOARD MEMBER, DOMINO VENTURES ADVISORY BOARD MEMBER

PANELISTS:

MEHMET KAHVECİ GENERAL MANAGER OF SICK

EMRE ULTAV SAS DEPUTY GENERAL MANAGER

KAĞAN GÜMÜŞ G4S TÜRKİYE COUNTRY MANAGER



At the opening of the Innovative Approaches in Supply Chain panel, sponsored by DFDS, panel moderator Dr. Yasemin Yücel Karasu stated that, based on her nearly 30 years of experience in the technology industry, she both witnessed the birth and growth of innovative waves and served these processes. Emphasizing that technologies such as Windows NT, fiber internet, and mobile phones were just dreams in the past, Karasu stated that these dreams became reality over time. She pointed out milestones such as the emergence of mobile internet, social media, IoT (Internet of Things) and big data, and said that today, artificial intelligence is the main technology that sets the agenda.

Sharing her experience at a product launch while she was in America, Karasu associated innovation with the sea metaphor. She explained that the name “jambala” proposed at the launch means “the wave rising from the middle of the sea and growing closer to the shore” in Swahili. This metaphor was used as a tool to describe the nature and impact of innovation. Referring to the emergence of mobility, preparations, and consultants that are the harbingers of the wave, she pointed out the mastery of experts in directing the wave although this process is full of unknowns.



Dr. Yasemin YÜCEL KARASU

DEFINING THE CONCEPT OF INNOVATION

Karasu stated that innovation is often confused with invention and R&D, but these two concepts are only a part of innovation. She mentioned that R&D is an important driving force of innovation, but emphasized that innovation is not limited to just producing inventions, but that these ideas must be commercialized and turned into products or services.

In this context, it was stated that innovation is a broader chain of operations and covers all processes, innovations and changes. It was stated that at the end of the day, the expected output of the innovation must be converted into cash. Karasu stated that for this reason, innovation should be concerned not only with “what” but also with “how” it will be realized.

THE PURPOSE AND OBJECTIVES OF THE PANEL

Stating that the purpose of the panel is to discuss how technological innovation is created and how this innovation can be transformed into concrete benefit, Karasu pointed out in her opening speech the importance of focusing on “how” innovation will be realized. Karasu stated that technological innovation is a trending topic today, but there is not enough talk about transforming this innovation into applicable solutions and

Mehmet Kahveci:
**“End-to-end
warehouse
and logistics
processes can
be optimized by
using integrated
softwares”**



benefits. It was stated that the panel was designed as a platform to eliminate this deficiency.

Dr. Yasemin Yücel Karasu touched upon the preparation process that begins with the approach of the waves, the emergence of consultants and the precautions taken against the unknown, and emphasized that these processes are consciously managed by the sailors in the sea. Drawing attention to the dangers of taking the wave sideways, the moderator pointed out the importance of “turning the rudder and going through it” in the innovation process.

THE USE OF SENSORS IN LOGISTICS INDUSTRY

Moderator Dr. Yasemin Yücel Karasu asked Mehmet Kahveci his opinions on what to invest in if you want to invest in the world of sensors and which side of sensors the logistics industry should focus on.

Mehmet Kahveci drew attention to the company SICK's R&D investments and close relations with the sectors. He stated that the company has made high-level R&D investments in order to accurately identify industrial needs and develop solutions for these needs. Kahveci also emphasized that SICK focuses on establishing interaction in the context of usability by providing solutions to the needs of different areas of the industry.

SPEED, ACCURACY, AND COST IN THE LOGISTICS INDUSTRY

Making evaluations about the logistics industry, Kahveci pointed out that speed, accuracy and cost are the most important factors in logistics. In this context, he pointed out that the products developed by SICK are of great importance in order to make logistics processes more efficient. He stated that master data can be

created thanks to the solutions offered by SICK, especially in processes such as warehouse installation, arrangement of the cargo in the vehicle and the way the cargo is transported. Stating that this data enables more efficient use of warehouse space and is not limited to the warehouse alone, but also allows optimizing the packaging types to be used, Kahveci said that processes beyond the warehouse process, ranging from the order in which the cargo to be transported to which vehicle will be transported, can be made more efficient with this system.



Mehmet KAHVECİ

OPTIMIZATION OF WAREHOUSE AND LOGISTICS PROCESSES

Kahveci stated that end-to-end warehouse and logistics processes can be optimized by using integrated software. He stated that thanks to this software, it is possible to obtain the master data of all products and integrate them into the warehouse after production is completed. Then, he stated that during the preparation of orders for shipment, which parcel types will be matched with which products are determined in advance and the packaging process is carried

out accordingly, and that the use of accurate data at each stage of these processes ensures efficient management of logistics processes.

THE INCREASE IN E-COMMERCE VOLUME AND THE PROBLEMS ENCOUNTERED

Kahveci explained the problems experienced in 2019, when the e-commerce volume increased greatly, by giving examples. In particular, he drew attention to the fact that packages reached the wrong addresses on social media and the chaotic situation caused by packages waiting in distribution warehouses. Kahveci stated that these problems have turned into problems

that can be solved by collecting data. Kahveci stated that by obtaining the weight and cubic decimeter data of the packages, it is possible to determine which addresses and how they will reach them through barcodes for each package, thus making it possible to transition from a chaotic environment to a more organized and efficient management system.

CARGO SECTOR AND A SUCCESS STORY

Finally, giving an example from the collaboration with a cargo sector customer, Kahveci stated that they achieved great success in optimizing warehouse processes. Thanks to this optimization, the investments made were returned in just one and a half month. Kahveci stated that getting the right data in the logistics industry and processing this data with the right software is an important investment area. He emphasized that such investments will strengthen the competitive advantage in the sector by increasing the efficiency of logistics processes.

THE IMPORTANCE OF ACCURATE DATA USAGE AND SOFTWARE INTEGRATIONS

In his speech, Kahveci underlined that correct data use and software integrations in the logistics industry are the most important elements that move the sector forward. He said that a management system based on accurate data will provide great benefits at all stages of logistics processes.

THE CHANGING WORLD AND THE STRATEGIC IMPORTANCE OF DATA

In response to Moderator Dr. Yasemin Yücel Karasu's question about how the accuracy of data affects artificial intelligence, Emre Ultav drew attention to the importance of data management and analytics in a rapidly changing world. Ultav emphasized that we live in a period where the value of data is increasing and business models are rapidly evolving with globalization and digitalization. Stating that with this transformation, the volume of data has grown geometrically and the value desired to be obtained from the data has become very different, Ultav underlined that data has become a strategic resource for businesses, especially in the logistics industry, and that collecting data, making sense of it and generating value from this data is critical for all players in the industry.

Stating that there are large-scale companies as well as small and medium-sized companies in the logistics industry, Ultav gave advice to logistics companies for the next 3-6 months. While one of the top recommendations is that companies should determine their analytical maturity level, Ultav said that companies' assessment of the level of their data processing capacity will help them understand how they can produce more value from this data in the future. Emre Ultav stated

that these analyzes form an important basis for logistics companies to make strategic moves for the future.

ANALYTICAL LEVELS AND IMPLEMENTATION AREAS

Stating that there are basically four levels of data analytics, Ultav also talked about the first of these levels: "descriptive analytics". As operational systems started to settle in the business world, many companies began to analyze data by launching business intelligence platforms and visualization tools. This phase helps companies understand what happened and what is happening. However, Ultav pointed out that this level is not sufficient and stated that the next step should be to move to the "diagnostic analysis" level. Diagnostic analytics allows finding the cause of these situations and getting to the root causes, especially when there is a problem with a shipment or the profitability of a logistics company in a region decreases.

Ultav said that these two levels of analytics are already used by most institutions, but emphasized the need to move to more advanced levels to adapt to the developing speed of the sectors. He stated that the supply chain, including the logistics industry, consists of a wide ecosystem from manufacturers to raw material suppliers, from customs processes to end consumers. Stating that this ecosystem changes faster every day and requires adaptation, he stated that the logistics processes that were realized on paper 20-30 years ago are now done in real-time and must be adapted to instantly changing dynamics. For this reason, Ultav stated that faster results should be obtained from data analysis with descriptive and diagnostic analytical stages and that these processes have become very fast.

Pointing out that logistics companies should implement these first two analytical levels in the short term, Ultav suggested data ownership, data quality, enrichment and diagnostic analysis. However, Ultav said that the real added value lies in the third and fourth analytical levels. Stating that these levels are defined as "predictive analytics" and "prescriptive analytics" respectively, Ultav stated that "Predictive Analytics" enables making future predictions with the patterns obtained from past data and added that such analyzes play a major role in the logistics industry in areas such as future demand forecasts, shipping routes, and supply chain optimization.

He stated that directional analytics is done to ensure the most effective use of resources in line with existing resources and targets and that this type of analysis can be used especially in areas such as shipment management, demand forecasting, supply chain optimization, making logistics more efficient and pre-planning the maintenance of vehicles. Ultav said that issues such as price optimization, customer segmentation optimi-



Emre ULTAV

zation, and route optimization in the logistics industry can be made more efficient by applying such analysis.

SAMPLE PROJECTS AND CONTRIBUTIONS OF TECHNOLOGY TO THE INDUSTRY

Ultav emphasized that processes such as route optimization and stock optimization are of great importance, and gave one of the examples of this with the experience of a large pulp and paper manufacturer in the USA. He stated that this company established a structure that could analyze production, shipment, and customer data before the pandemic, and during the pandemic, it achieved an 11% gain on the production side by using this data to improve shipping processes and equipment performance. He also pointed out that they can plan maintenance processes in advance by collecting data with sensors and perform risk analyzes with cameras to prevent accidents. Stating that these technologies have greatly benefited their business during the pandemic, Ultav added that the same technologies are also used to analyze consumption processes on the consumer side.

Finally, touching on the artificial intelligence project developed by SAS for foreign trade activities, Ultav said that they contributed to the risk analysis of the Ministry of Trade thanks to this project. He stated that in this project, artificial intelligence was used to examine declarations, analyze historical data patterns, identify risks, and decide on inspection processes. He stated that in this way, while the efficiency of foreign trade processes is increased, the country's foreign trade potential also increases. He pointed out that the effects of such projects on the logistics industry are significant.

In his speech, Ultav emphasized that data and analytics solutions are becoming increasingly important in the logistics industry and that these solutions increase efficiency in the industry, making processes faster and more efficiently. He underlined that this transformation offers great opportunities for logistics companies and supply chain actors.

DIGITALIZATION AND SECURITY INNOVATIONS IN SUPPLY CHAIN

Moderator Dr. Yasemin Yücel Karasu stated that in the near future, 50 billion devices around the world will produce data simultaneously and emphasized that this means that all items will have an identity and data will flow from them. Karasu stated that these data will be evaluated with artificial intelligence for prediction, optimization, autonomous decision-making mechanisms, and management. She also said that cyber security will become one of the most important issues in our lives in this process. Stating that cyber security is of critical importance, especially in the logistics industry and supply chain, Karasu pointed out that there



Kağan GÜMÜŞ

are many innovative approaches to non-cyber security issues today.

IN THE MIDDLE OF A GREAT CHANGE: SHAPING THE FUTURE

In his answer to Karasu's question about what can be done about innovation in security, Kağan Gümüş emphasized that we are in the middle of a major change and that this transformation is taking shape rapidly. Gümüş stated that with his statement "the future has come", which he made at the G4S Day organized on the 100th anniversary of the Republic of Türkiye last year, he indicates the point where

technology and innovation have come, and added that the dreams that were shaped by fictional characters such as Michael Knight and KITT that they watched as children of the eighties are now coming true. Gümüş stated that there have been great changes in the past 20 years, for example, a company that did not produce mobile phones 20 years ago is now the leader in the world's mobile phone market, or a company that did not produce cars has now become one of the largest automobile manufacturers in the world.

TRANSFORMATION IN THE LOGISTICS INDUSTRY AND THE IMPORTANCE OF SECURITY

Gümüş stated that these changes are not limited to technology only, the logistics industry is also affected by this transformation and this industry is changing in every aspect. Stating that it is not possible to solve future problems with the information we have learned in the past, Gümüş emphasized that security always exists in the nature of logistics, because if the products are not delivered correctly or are lost, the logistics processes will be incomplete. Kağan Gümüş stated that 88% of global trade is carried by ships, time-sensitive products are transported by planes, land vehicles are the most used vehicles in logistics and warehouses are the most preferred areas for storing goods. Gümüş also expressed the importance of the planners working behind all these processes, customs agents working at the border, fuel providers, tire suppliers, and other elements that make up this ecosystem.

THE NEED FOR INNOVATION AND INTERDISCIPLINARY COLLABORATION

Gümüş stated that innovation is necessary to unite this ecosystem and transform it into a much stronger structure. He said that today the world's intellectual pool is fed not only by human intelligence but also by artificial intelligence, and therefore it is no longer possible to produce a solution in a single discipline. For example, Gümüş stated that the production of glasses involves many different disciplines, from optical engineering to mechanical engineering, computer engineering, software engineering, and facility civil engineering, as well as disciplines such as aesthetics,



Kağan Gümüş: “Today, the world’s intellectual pool is fed not only by human intelligence but also by artificial intelligence.”

sales, human resources, and finance. Therefore, he stated that multiple disciplines must come together to produce value in today’s world.

Stating that it is not possible for the logistics industry to solve all the problems alone, Gümüş pointed out that some of these problems need to be solved together with the security sector, some with artificial intelligence and industrial engineering, and some with psychological coaches. In this context, he touched upon the GERA Initiative launched at G4S regarding supply chain security. He stated that this initiative provides the opportunity to model end-to-end supply chain visibility and that the solar panel devices, IoT devices, data from CAN-BUS and mobile phone data used in this process make it possible to integrate elements such as logistics, security, vehicles, sensors, and drivers. He said that this type of integration allows the creation of multi-layered value by combining the concepts of “integrated security” and “integrated logistics”. Gümüş emphasized that this is the point where innovation begins and thus the difficulties in the logistics industry can be overcome.

TÜRKIYE’S STRATEGIC POSITION IN THE LOGISTICS INDUSTRY

Stating that Türkiye’s strategic position in the logistics industry is very important, Gümüş stated that Türkiye is one of the most powerful countries in the world in this field. He said that there are 360,000 registered tow trucks in Europe and some of the 60,000 Turkish tow trucks cross to Europe every month. He stated that for a driver who takes goods from Istanbul to a Samsung factory in Poland, issues such as the park where he will take a rest break, where he will put his goods, and at what points he will get help are very important. He stated that by combining the experiences of industrial leaders in Türkiye and the logistics capabilities in the country, greater benefits can be created in the Turkish logistics industry. He said that thanks to this synergy,

innovations that solve not only theoretical but also real-life people’s problems can be produced.

Finally, mentioning that the security sector and the logistics industry can overcome many problems by cooperating with each other, Gümüş emphasized that they cannot solve all the security problems of the world as security officers alone and that it is not possible for logisticians to solve all the logistics problems alone, but many problems can be solved by working together.

THE FOUNDATION OF INNOVATION: PROBLEM SOLVING AND THE ROADMAP

Moderator Dr. Yasemin Yücel Karasu stated that problem solving is the basis of innovation. Emphasizing that there is no need to look for innovation far away, Karasu stated that identifying the problems before our eyes and putting them on a road map is the beginning of the innovation journey.

Karasu said that there is no need for utopian technologies or large investments for innovation. Instead, she emphasized the importance of moving forward by providing innovative solutions to problems with existing technology and products. She also underlined that a sustainable path should be followed by planning the transition from the solution to the next step at each step.

THE EFFECT OF TECHNOLOGICAL DEVELOPMENTS ON THE LOGISTICS INDUSTRY

In response to Moderator Dr. Yasemin Yücel Karasu’s question about imagining the next 3 years for the logistics industry and supply chain, where we can reach within this period and which problems we can solve with which investments, Mehmet Kahveci emphasized that technological changes are rapidly taking shape in today’s world and these developments will have significant impacts on the logistics industry. In his speech, he drew attention to the unpredictable nature of today and stated that we live in a rapidly

changing world, saying, “In today’s world, it is difficult to predict even 3 days further, let alone 3 years.” He stated that there have been many developments, especially in artificial intelligence and digitalization, and mentioned that these developments brought about different collaborations.

THE IMPORTANCE OF THE HUMAN FACTOR IN THE DIGITALIZATION PROCESS

Kahveci made predictions about how the digitalization process and technological developments will affect the logistics industry. He stated that with the increasing speed in communication technologies, cloud computing will become more widespread and these developments will transform the logistics industry in many areas such as digitalization, the use of artificial intelligence, and autonomous vehicles. He said that this transformation will increase adaptation and efficiency in the industry. However, Kahveci pointed out that the human factor is sometimes ignored when discussing digitalization. He stated that technological changes also affect human resources and that productivity is closely related to the human factor.

Kahveci touched upon a few important points that should be taken into consideration in the application of technologies that will increase efficiency. First, he emphasized the importance of applying digitalization in areas that can directly affect productivity. He said that starting with pilot projects at this point could help employees adopt technology more easily. He also stated that the digitalization process requires working with the right supplier, the right consultant, and the right ecosystem and expressed the importance of making these collaborations with the right communication and strategy.

CORRECT TECHNOLOGY INVESTMENTS AND STRATEGIC PLANNING

Pointing out that technological investments can sometimes turn into “technological dumps”, Kahveci emphasized the importance of choosing and using technology correctly. He said that action should be taken with a gradual transition plan. He also stated that making correct inventory configurations will form the basis of forecasting with detection technologies. He said that he believes that with such correct investments and technologies, the logistics industry can properly benefit from digitalization in the next three years. Kahveci stated that when technology is used efficiently, the logistics industry can undergo a major transformation and that investing in the right technologies in this process will make a great contribution to the industry.

GLOBAL SCALE AND OPERATIONAL GOALS

In response to Yasemin Yücel Karasu’s question about whether SICK is ready for services that can process the collected data and give them an output, Mehmet Kahveci gave information about the global size of their company and the future of their operations in Türkiye. Kahveci stated that they are a company with 12,000 employees worldwide and operating with their own structures in 40 different countries. He stated that they have a team of 80 persons in Türkiye and that they want to continue growing here. He emphasized that one of the goals of his companies is to expand their operations in Türkiye.

Kahveci said that the main areas of expertise of their company are design, installation, and commissioning processes. He also mentioned their competence in processing and analyzing the data obtained after these processes. He told that as a company, they created a strong team at every stage of these steps and ensured high efficiency in business processes.



Emre Ultav: We live in a period when the value of data is increasing and the business models are evolving rapidly with globalization and digitalization.

INTERNATIONAL PROJECTS AND COLLABORATIONS

In addition, Kahveci stated that automation processes were successfully carried out in distribution centers in Poland and Hungary in cooperation with Turkish integration companies. He stated that they worked in coordination with local teams in these projects and successfully commissioned their operations. Kahveci touched upon the importance of collaborations in such international projects and said that their successful global experience will contribute to the growth targets in Türkiye.

TECHNOLOGICAL TRANSFORMATION AND THE ROLE OF THE HUMAN FACTOR

Emre Ultav, whom Yasemin Yücel Karasu asked to share his evaluations for the next three years, made evaluations on the increasing impact of technology and innovation in the business world. Stating that with the development of technology, human influence is gradually decreasing in the work

and processes, Ultav said that many tasks are now transferred to systems and artificial intelligence. However, he pointed out that this transformation would not only create positive results. He emphasized that it is possible that some restrictions will enter our lives with this transformation in the coming years, but the importance and value of humans will not be lost.

THE IMPORTANCE OF DATA SCIENCE AND HUMAN RESOURCES

Underlining that there is a large shortage of data sci-

entists on the employment side, especially in Türkiye, Ultav referred to the 2023 report of the World Economic Forum and stated that the three professions that will be most needed by 2027 are artificial intelligence and machine learning engineering, data scientists and data analysts and big data scientists. Stating that all of these professions are data-oriented, Ultav emphasized that while companies are making progress in their analytical levels, human resources are still of critical importance.

Stating that current analytical competencies are not sufficient for companies, Ultav explained that at this point, the fifth stage called “augmented and autonomous analytics” comes into play. He said that at this stage, self-managing systems have begun to enter our lives, the system automatically determines which data should be focused on when making analyses, and success criteria are determined not by past data but by the structures that the system adapts itself.

Stating that the rate of introduction of artificial intelligence into production is around 10-12% worldwide, Ultav stated that with the increasing use of productive artificial intelligence, consumers will benefit more from artificial intelligence and companies will quickly adapt to these technologies. In addition, he pointed out that it would be difficult for every company to establish its own data center, considering the size of the data volume and high costs. At this point, he emphasized the importance of turning to cloud computing and benefiting from economies of scale.

DIGITALIZATION AND BLOCKCHAIN TECHNOLOGY IN THE LOGISTICS INDUSTRY

Stating that change has accelerated in the logistics industry with digitalization, Ultav said that digitalizing the repetitions in the industry and setting standards with blockchain technology will create more traceable and transparent systems for all stakeholders. However, he stated that there are some obstacles to blockchain technology and that this technology, like artificial intelligence, can mature after a certain threshold.

Ultav said that although some technologies may reach their peak very quickly, they may then fall to a productivity plateau, and some technologies may disappear. He stated that it would be valuable to focus on beneficial and tested practices for institutions that are cautious about budget and investment. He also pointed out that taking part in a “hype” wind and doing

“experimental” projects does not provide any concrete operational benefit and said that caution should be exercised in these areas.

Finally, he stated that if this cautious approach and cooperation is achieved in Türkiye specifically, the desired points can be reached within three years.

TÜRKIYE’S GEOGRAPHIC AND HISTORICAL SECURITY CHALLENGES

When asked by moderator Karasu about his thoughts for the next three years, Kağan Gümüş stated that Türkiye has been located on the most problematic lands throughout human history and that this situation brings security-related challenges. He stated that these security issues, which have continued from the beginning of the Sumerians to the present day, have kept people both alive and in a stressful situation. Stating that one of the most important issues for the next three years will be efficiency, Gümüş pointed out that internal connectivity now offers important opportunities to use different functions much more efficiently.

THE IMPORTANCE OF EFFICIENCY AND INTERCONNECTIVITY

Referring to Daron Acemoğlu’s book *Why Nations Fail*, Gümüş shared an example explaining the major differences between Mexico and America. He emphasized that the basis of these differences is how different systems and connections are configured. Gümüş emphasized that advances in technology and communication allow things that seem independent of each other to work in harmony and in conjunction with each other. He said that instead of old perspectives such as “This is about logistics, this is about security”, the necessity of producing value jointly and together has now emerged.

TÜRKIYE’S LOGISTICS POTENTIAL AND GLOBAL COMPETITION

Stating that Türkiye’s geography has a great fateful support to be number one in the logistics industry, Gümüş stated that the only thing left is labor and effort. Finally, he concluded his words by quoting

Mustafa Kemal Atatürk’s famous saying: “The strength you shall need exists in the noble blood flowing through your veins.” This statement emphasized Türkiye’s potential and the power in realizing this potential.



TÜRKİYE LOGISTICS SUMMIT

Panel: Sustainable Logistics

PANEL SPONSOR



MODERATOR:

PROF. DR. BESTAMİ ÖZKAYA YILDIZ TECHNICAL UNIVERSITY

PANELISTS:

SERDAR ERÇAL BORUSAN LOGISTICS GENERAL MANAGER

DR. A. BÜLENT SABUNCU KOTON – CEO

DR. SÜHA TAŞPOLATOĞLU ABDİ İBRAHİM – CEO

ÖZGEN ÖZKAN 4+1 T CONSULTANCY (FOUNDER) AND HAFELE CHIEF EXECUTIVE OFFICER



In the opening speech of the Sustainable Logistics Panel sponsored by Borusan Logistics, Prof. Dr. Bestami Özkaya stated that he has been carrying out studies and projects in the fields of sustainability and digitalization in recent years and stated that sustainability and digitalization will be important cornerstones in the coming years. He stated that there were valuable panelists in this field and that the participants had undertaken very successful projects on these issues.

Özkaya said that Borusan Lojistik is a pioneer in our industry and has carried out very valuable work. He stated that Borusan Lojistik's work on carbon reduction sets an example for the industry.

BORUSAN GROUP'S SUSTAINABILITY APPROACH: CLIMATE, PEOPLE, AND INNOVATION

Upon Prof. Dr. Bestami Özkaya's request to talk about the activities carried out by Borusan Lojistik regarding digitalization and sustainability, Serdar Erçal stated that as Borusan Group, they address the sustainability approach not only in environmental and climate terms but also under three



Prof. Dr. Bestami ÖZKAYA



Serdar ERÇAL

basic headings: climate, people, and innovation. He said that the company has a 200-year goal and that they carry out their sustainability efforts under these three headings in line with this goal. Erçal stated that climate is an issue that everyone is aware of and is being studied intensively, and stated that as Borusan Group, they have started the verification process of carbon emissions since 2009 and aim to reduce these emissions every year.

Emphasizing that the logistics industry is an industry that produces emissions, Erçal said that they define this industry as the "gray industry" and that, as Borusan Group, they have made it their mission to be the "green player" of this gray industry. He stated that they have planted more than 600 thousand trees, as one tree for every 10 transportation activities, since 2012 and that their main goal is to reduce emissions. He drew attention to the importance of using technology efficiently in this process.

SOCIAL RESPONSIBILITY AND THE ROLE OF WOMEN IN THE WORKFORCE

Erçal underlined that not only the environmental but also the social dimension



Serdar Erçal: “It is not enough to think about sustainability only in environmental terms; this process cannot achieve success without innovation and digitalization.”

of sustainability is very important. He stated that, as Borusan Group, we attach great importance to the place of women in the workforce and their social responsibilities. He said that 45 percent of white-collar workers are women and some of the blue-collar workers use vehicles such as forklifts, reach trucks, and trucks. He also stated that female drivers also work in Borusan Group’s trucks operating internationally and that they observed that women are more meticulous and disciplined in business life.

THE ROLE OF INNOVATION AND DIGITALIZATION IN SUSTAINABILITY

Finally, Erçal emphasized that it is not enough to think of sustainability only from an environmental perspective and that this process cannot be successful without innovation and digitalization. He drew attention to the importance of measuring and minimizing environmental impacts by using technology and smart management methods and stated that sustainability should be supported by innovation.

KOTON’S SUSTAINABILITY VISION AND STRATEGIC APPROACH

Moderator Özkaya stated that he knows Koton as a company that pays great attention to sustainability principles and asked Sabuncu how they integrated the sustainability strategy into the company strategy and how a strategic plan was prepared specifically for sustainability.

Dr. Bülent Sabuncu stated that Koton’s approach to social issues for 36 years has always been strategic

and important. He stated that Koton has been leading the way by supporting sustainability issues since the day it was founded. He said that in 2020, while the whole world was going through difficult times during the pandemic, Koton wrote a manifesto to determine the road map for the future. Stating that this manifesto called “Respect for Life” is grouped under four main headings, Sabuncu emphasized that the issue of sustainability cannot only be addressed in writing but is an issue that must be truly embraced.

Stating that Koton’s sustainability leadership is undertaken by one of its founding partners, Sabuncu stated that they added the goal of being a sustainable brand while creating the company’s vision. He stated that they have implemented many projects in line with this vision and implemented these projects as a part of their company strategies.

SOCIAL CONTRIBUTION WITH WOMEN

EMPLOYEES AND SOCIAL RESPONSIBILITY PROJECTS

Sabuncu emphasized that not only the environmental but also the social dimension of sustainability is very important. He stated that the rate of female employees at Koton is 71 percent and that the rate of women in the upper salary bracket is higher than men. He also stated that they carried out many support projects for women in the Southeast and these projects were rewarded. Sabuncu said that they do not limit sustainability only to the environment, but develop projects



Dr. A. Bülent SABUNCU

for society, the planet, the business world, and even their furry friends.

THE USE OF SUSTAINABLE PRODUCTS AND ORGANIC COTTON

He touched upon Koton's use of organic cotton for its basic raw material, cotton, in a period when sustainable products are demanded, and their membership in organizations such as the Better Cotton Initiative (BCI), which is confirmed by documents. He stated that Koton is the first retail member in Türkiye and that they continue their work by taking sustainability as their mission with these commitments. He said that by 2023, 30 percent of Koton's turnover will come from sustainable products.

SUSTAINABILITY ACHIEVEMENTS AND FUTURE GOALS

Finally, he stated that Koton announced its commitments for 2030 and 2040, published its third sustainability report and all commitments are accessible on the website. He stated that by taking ownership of the company's sustainability efforts with a serious methodology, they received the 22301 Sustainability Certificate and are progressing in a planned manner in this field. Sabuncu stated that they are hopeful about achieving sustainability goals.

THE EVOLUTION OF SUSTAINABILITY: THE IMPORTANCE OF ENVIRONMENTAL, ECONOMIC AND HUMAN FACTORS

When moderator Prof. Dr. Bestami Özkaya asked Dr. Süha Taşpolatoğlu how he integrated sustainability into the company strategy, Taşpolatoğlu stated that as an expert who has been dealing with sustainability for 15 years and has been working to raise the awareness of companies and non-governmental organizations on this issue, he is happy to have the sustainability panel at this summit.

Stating that the perception of the concept of sustainability has changed over the years, Taşpolatoğlu said that in the past, when sustainability was mentioned, only the economic sustainability of companies came into mind, but today the concept of environmental sustainability comes to the fore. However, he emphasized that it should not be forgotten that not only the environmental dimension of sustainability is important but also its economic and human aspects.

EFFECTS OF COVID-19 AND THE RUSSIA-UKRAINE WAR ON SUSTAINABILITY

Stating that sustainability has turned into a "must have"

Dr. Süha Taşpolatoğlu: "In the future, sustainability practices and their outcomes will affect competitiveness of trade"

from "it would be nice to do" over time, Taşpolatoğlu stated that exports to the European Union will be shaped according to sustainability criteria, albeit with a delay, especially due to the impact of COVID-19 and the Russia-Ukraine War. He added that sustainability practices and outcomes of business in the future will affect

competitiveness. He stated that the pharmaceutical industry, due to its structure, is a little ahead of other industries in terms of sustainability. He emphasized that this industry is already highly regulated, good production and distribution practices are established, and this makes the industry advantageous in terms of sustainability.

"HEAL 2050" STRATEGY

Taşpolatoğlu said that, as Abdi İbrahim, they have been continuing their sustainability efforts for more than 15 years and that they signed the United Nations Global Compact in 2010. He stated that they have been reporting in accordance with the standards of an independent and reputable reporting company since 2013 and that they published their sixth report last year. He also said that they have determined a new strategy starting from 2020, and the name of this strategy is "HEAL 2050".

CRITICAL CONDITIONS FOR SUCCESSFUL IMPLEMENTATION OF SUSTAINABILITY STRATEGY

Stating that there are two critical conditions for sustainability to be at the center of a company's strategy, Taşpolatoğlu stated that one of them is that the senior management must be dedicated to this process. He emphasized that if the senior management hold onto this work and allocate resources, it will not be possible to implement the sustainability strategy. He said that the second important condition is to establish a team dedicated solely to sustainability. He stated that Abdi İbrahim has an organiza-

tional structure on sustainability, and a team that deals with sustainability from director level to manager level develops projects within and outside the company and ensures that the company's sustainability strategy is constantly kept on the agenda.

CARBON EMISSIONS AND FUTURE GROWTH OF THE LOGISTICS INDUSTRY

Moderator Prof. Dr. Bestami Özkaya asked Özgen Özkan about his impressions on the field and Özkan emphasized the importance of sustainability for the world and the role of the logistics industry in this context. Özkan talked about the Sustainability Conference in Paris



Dr. Süha TAŞPOLATOĞLU

Özgen Özkan: “The digital tools used for demand forecasting have become much more powerful when combined with artificial intelligence.”

and stated that the invitation for the event was likened to “Noah’s Ark”. Stating that the invitation offers a “ticket” to get rid of this threat, Özkan emphasized that this reminds us of our responsibility to hand over the world to our children, and from this perspective, sustainability is a common responsibility that falls on all of us.

Özkan, who stated that he spent most of his professional career in Eczacıbaşı Group, added that this company was the first company in Türkiye to publish its sustainability report in 2008 and emphasized that sustainability should be addressed not only in environmental but also in economic and social dimensions. In this context, Özkan emphasized that the logistics industry, in particular, has a great responsibility for sustainability.

THE SHARE OF LOGISTICS INDUSTRY IN CARBON EMISSIONS AND FUTURE GROWTH

Sharing the information that the logistics industry constitutes 37% of global carbon emissions, Özkan said that most of this rate comes from road transportation (74%), while other transportation modes such as sea (11%), air (10%) and rail transportation (1%) account for this amount. He said that it accounts for the rest of the emissions. Özkan stated that while the turnover of the global logistics industry was around 270 billion dollars in 2022, this figure is expected to increase to 560 billion dollars by the 2030s and that this rapid growth requires the development of more solutions to reduce the environmental impacts in the industry.

Özkan stated that the logistics industry should be regulated in order to achieve sustainability targets, and that this industry should resort to solution suggestions such as switching to hybrid electric vehicles, using bio-fuel, and hydrogen vehicles, and using green energy in warehouses in order to reduce carbon emissions. However, Özkan told that these solutions do not reach the industrial level in their current form and their costs are high.

ENSURING SUSTAINABILITY WITH EFFICIENCY AND ACCURATE FORECASTING

Stating that efficiency is the basis of sustainability, Özgen Özkan pointed out the importance of the “whatever you use, use less” approach and stated that accurate forecasting is a factor that increases efficiency in the logistics industry. Stating that when accurate forecasting is not made, it causes the production and

storage of products that are not needed, Özkan evaluated that this situation poses a bigger problem for Türkiye, where money has a high cost. Regarding the operational side, Özkan also stated that companies should make inbound and outbound grouping in order to increase efficiency in transportation.

Özkan stated that 6.2 million trucks are used for transportation in Europe alone and that these trucks produce 100 tons of carbon emissions every 100,000 kilometers. For this reason, Özkan said that switching to hybrid solutions, increasing the combinations of transportation routes (sea, road, rail) and turning

to groupage methods are important steps for sustainability and that the logistics industry should assume the responsibility of using resources together.

SUSTAINABLE DEMAND FORECASTING WITH DIGITAL TOOLS AND ARTIFICIAL INTELLIGENCE

Özkan touched on the importance of digital tools used for demand forecasting in businesses, and pointed out that these tools have become much more powerful when combined with artificial intelligence, thus playing

an important role in making accurate forecasts. Özkan also brought up the issue of using recycled energy in storage areas and emphasized that one of the most important issues in logistics is packaging. He stated that it should be questioned how accurately the packages used during the shipment of manufactured products carry the products and to what extent these packages are made of recyclable products.

Finally, Özkan, who said that one of the biggest problems encountered in terms of sustainability is data collection, expressed that there are difficulties in finding solutions due to the lack of data in both Europe and Türkiye. Stating that more detailed measurements should be made in companies to overcome this problem, Özkan noted that effective solutions can be developed and sustainability can be achieved only with accurate data.

THE ROLE OF THE LOGISTICS INDUSTRY IN THE EMISSION REDUCTION PROCESS

Moderator Özkaya stated that regulations such as the Paris Agreement, the Green Deal, the Emissions Trading System, and the Carbon Border Adjustment Mechanism have been put into practice and that foreign trade will be significantly affected by these pro-



Özgen ÖZKAN

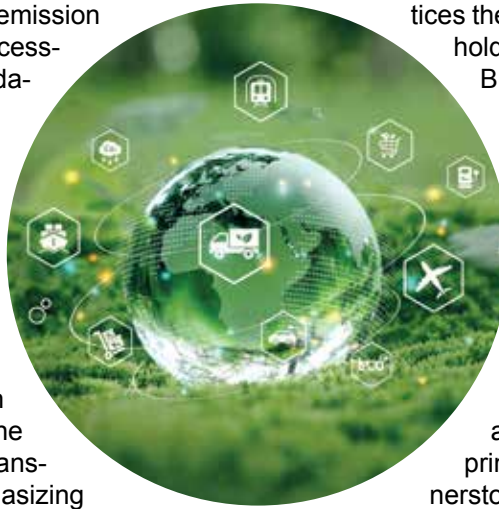
cesses. Özkaya, who evaluated that we can turn this into an opportunity, asked Serdar Erçal what steps have been taken in the logistics industry and asked him to talk about sustainability efforts in the logistics industry.

Serdar Erçal stated that reducing emissions in large industries such as iron/steel and fertilizer is the primary goal and emphasized that the logistics industry is also a part of this process. He also added that the logistics industry plays an important role in enabling manufacturers to reduce their supply-related emissions. Erçal said that processes such as the emissions trading system and the carbon tax at the border have not yet been clearly initiated, but that the reporting responsibility began as of 2024. He stated that this new reporting responsibility has not yet created a major change in the lives of logistics companies, but that this process will become much more evident in the future. However, Erçal told that the most critical element is data, and that not only logistics companies but all companies must first master emission data in order to manage their emission processes correctly. It was emphasized that the emission reduction process cannot be successfully managed without a correct data-based approach.

EFFICIENCY AND EMISSION REDUCTION WITH ARTIFICIAL INTELLIGENCE AND DATA-BASED PROJECTS

Serdar Erçal stated that the logistics industry has experienced a major digital transformation in the last decade and that one of the most important elements of this transformation is the use of data. Emphasizing that the use of data is of critical importance in projects carried out with advanced technologies such as artificial intelligence and stating that it is possible to create benefits in business processes by reworking this data, Erçal underlined the benefits provided by data in projects such as the detection of products at risk of loss with artificial intelligence and evaluated that data plays an extremely critical role in this process, not only for efficiency studies but also for reducing emissions.

Erçal stated that there are no major changes in the daily activities of logistics companies at the moment but these processes will become much more important in the future. Stating that the logistics industry will have a significant impact on supply chain management and reducing emissions from supply by manufacturers, and therefore the development of correct data projects, Erçal said that the correct collection and management of this data will enable logistics companies to help manufacturers reduce their emissions. In this context, Erçal emphasized that logistics companies should support manufacturers in terms of emission data.



PREPARATION PERIOD FOR SUSTAINABILITY AND THE IMPORTANCE OF DIGITAL TRANSFORMATION

Serdar Erçal expressed that he sees this period as a serious preparation period in terms of sustainability. Stating that the logistics industry should be prepared for these processes, use data management more effectively with digital transformation, and develop projects in line with future regulations, Erçal told that this means that logistics companies should develop projects that will contribute not only to themselves but also to the entire supply chain, and in this context, the logistics industry will play a critical role in reducing emissions and that preparations should be made now to adapt to these processes.

SUSTAINABILITY STRATEGY AND PARTNERSHIP FOR GOALS

Moderator Prof. Dr. Bestami Özkaya, who stated that the United Nations Sustainable Development Goals include "Partnerships for Goals" numbered 17, asked Dr. Bülent Sabuncu how they manage the practices they have carried out with other stakeholders in terms of sustainability. Dr. Bülent Sabuncu stated that Koton is a signatory to the United Nations Global Compact (UNGC) and emphasized that within the framework of this agreement, Koton acts in accordance with the principles of the Global Compact as a company and that they are in constant interaction and communication regarding this. Pointing out that Koton's conduct of its activities in accordance with these principles constitutes one of the cornerstones of the company's sustainability strategy, Sabuncu stated that Koton also shares its learning processes in this area and shares a gain with other companies in the industry.

Sabuncu, who gave the example of the water saving technology they applied in the production of denim trousers in the Zeynep Bastık Collection they announced in September, stated that the denim trousers in this collection were produced using 75% less water compared to traditional production methods and added that they shared this technology with other companies and that they followed the developments in the industry together with other business partners. Sabuncu, who also drew attention to the fact that the textile industry ranks fourth in terms of negative impact on the world, emphasized that although the textile industry is not as large as the pharmaceutical industry in general, it is an industry that makes serious breakthroughs and innovative initiatives in this field. He gave some examples of Koton's work in this context and stated that they follow an approach that targets efficiency and develop initiatives to reduce the environmental impacts in the industry.

REDUCING ENVIRONMENTAL IMPACTS IN THE TEXTILE INDUSTRY AND INNOVATIVE INITIATIVES

Dr. Sabuncu, who explained Koton's sustainability efforts in details, stated that they carry out warehousing services in-house with a staff of a thousand people and that they put various applications into practice to minimize environmental impacts in storage processes, that boxes used for transporting textile products are used on average 1.8 to 2 times each year, but Koton increased this number to 22 by using recycled plastic boxes. Sabuncu told that Koton aims to reach the goal of using recycled boxes 25 times and that such applications not only help reduce environmental impacts but also contribute to the development of the industry's sustainability approach.

Dr. Sabuncu drew attention to the importance of the collective action that Koton has taken with its industry and business partners in terms of sustainability. He stated that both Koton's own developments and the projects they carry out with their business partners play a critical role in achieving sustainability goals.

SUSTAINABILITY REPORTING AND FUTURE LEGAL REGULATIONS

Dr. Sabuncu, who also provided information about future sustainability reporting processes, stated that it will become mandatory to disclose not only financial reports but also sustainability reports. He explained that legal regulations in this area are rapidly taking shape and that the Ministry of Trade is working to harmonize its legislation on sustainable products with the European Union (EU). Dr. Sabuncu, who reported that with these regulations, products will be tracked in a more sustainable way, for example, it will be possible to track products with their barcodes and that users will be able to track the content and production processes of products with information called "product passports", stated that these developments will increase the understanding of transparency in the industry and a more conscious consumer group will be created in terms of sustainability.

SHARING CULTURE AND CONTINUOUS DEVELOPMENT FOR A SUSTAINABLE FUTURE

Finally, Dr. Sabuncu emphasized that Koton will continue to learn and share what it has learned in order to always improve its sustainability efforts and underlined that this culture of sharing is one of the fundamental elements of achieving a greener and more sustainable future together with all stakeholders in the industry. He stated that Koton will continue to work resolutely to achieve its sustainability goals both with its own practices and the experiences it shares with the industry.

LOGISTICS PROCESSES IN THE PHARMACEUTICAL INDUSTRY

Dr. Süha Taşpolatoğlu, whom Prof. Dr. Bestami Özkaya asked to provide information about the reflection of Abdi İbrahim's Heal 2050 Project on the logistics industry,

stated that Abdi İbrahim produces 460 million boxes per year in its production facility in Istanbul alone, emphasizing Abdi İbrahim's size and logistics requirements in the pharmaceutical industry in Türkiye. Dr. Taşpolatoğlu said that one out of every 10 drugs purchased from pharmacies across Türkiye is produced by Abdi İbrahim and one out of every 15 drugs is produced in the company's facilities. Stating that this situation reveals the size and importance of the company's logistics activities, Taşpolatoğlu emphasized that a wide-scale logistics process such as raw material supply, finished product production, excipients, packaging supply, storage of products and ultimately delivery to 30,000 pharmacies is of great importance in ensuring the company's operational efficiency.

HEAL 2050

Dr. Taşpolatoğlu also mentioned the company's new strategic roadmap, HEAL 2050, and defined Heal 2050 as a strategic plan that includes a series of goals Abdi İbrahim aimed at improving humans, business processes, and the ecosystem. Referring to the place and importance of this strategy in the field of sustainability, Dr. Taşpolatoğlu stated that Abdi İbrahim is one of the 17 companies that accepted the Carbon Disclosure Project (CDP) program in Türkiye, which only includes 346 companies worldwide, and that they are the only pharmaceutical company to take part in this organization and that CDP is an important platform for companies to report their environmental impacts and take steps to reduce these impacts.

SUSTAINABILITY PROJECTS

Dr. Taşpolatoğlu also touched upon two important projects carried out by Abdi İbrahim within the scope of this program. First, Dr. Taşpolatoğlu mentioned the company's "green harmonization" project and stated that the project was an initiative aimed at reducing Abdi İbrahim's carbon footprint, and that the company's production processes were improved, hundreds of medicine boxes were optimized, and millions of euros were saved thanks to these optimizations. Second, Dr. Taşpolatoğlu touched upon the localization project developed by the company due to the supply difficulties it experienced during the COVID-19 pandemic. Stating that access to many raw materials became difficult during the pandemic, prices increased, and supply times extended, Dr. Taşpolatoğlu told that Abdi İbrahim shifted 26 million euros of orders to Türkiye in 3-4 years and established 57 suppliers in Türkiye during this process and stated that this process will provide significant contributions not only to the company's supply chain but also to its export potential.

SUSTAINABILITY AND ECONOMIC BENEFIT

Dr. Taşpolatoğlu, who emphasized in his speech that sustainability is not an expense item, stated that on the contrary, sustainability projects provide economic contributions to the company with the right practices. While mentioning that they act not only out of

Dr. A. Bülent Sabuncu: “The boxes used to transport textile products are used on average twice every year. Koton increased this number to 22 by using recyclable plastic boxes and our goal is to use it 25 times.”

necessity but also by understanding the importance of sustainability, Dr. Taşpolatoğlu stated that companies should not approach sustainability studies only as a necessity, on the contrary, investments made in this area provide economic and environmental benefits in the long term and expressed that all companies should make efforts in the field of sustainability, because only in this way can they make effective changes on a global scale with a collective action.

GLOBAL SUSTAINABILITY STRATEGIES

Özgen Özkan, in response to moderator Özkaya’s question about Hafele’s sustainability policy and the kind of activities it does on supply chain management, provided a broad perspective on Hafele’s sustainability work, shared the company’s global sustainability strategies and the implementation of these strategies within the company in detail, and explained the sustainability sensitivities of different countries in Europe and Hafele’s goals in this context.

DIFFERENT SUSTAINABILITY SENSITIVITIES IN EUROPE

Özgen Özkan, who stated that Hafele is one of the largest hardware companies in the world, emphasized that approaches to sustainability differ from country to country in Europe. Özkan stated that the most sensitive countries in this regard are England and France, and that Germany, although not in the top ranks, also has a great awareness here. Özkan stated that Hafele acts with this awareness in line with its social and environmental responsibility commitment determined for 2030, and emphasized the steps the company needs to take to achieve its sustainability goals.

HAFELE’S BASIC SUSTAINABILITY GOALS

Özgen Özkan, who explained the company’s sustainability vision in more details by mentioning Hafele’s three main goals, said that the first of these is responsible supply chain management. Özkan, who stated that Hafele is careful to manage its supply chain in line with sustainability principles, shared that the second goal is to be a company preferred by employees with high levels of commitment. Özkan, who said that this goal aims for the company to demonstrate a strong performance not only in environmental but also in social sustainability, stated that the third goal is to reduce the carbon footprint as much as possible.

PRODUCT DIVERSITY AND SUSTAINABLE PACKAGING

Özkan, who told that the variety of products Hafele

sells also plays an important role in determining the company’s sustainability strategies, stated that Hafele sells very small and very large products, and that the packaging of these products is a different issue. Özkan, who stated that Hafele aims to reduce packaging materials by 70% by 2027 compared to 2023 in order to increase the sustainability of packaging materials, said that Hafele plans to make significant improvements in its current packaging processes to achieve this goal.

Özgen Özkan, who stated that Hafele’s supply chain consists not only of its own production but also of purchases made from China, emphasized that attention should also be paid to the social and institutional aspects of sustainability when purchasing from China. Özkan, who stated that Hafele has a large purchasing coordination center in China, stated that this center monitors issues such as working conditions, human rights, fair wages, and reporting transparency in purchases made from China. Özkan explained that in this way, they prefer supplier companies that contribute to the sustainability goals set by the company, considering not only environmental but also social sustainability.

SUSTAINABILITY: A NECESSITY, AN OPPORTUNITY

Özgen Özkan also touched on the importance of the carbon tax, considering that 60% of Türkiye’s exports are made to Europe. Özkan stated that the emergence of an energy crisis in Europe due to the Russia-Ukraine crisis prevented the carbon tax from being put into effect early. However, he emphasized that the carbon tax will definitely be implemented in the coming years and that Türkiye needs to be prepared in this regard. Özkan stated that if Türkiye does not manage its carbon footprint correctly, this situation could lead to serious economic costs at customs gates and that carbon certificates could turn into a stock exchange system and that being prepared in this regard is critical. Therefore, he emphasized that companies need to enter a serious preparation process in this regard and stated that taking decisive steps in terms of sustainability is an important necessity not only in environmental but also economic terms.

Finally, Özgen Özkan stated that remaining indifferent to this issue would be a great loss, emphasizing that steps in the field of sustainability are not only a necessity but also an indispensable element for the future success of companies. Özkan reminded the importance of sustainability and responsibilities in this area by saying, “Those who “give up, give up” on their own world.”

TÜRKİYE LOGISTICS SUMMIT

Panel:

Future of Logistics, Logistics of Future

PANEL SPONSOR



MODERATOR:

MURAT BOĞ TALAY LOGISTICS BOARD MEMBER

PANELISTS:

AHMET MUSUL EKOL LOGISTICS BOARD CHAIRPERSON

ARZU ÖZER EGESİL CHEMICAL SUPPLY CHAIN MANAGER

FATİH TEZCAN JYSK COUNTRY DIRECTOR

BURCU ALSAN SENSWISE FOUNDER AND BOARD CHAIRPERSON



At the opening of the Future of Logistics, Future of Logistics panel sponsored by Talay Logistics, Murat Boğ made a detailed evaluation of the effects of global transformations on the logistics industry and discussed how these transformations will shape the industry and potential future developments. Boğ began his speech with a summary of PwC's five main trends that are changing the world. Stating that these trends include a fragmented world image, climate change, technological transformation, social transformation and democratic change, Boğ stated that these five trends are elements that affect each other in today's world and have constantly changing dynamics. He stated that these elements deeply affect not only the logistics industry but also the global economy.

THREATS AND THEIR REFLECTIONS ON THE TALAY LOGISTICS INDUSTRY

Murat Boğ, particularly emphasized the main threats that global CEOs will face in the upcoming period and discussed how these threats will be reflected in the industry. He said that factors such as inflation, macroeconomic turmoil, geopolitical conflicts, cyber risks, and climate change are the main risks that the logistics industry will face in the coming years. Boğ, drawing attention to the fact that the logistics industry can be affected by both sunny and rainy weather,



Murat BOĞ

stated that all these threats sometimes reflect positively and sometimes negatively on the industry.

Boğ, who also discussed the effects of the pandemic on the logistics industry, stated that the supply chain disruptions experienced during this process caused a major transformation in the industry. Assessing that the globalization process has evolved towards regionalization due to the impact of the pandemic, Boğ stated that global trade is increasingly taking shape at a regional level and that this has led to significant changes in the logistics industry. Boğ stated that the wars experienced especially on the northern and southern borders have seriously affected the Northern and Southern Corridors. In this context, he emphasized Türkiye's role in the Middle Corridor, stating that this corridor has a strategic potential connecting Asia and Europe. He emphasized that how efficiently Türkiye uses this potential in terms of the logistics industry should be carefully evaluated by the stakeholders in the industry.

GLOBAL PERFORMANCE OF THE TURKISH LOGISTICS INDUSTRY AND THE NEED FOR DEVELOPMENT

Murat Boğ also discussed the place of the Turkish logistics industry on a global scale. He stated that the Turkish logistics industry ranks 11th in the world with a size of 100 billion dollars and has a



share of 2.5% of the global share. However, despite this success, he stated that Türkiye still needs to make more efforts in the areas of development and improvement. Boğ reminded that Türkiye ranks 38th in the Logistics Performance Index ranking prepared by the World Bank and stated that this ranking does not fully reflect the country's potential in the logistics industry and that more efforts should be made in the industry.

Boğ, who stated that the Turkish logistics industry has started to attract significant foreign investment in recent years and that these investments come not only from the east but also from the west, expressed that Türkiye's attractiveness has increased in terms of logistics. He said that he believes that this investment movement will allow the Turkish logistics industry to grow even more and increase its competitiveness on a global scale. Boğ stated that Türkiye needs to attract more foreign investment for the development of its logistics industry and that this can accelerate innovative solutions in the industry.

TECHNOLOGICAL TRANSFORMATION AND SUSTAINABILITY: THE FUTURE OF THE LOGISTICS INDUSTRY

In the last part of his speech, Murat Boğ shared his thoughts on the future of the logistics industry and said that technology and sustainability-focused solutions will play a critical role in the developments in the industry. He stated that technological transformation will allow for the acceleration of logistics processes and increased efficiency. At the same time, he stated that the steps to be taken in the field of sustainability are also important for the future of the logistics industry. In this context, he mentioned that sustainability and environmentally friendly solutions aim

to increase operational efficiency in the logistics industry and provide economic contributions to companies. Boğ predicted that the future of the logistics industry will be shaped on these two main axes.

Murat Boğ finished his speech by drawing attention to the fact that in addition to the threats and risks faced by the logistics industry, the opportunities, and developments encountered during this process are also of great importance. He stated that although the future of logistics will be shaped by technology, sustainability, and innovative solutions, the industry must be ready for this transformation process. He emphasized that taking steps that will contribute to the industry both locally and globally is of great importance in order to increase Türkiye's global ranking in the logistics industry and to increase its effectiveness in international trade.



Ahmet MUSUL

MUSUL'S INVESTMENTS AND COLLABORATIONS IN THE LOGISTICS INDUSTRY

Murat Boğ asked how the transfer of Ekol's International Transportation department to DFDS would affect the industry and Ahmet Musul told that the industry had historically experienced profitable times due to the post-pandemic days and that many companies had shown interest in them. He conveyed that the talks with DFDS took shape at that time regarding alternative Ro-Ro transportation and that various collaborations had begun to be discussed. However, Musul stated that no concrete results could be obtained from this col-

laboration at that time and expressed that over time they developed a friendship and camaraderie with the DFDS management and thus, had the opportunity to get to know the company more closely.

Musul said that instead of purchasing Ekol's International Transportation department and integrating it into its own structure and continuing with a partner that could eliminate the DNA of this department, they thought that DFDS was a group that was particularly strong in Ro-Ro transportation and was developing in other areas of logistics, and that this could create value for a company like DFDS that was active in the international platform. Musul stated that he believed that Ekol's international road transportation and intermodal infrastructure in Europe would make significant contributions to DFDS's way of doing business in their collaboration with DFDS. He stated that they aimed to get to know the industry from a broader perspective and create value by ensuring that Ekol's transportation activities were not only suppliers to carriers but also customers.

In this process, he emphasized that choosing DFDS was a conscious decision when considering the difficulties of passing through the Competition Board and alternatives that could be more attractive financially. He stated that DFDS's structure, although not aggressive since it is a foundation company, adopted an approach that wanted to do good work and aimed for continuity. Musul stated that DFDS has made significant technological investments in Türkiye and contributed to the workforce and employment. He said that he believed that this investment would create a positive development for Türkiye.

Musul stated that Ro-Ro transportation provides higher profitability compared to international road transportation and added that DFDS does not aim to increase its market share through Ekol but to reach markets in countries that are lacking by using Ekol's intermodal infrastructure in 11 countries. He said that with this strategy, DFDS has adopted the vision of becoming a European company. He stated that he believes that Ekol's strong infrastructure in international transportation will make DFDS' operations in Europe more effective and efficient.

POSITIVE RESULTS OF THE COOPERATION

Musul stated that he thinks that the awareness of being a company that reaches the end user will also change the approach to transporters and that this situation will provide a significant increase in service quality, and evaluated that this cooperation is not a development that should be worried about in terms of the logistics industry but rather a development that will produce very positive results. He also stated that he believes that a Danish company in the process of becoming a member of the European Union will have different support in terms of directly experiencing the problems it experiences in international road transportation and communicating these problems to the relevant authorities.

THE BALANCE BETWEEN TECHNOLOGICAL SOLUTIONS AND STRUCTURAL PROBLEMS

Murat Boğ, who stated that Ahmet Musul is a good entrepreneur, said that he is the founder of many companies such as "Kolay Gelsin" and "Ekol Logistics" and asked Ahmet Musul where the future opportunities of the industry are.

Ahmet Musul stated that technological developments and regulations are the main factors affecting the logistics industry and shared his views on how these elements transform the ways of doing business in the industry. Musul emphasized that although logistics has evolved with technology, many problems in the current system still cannot be solved with digitalization and the use of artificial intelligence. As Musul stated, while technological developments and digitalization can make logistics more efficient, he evaluated that since some of the fundamental problems of the industry still remain, structural regulations are needed rather than technology to solve these problems.

Ahmet Musul:
“While technological developments and digitalization can make logistics more efficient, more structural regulations are needed as some of the basic problems of the industry still remain.”

THE POTENTIAL OF ARTIFICIAL INTELLIGENCE AND BIG DATA IN THE LOGISTICS INDUSTRY

Musul, in particular, touched on how political decisions such as the boycott of Russia could affect the logistics industry and stated that this was one of the factors that restricted logistics activities. He also spoke about the potential advantages offered by artificial intelligence and "big data" in logistics, stating that such developments could provide benefits at many stages, from demand forecasts to production planning, from inventory management to shipment planning. However, Musul emphasized that today is a reflection of the past

and that digitalization and technology should not be expected to revolutionize every field because the current structure and regulations limit these developments.

PRODUCTIVITY ISSUES: INCOMPATIBILITY OF INFRASTRUCTURE AND PRODUCTION PROCESSES

Musul stated that one of the biggest problems of the logistics industry is that the logistics infrastructure is still not working efficiently despite the rapidly developing production processes. He gave the example of vehicles carrying products of companies that produce fast in the textile and automotive industries waiting for 8-10 hours at Muratbey Customs. He stated that inefficient processes like these are the problems that cannot be solved with technologies such as artificial intelligence and digitalization. Similarly, he emphasized that the fact that domestic distribution processes in Türkiye are still carried out with 3.5-ton ve-

hicles is a problem separate from the development of artificial intelligence.

Musul stated that some rules in the logistics industry are still based on old methods and negatively affect efficiency. He particularly pointed out that it is illogical to distribute medicine with 3.5-ton vehicles in places where 44-ton excavation trucks are traveling. Similarly, he stated that problems such as the inability to perform customs clearance procedures for a company that brings 20 trucks from the same location every week are problems that cannot be solved with artificial intelligence and require a more regulatory approach.

CHALLENGING REGULATIONS IN THE TURKISH LOGISTICS INDUSTRY

Musul touched on the fact that the regulations faced by the Turkish logistics industry are particularly challenging. He stated that the regulations specific to Türkiye are much stricter and more complex than those in Europe. He said that this situation is an important factor that ensures the survival of Turkish transporters. He stated that the fact that logistics companies in Türkiye have to obtain 70 different documents in order to operate their vehicles has significantly reduced the efficiency in the industry. Musul stated that at this point, the legislation plays a deterrent role instead of facilitating the industry and that this situation forces all players in the industry to create more value.

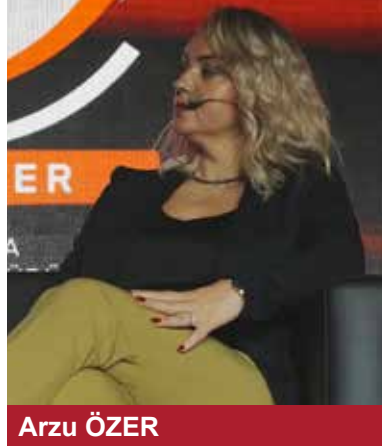
THE EFFECT OF CUSTOMER BEHAVIOR ON CHALLENGES IN THE LOGISTICS INDUSTRY

Musul stated that in addition to such structural and regulatory problems in the logistics industry, customer behaviors also increase the difficulties in the industry. He said that customers' pursuit of daily opportunities causes them to ignore the importance of companies that invest in service, technology and people. He stated that customers focus more on short-term profit targets, and therefore logistics companies' efforts to create long-term value and ensure efficiency are not well received. Musul attributed this situation in the logistics industry to companies and customers only trying to save the day.

EFFICIENCY BEING THE MAIN PROBLEM IN THE INDUSTRY

Finally, Musul stated that the issue of efficiency is one of the most important issues in the industry, and referred to the view of Nobel Prize-winning economist Paul Krugman, who stated that efficiency is everything in the long run. Musul emphasized that an inefficient economy can-

not survive, and said that the lack of efficiency in the logistics industry can lead to wider economic problems. He stated that in an environment where there is no merit, efficiency will decrease and rules will be caught in legislation, negatively affecting all efficiency in the industry.



Arzu ÖZER

THE ROLE OF GEOGRAPHY IN SUPPLY CHAIN MANAGEMENT

Murat Boğ, who stated that it is observed that globalization is changing shells and turning into regionalization, stated that 70% of the volume of the Suez Canal, through which a portion of the world's container traffic passes, is directed towards the Cape of Good Hope due to security problems in the Red Sea, and asked Arzu Özer how such developments affect the supply chain and what they do to increase the durability and flexibility of the supply chain. Arzu Özer,

who stated that they have a joint venture partnership with Evonik as Egasil Kimya and that they carry out production in Adapazarı, emphasized that geography plays a very important role in the supply chain management process. Stating that "Geography is destiny", he said that supply chain managers should analyze the advantages and disadvantages brought by this geography very well. In this context, he stated that the competencies of the participants who are decision makers in every area of the supply chain are very high.

SUEZ CANAL CRISIS AND ITS IMPACTS ON THE SUPPLY CHAIN

Özer stated that in his explanations regarding the effects of geography on the supply chain, Turkish supply chain managers are trying to use some of the advantages they experience as a competitive advantage. At the same time, he stated that there are disadvantages of geography, but the necessary strategies should be developed to combat them. Among these strategies, he emphasized the importance of the ability to adapt to major changes in the supply chain process. He

said that there was great turbulence worldwide with the crisis in the Suez Canal and that they started looking for alternative suppliers in order to cope with this crisis. Özer stated that the complete blockage of some trade channels led to the opening of new sales channels and that this also caused some industries to abandon these channels completely.

THE IMPORTANCE OF FLEXIBLE PLANNING AND INVENTORY MANAGEMENT

Arzu Özer, who stated that turbulence and uncertainty are not an unusual situation for supply chain managers,

Arzu Özer: "The localization process is important not only for the national economy but also for the resilience of the supply chain."

stated that Turkish supply chain managers, unlike other countries, exhibit a more flexible approach by preparing not only plans B but also plans C, D and E. She drew attention to the fact that inventory management has become very critical in order to provide this flexibility. She stated that during this period, stock levels had to be increased in order to balance seasonal sales increases, but this also increased costs. Özer, who emphasized the importance of making accurate demand forecasts in order to balance costs, stated that Egesil Kimya and Evonik optimized the process from demand planning to production by using IBP (Integrated Business Planning) processes in this process and can make plans with realistic data for two years in the future.

THE ROLE OF DIGITALIZATION AND LOCALIZATION STRATEGIES

Özer also mentioned the Suez Canal crisis. She said that although digitalization tools were used to solve the crisis, along with the disruptions experienced in ship passages, route changes and equipment problems, such tools were not enough to completely solve the problems. Instead, she stated that localization efforts stand out as a much more effective strategy to reduce vulnerabilities in the supply chain. Arzu Özer, who stated that localization is not very possible in some industries in particular, said that she thinks that even a 100% foreign company can contribute to the country's economy and reduce vulnerabilities in the supply chain by localizing at least some of them.

Stating that the localization process is important not only for the national economy but also for the durability of the supply chain, Özer touched on the importance of flexibility in logistics planning. She expressed the necessity of a logistics planning enriched with environmentally friendly alternatives in addition to air, road and sea transportation. Emphasizing that such alternatives are of critical importance for a more sustainable and efficient supply chain management, Özer said that these processes are necessary not only for logistics operations but also for demonstrating an environmentally friendly approach.

LOGISTICS OF RETAIL INDUSTRY

Stating that JYSK has aggressive growth and investment plans in Türkiye and is a company that comes into direct contact with consumers every day, moderator Murat Boğ gave the floor to Fatih Tezcan for his evaluations on the logistics of the retail industry in the future.

In his statements regarding JYSK's activities and general strategies in Türkiye, Fatih Tezcan stated that the company was founded in Denmark 40 years ago and initially specialized in beds, pillows and quilts. However, he stated that their product range expanded over time and they also entered the furniture industry. Tezcan, who stated that a large part of JYSK today focuses on the furniture industry, conveyed that the compa-

ny has adopted the approach of producing furniture that its customers can buy and install themselves. Speaking about JYSK's success in Europe, Tezcan stated that their 3500th store opened throughout Europe this month. He evaluated this success as a result of JYSK's strategy of approaching the locations where its customers live with their small stores.

THE EFFECTS OF THE PANDEMIC ON CUSTOMER HABITS

Tezcan said that the majority of JYSK stores in Europe are within 15 minutes reach of 40% of the population. This was an important data reflecting the company's customer-focused approach. He emphasized that as JYSK, they see this easy accessibility as an important benefit they provide to the customer. He also touched on the effects of the pandemic on online sales. He stated that online sales increased rapidly at the beginning of the pandemic, but that it normalized slightly over time. Tezcan, who stated that today, there is a 98% match between the postal codes of JYSK stores in Türkiye and the postal codes of online orders, evaluated this situation as an indicator of the parallel progress of stores and online sales.

Stating that the pandemic had a major impact on customer habits, Tezcan stated that the widespread use of the home-office working system in particular brought about a tendency for people to meet their shopping needs more easily and quickly. He said that this new form of shopping required the opening of more stores and being closer to the customer. In this context, he stated that JYSK serves 3,500 stores with 10 large warehouses in Europe. However, he stated that with the acceleration of store openings, they realized that the distances between warehouses and stores were increasing, and that this was not efficient in terms of sustainability and cost management. For this reason, he conveyed that intermediate warehouses had become a necessity for the company.

SUSTAINABILITY AND CUSTOMER EXPECTATIONS

Noting that JYSK has a sensitive approach to customer expectations regarding sustainability, Tezcan stated that customers now prefer products that are not only affordable but also have a long life. He expressed that he thinks this preference will contribute positively to sustainability in the long term. He said that sustainability is not only about the quality of the products but is also directly related to the long economic life of the products. Emphasizing that this approach also affects online orders, Tezcan stated that, for example, making the packages used in orders from environmentally friendly materials contributes to the company's sustainability goals and will be beneficial for the entire industry in the long term. Finally, Tezcan said that logistics efficiency is among the company's priority goals along with sustainability and customer focus. He stated that efforts to develop more efficient, environmentally friendly and sus-



Fatih TEZCAN

tainable solutions at every step in the supply chain make significant contributions to JYSK's long-term success. He expressed that these processes are of critical importance not only for the future of the company but also for the entire industry.

INTEGRATION INTO ARTIFICIAL INTELLIGENCE AND HUMAN RESOURCES PROCESSES

Murat Boğ, who stated that Senswise has artificial intelligence-based human resources solutions, asked Burcu Alsan whether it would be possible and sustainable for artificial intelligence to produce rational results in human resources policies, considering that the future will be built on artificial intelligence and technology.

Alsan, who stated that Senswise was founded in late 2022, stated that the main purpose of their organization is to offer a different perspective to working life. She emphasized how comprehensive an approach their company has adopted in this regard, stating that the company's advisory board includes academics and leaders from the field.

USING ARTIFICIAL INTELLIGENCE WITH THE ACCURATE DATA AND ANALYSIS

Alsan stated that artificial intelligence is basically about asking the right questions and collecting data correctly and said that the starting point is to collect and analyze the accurate data. Emphasizing that the analysis of a data can only create a meaningful whole if it is done correctly, Alsan stated that asking the right questions plays a critical role in reaching the right results in Senswise's work in this field. She stated that as a company, they have taken on a pioneering role in Türkiye in the integration of artificial intelligence into human resources processes. Underlining that this transformation is a change process based on scientific data, Alsan said that they work with professors from data science and behavioral science for this purpose. She also stated that leading leaders in data and human sciences in Türkiye are also on the advisory boards. She conveyed that this organization operates with a data/human science team of 10 persons.

Alsan stated that studies conducted by Harvard University showed that the use of artificial intelligence in human management processes would yield rational and impartial results. However, she drew attention to the fact that human behavior cannot be fully predicted and stated that the evaluation methods still used in the leader determination processes in organizations do not yield 100% accurate results. At this point, she stated that people sometimes act instinctively with prejudices and that this situation can negatively affect efficiency in business processes. Alsan stated that the introduction of artificial intelligence has the potential to minimize these prejudices and that artificial intelligence can constitute a basic input in human resources processes if the data is collected correctly and the questions are asked correctly. In other words, she

concluded that more rational and objective decisions can be made thanks to artificial intelligence and that a significant improvement can be achieved in human resources management.

THE ROLE OF HUMAN RESOURCES IN THE LOGISTICS INDUSTRY

Alsan, who stated that the logistics industry is an industry that is directly related to humans, said that logistics is an industry as old as human history and that people have been transporting things from one place to another since the beginning of life. In this context, she emphasized that one of the most important data in logistics is that employees are heard correctly and that they can express themselves easily. She stated that being able to make suggestions on what employees think, which groups are at risk and how these risks can be prevented allows for a much clearer understanding of organizational problems. She referred to a study conducted by MIT here and said that organizational efficiency increased by 20%, thanks to the use of workforce analyses. This reveals that efficiency is one of the most important goals to focus on in the medium and long term.

Alsan stated that analyzing employee experiences in real time will give leaders great power. She stated that thanks to such analyses, action suggestions can be presented to leaders and thus, the root of the problems can be reached. She emphasized that analyses conducted with accurate data will play an important role in human resources and organizational efficiency.

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ARTIFICIAL INTELLIGENCE AND ORGANIZATIONAL EFFICIENCY

Finally, Alsan said that the support of managers by artificial intelligence is a complementary process and that this is a natural development. She stated that managers can make faster, more effective and strategic decisions with artificial intelligence support. Here, she drew attention to the fact that each manager has a 70% effect on their direct employees and emphasized the importance of activating this effect with the accurate data. She stated how important it is to correctly understand what employees feel, to make them a part of the action and to mobilize them. In this context, she said that Senswise is pioneering by using such tools. She told that artificial intelligence has a great potential to transform organizational efficiency and human resources management processes and added that these technologies can make human management more objective and efficient.

THE RAPIDLY GROWING IMPORTANCE OF E-COMMERCE

Moderator Murat Boğ, who informed that Sendeo and Kolay Gelsin companies have merged under the name Kolay Gelsin with the partnership they signed with Koç Group, stated that Ekol 360 has brought a different per-



Burcu ALSAN

spective to e-commerce logistics with its product and asked Ahmet Musul about his views on the future of B2C logistics. Ahmet Musul stated that e-commerce has now become an important part of commerce and that he predicts that the letter “e” will soon be dropped and will continue as “commerce”. He stated that e-commerce has faced a great increase in demand, especially with the pandemic, but the infrastructure is insufficient to meet this increase. He said that e-commerce platforms are trying to eliminate these infrastructure deficiencies with their own solutions, but this creates a situation that negatively affects efficiency.

THE NEED TO CREATE COLLABORATIONS AND SYNERGY

Musul stated that in countries like Türkiye, which are geographically located on a wide area but where a large part of the economy is concentrated in a small area, establishing an infrastructure that only serves e-commerce is a huge luxury and waste. He stated that considering the distances between major cities in Türkiye, different solutions should be developed to make logistics shipments, especially to remote locations, more effective and efficient. He said that for this purpose, it would be important for companies to establish collaborations and create structures that will create synergy. In other words, he argued that companies should come together to provide more efficient logistics and infrastructure. He stated that a consolidated, more competent and effective structure could be created in this way.

He also stated that marble export, one of the important items in Türkiye’s foreign trade, are around 1 billion US dollars and that the share received from gold mines is around 1.5%, or approximately 30 million US dollars. Musul stated that environmental damage during the extraction of these valuable natural resources can last for years and create irreversible effects, but these products cannot be reproduced and are sold once. On the other hand, he said that Türkiye imports around 4 billion US dollars worth of packaging materials and that this situation has increased especially with the growth of e-commerce. He stated that the growth of e-commerce has had a major impact on the packaging industry and that he believes that developing new business models rather than new products in this field will be more efficient.

FUTURE PERSPECTIVE FOR THE TURKISH BUSINESS WORLD

Musul stated that individual successes are generally at the forefront in the Turkish business world, but this approach leads to failure when they gather together and that this situation is an important code reflecting Türkiye’s ways of doing business. He stated that most people pre-

fer to do everything on their own and that lack of trust is an obstacle. He emphasized that for these reasons, companies that can continue for generations cannot exist and that this constitutes a significant problem in the Turkish business world. Musul drew attention to the fact that companies in particular have difficulty growing and cannot be passed on to future generations and stated that he thinks that in order for the Turkish business world to be more efficient, modules should combine to create a synergy, and that efficiency should now become an indispensable characteristic.

He expressed that he believes that learning about past successes and understanding these successes is much more valuable than looking at the future. He said that we need to relearn how Türkiye survived under the conditions of the period between 1920 and 1938, and its successes in many areas from education to industrialization, agriculture to foreign trade policy. He particularly stated that we need to examine how the leaders of that period turned into a country that exported airplanes to Denmark in times of deprivation, and how we maintained our independence while paying off the debts of the Ottoman Empire. Musul emphasized that Türkiye’s success in becoming the only country accepted to the United Nations by invitation is also an achievement made in this historical process. He expressed that he thinks that learning the past and correctly analyzing it and building the future will be the most important step for the Turkish business world.

Finally, he stated that this approach should not be limited to the logistics industry, but that a similar perspective should be applied to all areas of Türkiye’s business conduct and economic structure in general. He expressed his belief that shaping the future with lessons learned from the past will play a critical role in Türkiye’s development.

CARBON BORDER ADJUSTMENT AND OBLIGATIONS REGARDING THE EUROPEAN UNION

Moderator Murat Boğ asked Arzu Özer about her plans to become carbon neutral and Özer stated that the carbon border adjustment, which was launched on October 1, 2023, is valid for products imported into the European Union and that financial obligations will start in 2026. However, she emphasized that a declaration system has been put into effect for the purpose of collecting data on carbon emissions only. Özer, who stated that this process aims to create a database and will be applied only in industries with high carbon emissions, especially in areas such as iron/steel, aluminum, cement and fertilizer, told that these industries with the highest carbon emissions are among the priority targets of the carbon border adjustment.

SUSTAINABILITY STRATEGY AND PRIORITY AREAS

Özer stated that most companies in the chemical indus-

Burcu Alsan: “Thanks to artificial intelligence, more rational and objective decisions can be made and significant improvement in human resources management can be achieved.”

try are also required to obtain documents in accordance with this practice. However, she stated that some companies had to lower their targets to 200 due to war and other geopolitical developments. According to Evonik's 2023 Sustainability Report, the company's sustainability targets have been shaped until 2030 and Özer said that the company is currently on the path it has determined to achieve these targets. In this context, while explaining Evonik's sustainability approach, she said that they manage this process by looking at it from 15 different perspectives, not just from a single perspective. In addition, Özer emphasized that three of these 15 gaps are particularly prioritized and these areas are circular economy, creating sustainable products, and the use of green energy.

Stating that the sustainability of the circular economy, recycling of products and production with renewable resources constitute the cornerstones of Evonik's sustainability strategy, Özer stated that they attach great importance to increasing the rate of sustainable products and that Evonik's sales volume worldwide is around 15 billion euros. She said that 43% of the product portfolio in this sales volume consists of sustainable products as of 2023. Özer stated that sustainability is not only an environmental issue but also a cultural issue and shared that their company has received EcoVadis Gold membership as part of their commitment in this area. Stating that Evonik has important goals regarding strategy, value chain and environment until 2030, Özer stated that the company will shape its progress in the field of sustainability in line with these goals.

THE ROLE OF SMALL STEPS IN SUSTAINABILITY

Özer, who stated that Egesil Kimya has similar goals in parallel with its commitments to sustainability, explained that their company has been considering sustainability criteria when making contracts with its transporters since 2010. She said that they have initiated an exemplary practice in the industry by requiring one tree to be planted for every 10 transports.

Özer stated that the contributions of companies in the field of sustainability will be shaped not only by taking big steps but also by their daily business practices. She drew attention to the fact that small steps can create big effects in the long term and stated that companies can leave a permanent mark in the field of sustainability with such practices.

THE NECESSITY OF FLEXIBLE SYSTEMS

Noting that digitalization is everyone's focal point, moderator Murat Boğ asked Fatih Tezcan in which areas they, as JYSK, bring their suppliers and customers together with the digital world.

Fatih Tezcan emphasized the importance of this transformation while explaining the "omnichannel" processes and how their companies adapt to these processes. He stated that they call this transformation "unified commerce". He stated that all systems need to become more

flexible in order for this transformation to take place. In this context, he said that the basic systems of companies need to move away from their silo structures and become small and flexible parts that can be integrated with each other. Tezcan emphasized the importance of providing systems with a more dynamic structure in order to keep up with the rapidly changing nature of technology. He drew attention to the fact that this flexibility is critical in order to be able to quickly adapt to new requirements that customers may demand in the future.

DYNAMIC INFRASTRUCTURE TO KEEP UP WITH TECHNOLOGY

Tezcan stated that IT systems also need to keep up with this change. He mentioned that companies' IT infrastructure needs to transform from a fixed structure to a flexible and compatible structure. He stated that flexibility stands out as a fundamental element that will enable not only the technology infrastructure but also all business processes to adapt effectively. He said that with this change, systems need to be equipped with more modular and inter-integrated structures. Thus, he stated that the company can easily adapt to new customer demands or changing market conditions.

MOBILE SOLUTIONS IN WAREHOUSE AND STORE OPERATIONS

Tezcan stated that they aim to conduct transactions in warehouses and stores via smartphones. Tezcan stated that this is an approach that aims to minimize the use of more traditional devices such as computers, switchboards or handheld terminals, and assessed that this step will enable technology to be integrated into daily operations in a more user-friendly and practical way, while also allowing processes to become faster and more efficient.

THE INCREASING ROLE OF TECHNOLOGY IN THE BUSINESS WORLD AND THE FUTURE OF IT INFRASTRUCTURE

Finally, Tezcan made an important assessment about the future of IT. He stated that considering the evolution of technology and the point that digitalization has reached, IT is becoming increasingly critical in the business world. He stated that the constantly changing and evolving structure of technology requires companies to quickly adapt to this transformation process. In this context, he stated that the IT infrastructure should not only respond to current needs but also be designed to quickly adapt to innovations that will be encountered in the future.

CHANGING DEMOGRAPHIC STRUCTURE AND HUMAN RESOURCE NEEDS IN THE LOGISTICS INDUSTRY

Stating that companies have difficulty in finding and retaining talents in every industry today, moderator Boğ



Fatih Tezcan: "The IT infrastructure of companies needs to transform from a fixed structure to a flexible and compatible structure."



asked Burcu Alsan what awaits us in the future of business life. Burcu Alsan addressed the changing demographics in the logistics industry and the need for human resources in detail, emphasizing the importance of strategies for employee profiles in the industry. She drew attention to the fact that employees aged 50 and over are largely employed in the field and operational areas. She stated that although this age group constitutes a significant workforce in the logistics industry, it is important to make the industry attractive for the new generation that will replace these employees in the future. Alsan stated that for this, the industry needs to become an attractive and preferable area.

MAKING THE INDUSTRY ATTRACTIVE FOR THE NEW GENERATION

She emphasized that some important data should be taken into consideration in order for the industry to gain this attractiveness. First, she said that the labor turnover rates in the industry exceed 20% and that there are close to a million open positions in the field and operational areas. She stated that findings show that these openings will increase even more in the future. She emphasized that it is necessary to determine the future labor needs of the industry and to develop the right strategies to make the industry attractive in such an environment. In this context, Alsan stated that while determining the human resource needs of the industry, employee profiles should also be divided into segments correctly.

THE YOUNG GENERATION'S TENDENCY TO TECHNOLOGY AND INNOVATION

Burcu Alsan also focused on the complex problems that need to be solved in the industry. However, she said that there is currently much more data and analysis being discussed in the industry and that this is a topic on the agenda of the new generation. She stated that the new generation's tendency to issues such as technology, artificial intelligence and innovation presents an important opportunity for the logistics industry. At this point, she stated that management teams in the industry are also focused on technology and innovative solutions. However, she said that this transformation can only take place in environments where young people can find a response to their tendency to these technologies. In other words, she drew attention to the fact that those working in the industry should be in an environment that provides technological flexibility.

Reminding that spontaneous movements are inherent in logistics, Alsan emphasized that both technological environments and the guidance of experienced employees are important in order to integrate the technological aptitudes and energies of young people into the industry. She stated that by bringing these two dynamics together, an efficient and sustainable workforce structure can be created in the logistics industry.

STRONG BRAND VALUE AND EMPLOYMENT OF QUALIFIED EMPLOYEES

She also gave information about research indicating that

companies with strong brand value can employ qualified employees 50% more easily. She gave an example of this situation and talked about her own companies. She stated that as a startup, they receive applications from the best universities in Türkiye despite high turnover rates. She mentioned that this situation is directly related to the change in the employee profile in the industry. She stated that people now want to work in flexible environments and places where they can exist and find meaning. She said that this trend is also valid for large organizations. She expressed that if large organizations can offer flexible environments to employees and create areas where they can find meaning, then more qualified human resources can be attracted to the industry. Burcu Alsan stated that she thinks the logistics industry will become more attractive when large organizations adapt to these new working dynamics.

EVALUATION OF THE CURRENT SITUATION AND FUTURE OF LOGISTICS

At the closing of the Future of Logistics, Logistics of the Future panel organized under the sponsorship of Talay Logistics, Murat Boğ stated that technology is the most critical factor in the transformation of logistics. Evaluating that smart warehouses and robotic systems will play a major role in the future of the logistics industry and will provide increased efficiency, Boğ emphasized that warehouse management processes can be optimized with these technologies and that faster, more efficient service can be provided by reducing labor costs. He pointed out that the use of robotic technologies, especially in warehouse management and product distribution processes, will contribute to making logistics processes more efficient.

Boğ emphasized artificial intelligence and machine learning as another important trend. Stating that artificial intelligence will play an important role in the accurate processing and analysis of data in the logistics industry, machine learning algorithms will make operational processes more intelligent and dynamic, thus enabling logistics companies to make more accurate decisions, Boğ stated that these technologies can be implemented in many areas, from supply chain management to routing systems.

Underlining that sustainable logistics will be one of the important factors shaping the industry in the future, Boğ stated that environmentally sensitive and sustainable logistics solutions can both reduce operational costs and reduce the environmental impact in the industry. He mentioned that sustainability goals will not only provide logistics companies with more efficient and environmentally friendly operations but will also help companies fulfill their corporate social responsibilities.

Murat Boğ also stated that the way logistics companies offer value to their customers should also change. At this point, he stated that companies should adopt a more sharing and collaborative approach. He emphasized that offering more value to customers is not just about speeding up logistics processes but also requires more cooperation and information sharing. He stated that such a culture of cooperation will increase the efficiency of logistics companies, as well as increase customer satisfaction and contribute to the overall efficiency of the industry.

TÜRKİYE LOGISTICS SUMMIT

Panel:

Artificial Intelligence and Digitalization

PANEL SPONSOR



MODERATOR:

HAKAN ÖZTÜRK TURKISH TECHNOLOGY CARGO SOLUTIONS DIRECTOR

PANELISTS:

AYCAN GÖMEÇ INSIDER CUSTOMER EXPERIENCE DEPUTY GENERAL MANAGER

YÜCEL ÇINAR TURKISH AIRLINES CARGO DIGITALIZATION AND CONTINUOUS DEVELOPMENT MANAGER

SERKAN VARDAR DSV SENIOR AIR CARGO OPERATIONS MANAGER

ERDİ KARATEPE ECZACIBAŞI MONROL LOGISTICS AND FOREIGN TRADE MANAGER



At the opening of the panel titled Artificial Intelligence and Digitalization organized by Turkish Cargo, the main sponsor of the Türkiye Logistics Summit, moderator Hakan Öztürk made a comprehensive evaluation of the transformation of artificial intelligence in the logistics industry and how this technology creates revolutionary effects. He drew attention to the fact that artificial intelligence, which was seen only as a technology trend in the past, is a phenomenon that fundamentally changes business processes, creates great effects and has become an inseparable part of our lives today. He particularly stated that artificial intelligence has become an important tool not only for increasing efficiency but also in the design of business processes.

THE ROLE OF ARTIFICIAL INTELLIGENCE IN BUSINESS PROCESSES AND INCREASE IN EFFICIENCY

Emphasizing that artificial intelligence has now found a much wider area of use in the business world, Öztürk stated that this technology can seriously increase the operational efficiency of businesses. For example, he stated that a logistics company based in the USA announced that it achieved an annual profit increase of 50 million US dollars in 2022 by using artificial intelligence in dynamic pricing, route optimization and build-up processes. He also added that another logistics company that performs intra-city collection and distribution managed to reduce the distance covered by its ve-



Hakan ÖZTÜRK

hicles by 20% by performing route optimization with the help of artificial intelligence. He told that such examples show how artificial intelligence creates significant value in logistics and leads to economic effects.

Öztürk gave an even more striking example, telling that another logistics company saved \$200 million annually by using artificial intelligence in the route optimization of trucks in the city. Öztürk stated that the effects of artificial intelligence on the economy are much broader and more important, and that the value of artificial intelligence in the logistics ecosystem is calculated as \$12 billion by 2023 and that this value is expected to reach \$549 billion by 2033.

OPERATIONAL EFFICIENCY AND ECONOMIC CONTRIBUTION IN LOGISTICS

Öztürk emphasized that the contributions of artificial intelligence to the logistics industry are not limited to these examples and that AI provides an increase of 10% to 15% in operational efficiency. He stated that this increase will make great contributions to the logistics industry and could lead to the industry gaining approximately one trillion US dollars in additional added value by 2025.

In his speech, Öztürk drew attention to the great opportunities that artificial intelligence offers for the logistics industry and stated that the role of this technology in the future will become even more critical. He stated that they will discuss how

artificial intelligence will shape the industry today and in the future, and how to make smarter and more resilient decisions in the panel. He expressed his belief that thanks to the opportunities that artificial intelligence offers to increase efficiency and profitability in the logistics industry, the transformation in the industry will accelerate and create great opportunities. Öztürk emphasized that developments in this field are of critical importance not only for companies but also for the general functioning of the global economy.

ADVANTAGES OF ARTIFICIAL INTELLIGENCE IN THE LOGISTICS INDUSTRY

Aycan Gömeç, who was given the floor by Hakan Öztürk to get her assessments on how she sees the future of artificial intelligence by also considering the partners they cooperate with in the logistics industry, stated that the logistics industry is a very advantageous area for the application of artificial intelligence compared to other industries. She stated that the high operational load of this industry stands out as a factor that maximizes the potential of artificial intelligence to increase efficiency. Stating that the area of use of artificial intelligence is extremely wide, Gömeç emphasized the contributions it provides especially in marketing automation technologies and communication tools of brands that interact directly with the customer.

CHAT-BOT AND AUTOMATION APPLICATIONS

Gömeç stated that artificial intelligence applications that reduce companies' operational burden and provide efficiency also provide an opportunity to invest in other areas. She stated that artificial intelligence has taken a significant amount of the burden off companies, especially in areas that touch the customer through Chat-Bots and similar technologies. Stating that companies have been able to provide faster service while also reducing costs thanks to such technologies, Gömeç gave the example of Turkish Airlines' provision of artificial intelligence-supported service via WhatsApp regarding cargo services. She stated that this technology has accelerated the service process by reducing call center costs and that the use of popular messaging platforms such as WhatsApp

has significantly lightened the operational burden.

THE IMPORTANCE OF RIGHT INFRASTRUCTURE AND INTEGRATION

Aycan Gömeç emphasized that it is very important to create the right organizational structure for such applications to be successful. Stating that artificial intelligence should be used within the right infrastructure, Gömeç said that otherwise, there would be no difference between it and manual work. In particular, she stated that a clear analysis should be made on which services can be automated and which areas can be supported with this technology in order to integrate artificial intelligence into operational processes. Stating that they provide support for facilitating transactions such as cargo tracking and price quotes via WhatsApp for Turkish Airlines, Gömeç emphasized that such applications increase operational efficiency and improve customer experience.



Aycan GÖMEÇ

THE STRATEGIC IMPORTANCE OF USING TECHNOLOGY CORRECTLY

Gömeç stated through these examples that artificial intelligence not only increases efficiency but also reshapes a wider operational area and becomes a tool that prepares organizations for the future. Emphasizing that the integration of artificial intelligence into every area of life offers serious opportunities for all players in the industry, Gömeç said that using technology correctly is one of the most important success factors in the industry.

STRATEGIC VISION: HUMAN AND TECHNOLOGY INVESTMENTS BEYOND CAPACITY

Moderator Hakan Öztürk, who evaluated that technology itself is going through a learning process, starting with remote-controlled vehicles, then moving on to autonomous systems that decide their own path and decide which load to pick up at their destination, gave the floor to Yücel Çınar to provide information about the activities and future plans in the field of artificial intelligence and digitalization at Turkish Cargo.

Yücel Çınar, in his speech, stated that they are aware that reaching the goals in the industry is not possible only with increasing capacity and emphasized that they have made major investments in people



Yücel ÇINAR

Aycan Gömeç: “Artificial intelligence not only increases efficiency but it has also become a tool that prepares organizations for the future by reshaping the broader operational area.”

and technology strategically. He stated that in line with their company's 2033 vision, they are not only increasing capacity but also making investments in technology and human resources, and are taking more solid steps forward. Çınar pointed out that they are working on a total of 140 projects to achieve these goals and that most of these projects are focused on technology and artificial intelligence.

Çınar, who gave examples of artificial intelligence-supported revenue and capacity management systems, stated that analyses made with historical data, market data and current inventory data ensure that aircraft capacity is used more efficiently. Stating that the system works more efficiently with dynamic pricing integration to prevent disruptions that may occur especially during busy periods, Çınar said that such systems contribute to the company's operational efficiency and reduce costs.

DIGITALIZATION IN CUSTOMER SERVICES

Expressing that they are in the process of learning and developing the e-CRM model that Turkish Cargo is working on, Çınar stated that they believe that developing these processes will provide more effective and faster responses in customer services and will also increase operational efficiency. Also touching on the projects carried out regarding route optimization, Çınar stated that optimizing flight plans by taking into account external factors such as airport data at arrival and departure stations and weather conditions both saves fuel and allows delivery times to be shortened. Expressing that these optimizations also make significant contributions in terms of reducing the carbon footprint, Çınar explained that feasibility studies have been carried out in this field together with the Turkish Cargo and Turkish Technology teams, and that these studies will be put into effect in the first phase next year and concrete steps will be taken.

CHAT-BOT CARGI AND CHATGPT INTEGRATION

Yücel Çınar also touched upon the ChatGPT integration with Chat-Bot Cargi, another innovative application developed by Turkish Cargo; he stated that with this system, it is aimed to provide much faster and more proactive responses to customer demands and that the current Chat-Bot is aimed to be qualified with the cooperation made with Insider. Çınar emphasized that in this way, customer demands can be reacted to much faster and that such technologies will play an important role in increasing customer satisfaction.

Çınar, who stated that they continue to work on a terminal program that Turkish Airlines will announce in the upcoming period, stated that with this program, they aim to further develop the processes they have identified for the development of the air cargo industry in Türkiye. He said that they aim to accelerate this process by using Mevlana's compass metaphor, keeping the fixed leg in

Türkiye and cooperating with potential business partners abroad for the other leg.

THE PARABOLIC ACCELERATION OF DIGITALIZATION

Çınar stated that in a period when technology is rapidly developing, the impact of digitalization and artificial intelligence in particular is rapidly increasing. He drew attention to the fact that technologies continue to enter our lives with a parabolic acceleration, with examples such as smartphones reaching 100 million users in 16 years, the Internet in 7 years, Facebook in 3 years, and ChatGPT reaching this level in just 3 months. He shared his belief that these developments will be integrated into our lives in a very short time and will perhaps show themselves in warehouses, systems, and daily life in the near future.

USING BLOCKCHAIN IN DATA SECURITY AND TRACEABILITY

Finally, Çınar emphasized that data security and traceability are important issues for all stakeholders in the industry and stated that traceability remains limited due to the fact that not all stakeholders have the same level of technological infrastructure. Çınar predicted that higher levels of traceability could be achieved with the introduction of blockchain and artificial intelligence integrations and stated that these technologies would provide benefits in many areas from operational efficiency to customer service. He also emphasized that the industry must constantly develop innovative solutions to keep up with and contribute to these developments.

UNAVOIDABLE CHANGE AND TECHNOLOGY-FOCUSED TRANSFORMATION IN THE LOGISTICS INDUSTRY

When moderator Hakan Öztürk, who stated that DSV is a very large and important actor in the global arena, asked about its current applications and future plans, Serkan Vardar emphasized that changes in the logistics industry are inevitable and that this transformation is gaining momentum especially with technology-focused innovations. Vardar stated that as a company, they are working on a program called myDSV, which they planned to implement in January 2025.

MAIN OBJECTIVES AND FEATURES OF THE MYDSV PROGRAM

Vardar said that the main purpose of the myDSV program is to provide customers with the opportunity to track all their logistics processes on a single platform. He stated that thanks to the program, all processes from the delivery of the cargo from the production facility to its delivery to the airport and to the final destination can be tracked digitally. Stating that this will make it possible to carry out processes that were previously carried out manually and required asking separate questions to various carriers on



Serkan VARDAR

a single platform, Vardar stated that all shipments of customers integrated with myDSV can be tracked.

Vardar announced that the myDSV program will be activated in Türkiye as of 2025 and stated that this service, which is currently offered globally, will also be available in Türkiye, ensuring that local customers are provided with the same high standards of service. He added that customers will not only be able to track their loads, but will also be able to access different alternatives through a single system and instantly compare price and service options. Vardar said that this digital system will allow logistics processes to be managed much faster and more efficiently.

DATA MANAGEMENT AND CUSTOMER-FOCUSED DIGITALIZATION

Vardar emphasized that another important dimension of the digitalization process is data management and noted that the success of the myDSV program is directly proportional to the amount of data uploaded to the system. Vardar stated that by integrating a large amount of data into the system, customers can also receive fast and accurate responses, which will enable decision makers to act with more accurate data at every stage of the logistics process, and that data should be constantly updated so that customers can receive instant responses through the system, especially regarding price and service options.

For example, Vardar, who told that it is common for customers to request prices for various destinations during periods such as returning from a fair and that this request process is currently carried out by manually asking prices to the main carriers, stated that this process will be automated in a digital environment with myDSV and that this system can be integrated into the customer's demand in the fastest way when a new service opportunity is provided, thus providing a more flexible service.

FUTURE VISION AND DIGITALIZATION INVESTMENTS

Vardar emphasized that these technological steps of DSV will create a significant change not only locally but also globally and stated that the importance they give to digitalization and IT investments as a company will increase their competitive advantage in the logistics industry. He said that with digital infrastructures such as myDSV, companies will both increase their operational efficiency and improve their customer experience.

Vardar stated that DSV will continue to accelerate the digital transformation in the industry with such innovative projects and thus adopt a customer-focused approach. Stating that technology investments and digitalization processes will allow companies to operate more efficiently on a global scale, Serkan Vardar said that digital infrastructures will play a much more critical role for the logistics industry in the future and added that with this

project they aim to provide faster, more efficient and flexible services not only to the Turkish market but also to global customers, reiterating their company's determination on the path to digitalization.

EFFICIENCY IN EXPORT PROCESSES WITH ARTIFICIAL INTELLIGENCE

Moderator Hakan Öztürk asked Erdi Karatepe how they evaluated artificial intelligence, how much they benefited from artificial intelligence and digitalization in their business processes, and how they see the future. Erdi

Karatepe began his speech by defining artificial intelligence as one of the most important innovations of this century. Karatepe stated that artificial intelligence is a rapidly developing technology and that this pace will increase even more over time. He even stated that he sees artificial intelligence as a revolutionary development, like the "reinvention of writing."

Karatepe stated that their company carries out approximately 4,500 export transactions annually, but instead of doing these transactions manually, which would require more resources, they can be done by just three people. He emphasized that this is possible thanks to

artificial intelligence technology. Karatepe said that 70% to 80% of their company's business processes are carried out with robotic process automation (RPA) and artificial intelligence technologies and that thanks to this, both time and resources are used efficiently.

DEVELOPING COMMUNICATION AND SHIPPING PROCESSES WITH ARTIFICIAL INTELLIGENCE

Karatepe, who stated that artificial intelligence can be used effectively not only in documentation processes but also in customer relations, said that they are conducting studies so that artificial intelligence can provide fast and accurate information to customers, especially in problems experienced in shipping processes. Karatepe stated that their companies aim to make the methods used in customer information processes more efficient with artificial intelligence.

OPTIMIZATION OF PROCESSES WITH ARTIFICIAL INTELLIGENCE AND FUTURE POTENTIAL

Erdi Karatepe said that artificial intelligence will be included in more processes as it matures and that he believes that autonomous vehicles, which are already on the agenda in road transportation, will also be implemented in air transportation. Karatepe stated that with the development of this technology, processes such as forecasting, storage and shipment optimization will develop further and be managed by artificial intelligence.

BENEFITING FROM ARTIFICIAL INTELLIGENCE AS A SUPPLIER AND MANUFACTURER

Karatepe, who stated that they benefit from artificial in-



Erdi KARATEPE

telligence technology both as a supplier and a manufacturer, emphasized that they constantly follow new trends to benefit from the advantages provided by this technology. Karatepe, who stated that it is possible to ensure the digital transformation of the entire supply chain and make business processes more efficient, stated that they will continue to use artificial intelligence more to improve business processes and continue their investments in this field.

Erdi Karatepe:
“Artificial intelligence will have a much wider impact in the logistics industry in the future.”

these risks. Ayca Gömeç began her speech by stating that although artificial intelligence is still a brand new technology, there are serious risks and concerns about uncontrolled nature in some industries. Expressing that she finds this approach meaningful, Gömeç stated that artificial intelligence represents a non-human structure and that we expect this structure

to manage our work and systems and she drew attention to the importance of managing and controlling this structure, which operates in a manner similar to the human thought system.

FUTURE PERSPECTIVE AND POTENTIAL OF ARTIFICIAL INTELLIGENCE

Erdi Karatepe believes that artificial intelligence will have a much wider impact in the logistics industry in the future. He thinks that workflows in the industry will accelerate and become more effective, especially with data analytics and automated processes, that we are rapidly moving towards a future where artificial intelligence will take place in every area of life, and that this transformation will create major changes in industries such as logistics. Karatepe emphasized that at this point, it is of great importance for logistics companies to adapt to this technology in order to gain competitive advantage.

ARTIFICIAL INTELLIGENCE AND RISK MANAGEMENT

Moderator Hakan Öztürk stated that although the panelists were different stakeholders in the industry, they definitely touched each other, they formed certain parts of a chain, and he expressed that artificial intelligence does not affect just one industry or a part of an industry, but the whole industry. Öztürk, who evaluated that such major changes occurring simultaneously on such a large surface necessitated the management of many risks, received the opinions of the panelists regarding

THE ROLE OF ARTIFICIAL INTELLIGENCE AND DATA SOURCES

Gömeç emphasized that the data that artificial intelligence is fed with is very critical for it to work. Drawing attention to the fact that the sources that artificial intelligence, which is a system that works on its own, is fed from are also important, Gömeç stated that the quality and accuracy of the data that feeds this technology will be effective in order for artificial intelligence to work correctly. Gömeç emphasized that determining which questions artificial intelligence will answer and in which areas it will benefit is one of the most important steps at the beginning of the project.

RISK MANAGEMENT AND ARTIFICIAL INTELLIGENCE

While discussing the potential risks of artificial intelligence, Gömeç stated that risk is a relative concept and emphasized that artificial intelligence, which carries different risks for each industry, should be managed more carefully in terms of representing the brand, especially when used in services aimed at consumers. Stating that artificial intelligence should be kept under control in order





to protect the reputation of brands and that this can be achieved with various measures, Gömeç suggested determining a certain information universe for artificial intelligence and blocking access to data outside this universe. Gömeç said that risks can be minimized by ensuring that artificial intelligence is fed only from certain, reliable, and accurate sources in this way, and gave examples of such control mechanisms, stating that artificial intelligence can be fed from limited sources such as a library, company documentation, website or a server.

SIMILARITIES BETWEEN ARTIFICIAL INTELLIGENCE AND THE HUMAN BRAIN

Aycan Gömeç made an important analogy regarding the functioning of artificial intelligence, stating that artificial intelligence works like the human brain. She told that the human brain processes a thought over and over again in a certain way, similar to the same neural network, and that this tendency is defined as such in the field of neuroscience. Gömeç said that artificial intelligence tries to make the same inferences from the same data and information in a similar way and stated that at this point, we need to have a deeper understanding of the functioning of artificial intelligence.

CONTROL AND EFFICIENCY OF ARTIFICIAL INTELLIGENCE

Gömeç stated that the more information AI is exposed to, the more accurate results it will give, and that AI can produce more complex and detailed solutions by receiving accurate and diverse information. Gömeç described this situation as similar to the human brain and said that it is important to ensure accurate and multi-faceted information flow for the development of AI and added that it is necessary to ensure that AI reaches accurate results in complex and dynamic areas by loading accurate information during this process.

THE NECESSITY OF MANAGING ARTIFICIAL INTELLIGENCE

Aycan Gömeç touched on the critical importance of managing and feeding artificial intelligence correctly in order to fully benefit from its potential. Expressing that artificial intelligence is not only a technological tool but also a workforce and one of the most important elements of a system, Gömeç said that for this reason, more attention should be paid to the management and control of artificial intelligence and emphasized that brands should be more careful when using artificial intelligence that is in direct contact with consumers. Gömeç stated that artificial intelligence should be fed with the right data, focus on the right questions, and feed from a limited universe and added that this approach will help minimize potential risks.

Moderator Hakan Öztürk stated that the security of our own data is also important and that the security of the data used by artificial intelligence should also be managed. Öztürk said that when you object to the response you receive from ChatGPT, you may receive a response saying “this is the right thing” and underlined the need for human control.

RISKS BROUGHT BY ARTIFICIAL INTELLIGENCE AND TECHNOLOGICAL INTEGRATION

Yücel Çınar, while discussing the benefits provided by artificial intelligence and digitalization technologies, emphasized that the potential handicaps of these technologies should not be ignored. Çınar stated that as technology usage increasingly integrates into our lives, the precautions we can take in this process are also critical; he said that artificial intelligence, especially in text-based solutions and optimization programs, is still in the development phase and some problems are encountered. For this reason, Çınar stated that these handicaps should be taken into consideration in order for systems integrated with technology to be more efficient.

Yücel Çınar: “With the inclusion of artificial intelligence in processes, it is predicted that people’s decision-making responsibilities may decrease to some extent.”

ARTIFICIAL INTELLIGENCE AND DATA MANIPULATION

Çınar evaluated the current state of artificial intelligence through the example of ChatGPT. He stated that ChatGPT has the capacity to manipulate 10% to 15% of the answers it gives to some questions or sometimes gives wrong answers. Stating that this situation shows that artificial intelligence is still learning and in the development process, Çınar stated that such problems can be seen especially in text-based solution programs and emphasized that caution should be exercised when using text-oriented solutions. Çınar he believes that more target-oriented data sets should be created at this stage and he said that more positive and proactive solutions can be obtained in this way and that the benefits of technology can be used more effectively in this way.

ARTIFICIAL INTELLIGENCE AND HUMAN DECISION-MAKING PROCESSES

Çınar stated that with the inclusion of artificial intelligence in processes, he foresees that people’s decision-making responsibilities could decrease to some extent and evaluated this situation as a risk. Çınar told that they will still use artificial intelligence actively, but that it is important to use it more reasonably, especially as a decision support assistant.

CYBER SECURITY AND ARTIFICIAL INTELLIGENCE INTEGRATION

Çınar emphasized that cybersecurity will become one of the top priorities for states in the coming years and that serious measures must be taken in this regard. Çınar also touched on the data shared by the Turkish Cybersecurity Presidency, stating that 20% of companies implementing artificial intelligence integration have security gaps and that one in every 10 cyberattacks are caused by malicious attacks. Stating that these rates are particularly important in terms of protecting personal data and that this data will be much more important in the future, Çınar also expressed the view that those who own personal data will own everything in the future, and in this context, it is imperative to take cybersecurity protocols into consideration when working on artificial intelligence and other digital solutions. Çınar also drew attention to the fact that these protocols should be regularly updated and monitored, and that special teams should be established for this purpose.

ARTIFICIAL INTELLIGENCE AND DIGITALIZATION STRATEGIES IN CONCLUSION

Yücel Çınar said that embracing technological developments and the digitalization process is important, but these processes must be managed effectively and

securely. Stating that developing a strategic approach to artificial intelligence and digitalization tools will allow minimizing risks while benefiting from the advantages of these technologies, Çınar stated that there are still deficiencies in the development process of artificial intelligence and that more efficient results can be achieved by taking the right precautions. Çınar also emphasized that cybersecurity challenges in the digitalization process should also be taken into consideration. Çınar stated that these technologies not only provide benefits, but can also pose serious security and decision-making risks if they are not managed correctly.

Moderator Hakan Öztürk stated that hackers used to try to enter systems by searching for vulnerabilities, but cyber attacks have also started to be carried out by artificial intelligence, and that humans have started to step in after vulnerabilities are found, and he commented that data security, sensitivity to data and measures regarding data protection will be of critical importance.

TECHNOLOGICAL DEVELOPMENT AND SOCIAL CHANGE

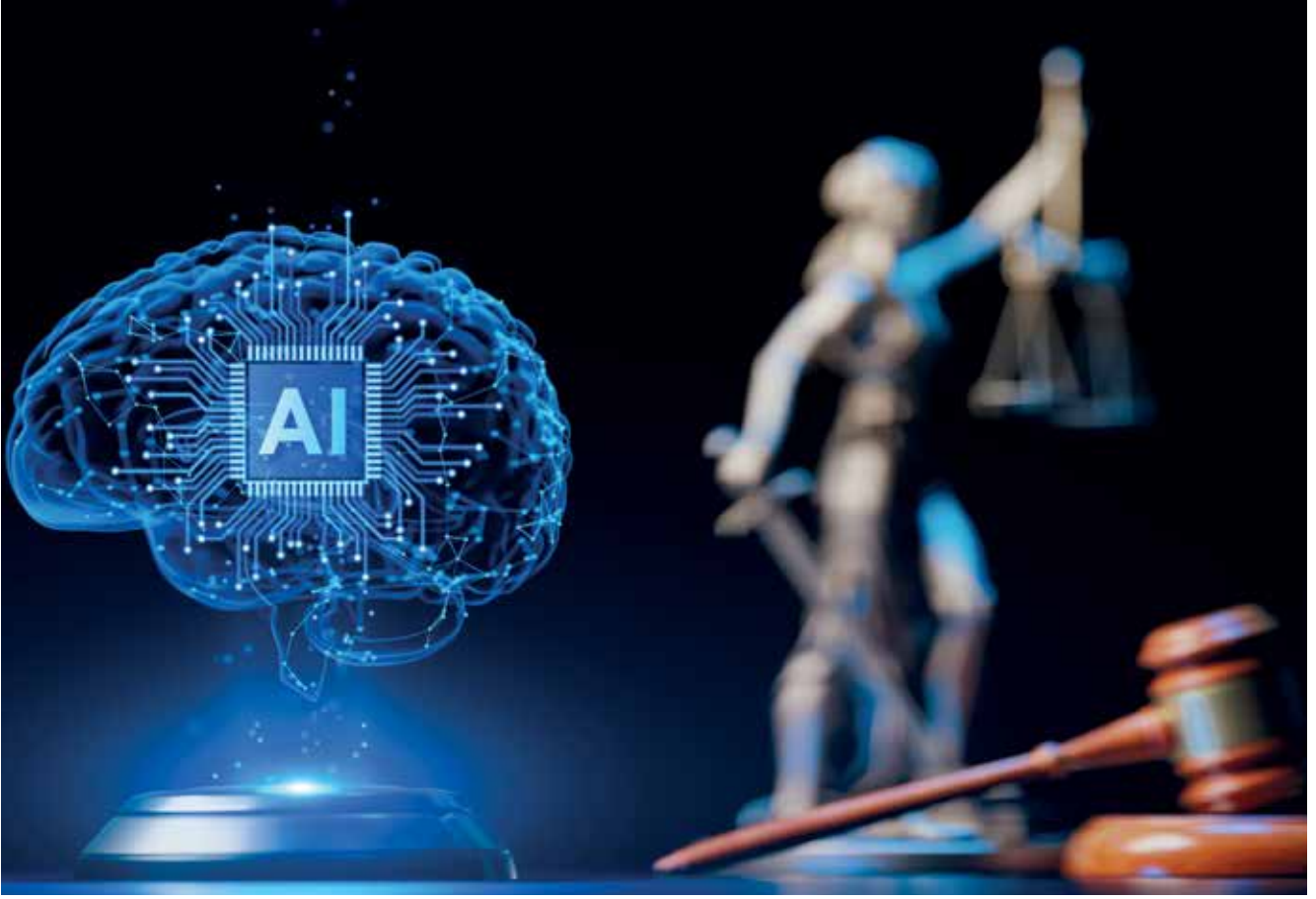
Serkan Vardar emphasized that technological development and change is discussed a lot in the business world as in every field, but what is really important is the ability to adapt to this change. Vardar stated that change is not limited to technological tools and that there is also a serious transformation in social norms and personal habits. In his speech, he began to explain with examples how past habits and some practices of society have evolved over time and he particularly stated that individual and social change can be rapid and sometimes challenging.

TECHNOLOGICAL TRANSFORMATION AND ITS IMPACTS ON THE BUSINESS WORLD

Serkan Vardar reminded that the changes in business life have been parallel to the development of technology and that especially in the past years, telephones were frequently used in workplaces. Vardar stated that in the early years, team leaders would warn the employees when desk phones rang 2-3 times or were not answered at all and that a guard should be present in departments during lunch breaks, and he drew attention to the fact that desk phones have almost completely disappeared today and that the use of telephones in homes has decreased. Vardar said that with the development of technology, we have become faster, more efficient and more flexible in our work.

CHANGES IN EXPORT PROCESSES

Vardar, based on his past experiences, recalled the period when the first “no-show” application was initi-



Serkan Vardar: “Technological developments need to be used to meet customer expectations more quickly and effectively.”

ated at the Atatürk Airport office. He expressed how important the negotiations with Turkish Airlines were during that period and how basic information such as the conditions under which cargo can be cancelled made a difference in export processes. He stated that today, our exporters know much better when a 5 or 7-ton cargo can be cancelled and when it should be delivered.

THE IMPORTANCE OF CONVEYING CORRECT INFORMATION ON TIME

Vardar also touched on the importance of transmitting correct information on time during the change process. Vardar stated that conveying correct information accurately and presenting this information on time will provide great benefits for individuals and businesses, especially in a period when technology and social understanding are rapidly changing, and expressed that it is necessary to inform people correctly during this process. Vardar defined what is needed as correctly directing and managing change rather than resisting it.

CUSTOMER SATISFACTION AND TECHNOLOGICAL DEVELOPMENT

At the end of his speech, Vardar emphasized that the goal in the business world is to ensure customer satisfaction and use technological development correctly. Vardar said that it is important to accept change and manage this process with developing technologies in order to achieve this goal, and stated that technological developments should be used to meet customer expectations more quickly and effectively, and emphasized that by implementing these changes correctly, both business processes should be improved and customer satisfaction should be maximized. Vardar stated that everyone should be open to continuous learning and adaptation as they progress on this journey.

REGULATIONS AND ARTIFICIAL INTELLIGENCE

Erdi Karatepe emphasized the importance of data security and consistency. Karatepe stated that the correct and secure processing of data is a critical factor for the healthy operation of technology and artificial intelligence systems, and while drawing attention to the

fact that artificial intelligence is based on learning processes from data in particular, he stated that working with accurate and reliable data is very important for the success of such systems.

DATA SECURITY AND THE ROLE OF CRITICAL THINKING

Karatepe, while talking about the security of data, emphasized that this is parallel to the critical thinking and questioning ability in human intelligence. He mentioned that critical thinking and questioning consistency skills have an important place in human learning processes. He emphasized that data should be analyzed in a similar secure and consistent manner, and drew attention to the importance of methods developed to ensure the security of data. He stated that even artificial intelligence systems such as ChatGPT can sometimes change their responses, that is, they can give answers that are not completely reliable and consistent, and presented this as an example that shows that more stringent measures should be taken regarding data accuracy and security in order for artificial intelligence systems and data to continue to function healthily.

ARTIFICIAL INTELLIGENCE AND REGULATIONS: A STATE OF CONTRAST AND BALANCE

Karatepe, who said that he believes that the potential of artificial intelligence is great but that this technology carries the risk of misuse, expressed his concerns about the possibility of manipulating artificial intelligence and its possible malicious use, and emphasized the importance of regulations in this context. Karatepe, who stated that regulations have become mandatory in order to ensure the correct and safe use of artificial intelligence, underlined that artificial intelligence is a rapidly developing and growing technology. He also stated that this speed will challenge the institutions that will develop and implement regulations.

SIMILARITIES BETWEEN ARTIFICIAL INTELLIGENCE AND RADIOACTIVITY

Karatepe, while accepting that the potential of artificial intelligence is very strong, suggested that it, like radioactivity, has a dual nature. He associated radioactivity with two opposing purposes, such as the emergence of the atomic bomb and nuclear medicine in the same period, and drew attention to the fact that technologies can be used in both directions. Karatepe stated that regulations that will control the use of artificial intelligence should therefore become mandatory, but he emphasized that these regulations will not be easy to create and implement because the speed of development of artificial intelligence can challenge and leave regulations behind.

ARTIFICIAL INTELLIGENCE, ITS APPLICATIONS IN THE INDUSTRY, AND FUTURE EXPECTATIONS

In his closing speech, moderator Hakan Öztürk discussed the role of artificial intelligence in the logistics industry and how it can transform in the future. He stat-

ed that artificial intelligence not only provides operational efficiency but also has the potential to contribute in a wider range. Öztürk said that these contributions have a significant impact in areas such as creating profit opportunities, directing human resources to more value-added jobs, improving customer relations and sustainability, and he expressed the exciting developments regarding this technology and his expectations that these contributions will increase in the future.

ARTIFICIAL INTELLIGENCE AND OPERATIONAL EFFICIENCY

Hakan Öztürk emphasized that artificial intelligence applications provide significant improvements in operational processes by enabling companies to work more efficiently, but he also drew attention to the fact that they offer great opportunities not only in this area but also in terms of creating profit. Öztürk stated that technology will enable people to get rid of routine and time-consuming tasks and use their skills in more strategic, creative and valuable areas, and that artificial intelligence increases the efficiency of the workforce as a complementary tool to human labor.

OPPORTUNITIES TO TOUCH THE CUSTOMER AND CREATE MORE VALUE

Öztürk also touched on the opportunities that artificial intelligence provides in terms of customer interactions. Öztürk evaluated that artificial intelligence enables companies to communicate with their customers more and more effectively, which makes it possible to provide more personalized services and add value to the customer. He stated that creating customer satisfaction and loyalty has become easier thanks to artificial intelligence, and that artificial intelligence has the capacity to better understand the needs of the customer and offer them more accurate and faster solutions.

SUSTAINABILITY CONTRIBUTIONS

Öztürk pointed out that artificial intelligence and technology provide benefits in areas such as more efficient use of resources, energy saving and waste reduction. He stated that thanks to artificial intelligence, companies can develop more sustainable business models by reducing environmental impact, and that this not only enables companies to make profits but also helps them fulfill their social responsibilities.

Hakan Öztürk predicted that the contributions of artificial intelligence will increase even more in his evaluations about the future. Öztürk stated that in his opinion, as technology continues to develop, it will contribute more in every point where humans are present, and expressed his expectations that contributions in areas such as profit creation, customer relations and sustainability will increase rapidly in the coming period; at this point, he emphasized that artificial intelligence will be integrated into more industries every day and will gain more space in every area of life. Öztürk expressed his belief that artificial intelligence will evolve and create wider and deeper effects in the industry.

The logo for the Türkiye Logistics Summit is centered at the top. It features the text 'TÜRKİYE LOGISTICS SUMMIT' in a bold, sans-serif font. 'TÜRKİYE' and 'SUMMIT' are in white, while 'LOGISTICS' is in red. The text is enclosed within a circular graphic composed of two concentric arcs: an outer white arc and an inner red arc that is partially broken on the right side.

**TÜRKİYE
LOGISTICS
SUMMIT**

Special Session:

**Digital Solutions in
Logistics and the
Middle Corridor**

BİLGEHAN ENGİN UTIKAD PRESIDENT

CHEE KEONG (CK), VICE PRESIDENT AND GENERAL MANAGER
OF GREATER CHINA, CRIMSONLOGIC



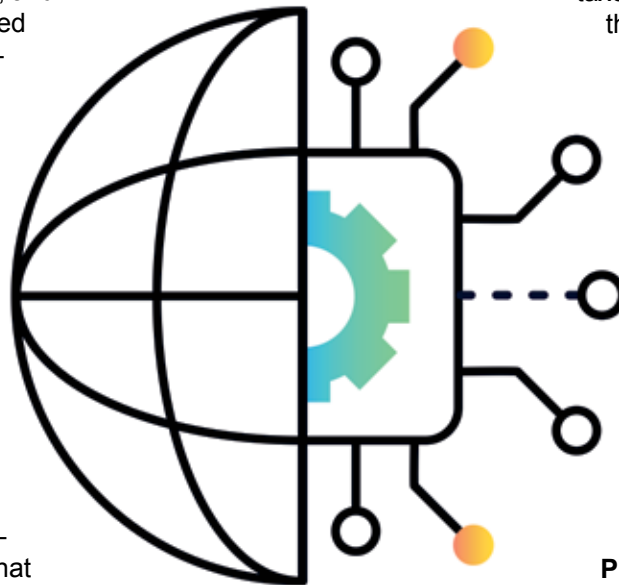
In the opening speech of the special session titled Digital Solutions in Logistics and the Middle Corridor, UTI-KAD President Bilgehan Engin emphasized that logistics plays an important role at the center of global trade, enabling goods to move efficiently across borders and bringing producers together with consumers. He stated that in recent years, digital solutions have created a revolutionary transformation in the logistics industry, and these solutions have reshaped the way operations are managed, monitored, and optimized.

Stating that digital innovations have ushered in a new era in the logistics industry and affect data such as the Logistics Performance Index, which is among the global rankings, Engin touched upon the importance of trade flows through critical routes such as the Middle Corridor, where Türkiye is strategically located. He stated that this transformation enables global trade to occur in a more efficient and integrated manner.

GLOBAL TRADE BEFORE DIGITALIZATION

CrimsonLogic Vice President and General Manager of Greater China, Chee Keong (CK), who participated

in the panel via remote connection, said in response to Bilgehan Engin, who asked his thoughts about the common challenges encountered in global trade before digitalization, that the first main challenge that global trade faced before digitalization was companies moving goods across borders is to submit compliance and regulatory documents. Stating that companies have to pay duties and taxes to different government authorities in each country, he also added that there are various compliance requirements in sectors such as health, food, and drug safety. He noted that different government authorities of a country often require importing and exporting companies to submit the same set of information in different formats and forms.



IMPACT OF MANUAL PAPERWORK AND DOCUMENTATION PROCESSES

Chee Kong said that between 4 and 35 documents usually need to be submitted as a result, and these manual paperwork and documentation processes increase processing times, resulting in a loss of between two and seven days per shipment. He also stated that the need for physical signatures causes

delays and errors in trade transactions, which unnecessarily complicates trading.

CUSTOMS PROCEDURES AND SECURITY RISKS OF PAPER-BASED SYSTEM

Keong stated that another big challenge is to follow the changing customs procedures and regulatory requirements in different economic regions, and this situation causes delays. Chee Keong stated that a paper-based system leaves transactions open to fraud, creating security concerns and financial risks for authorities. He emphasized that these elements were the main challenges observed in global trade before digitalization.

SINGLE WINDOW SYSTEM

When Bilgehan Engin asked about the contributions of the Single Window System offered by CrimsonLogic to the solution of problems in the field of global trade, Chee Keong said that the Single Window System solved many of the difficulties encountered in global trade and that the Singapore National Single Window was established in 1989 to reduce commercial documentation costs and speed up transactions. He emphasized that this solution is an important step to increase operational efficiency and promote transparency.

SINGLE WINDOW AND DEVELOPMENT OF DIGITAL INNOVATIONS

He said that today, Single Window application has evolved with cutting-edge technologies such as artificial intelligence, machine learning, advanced risk assessment, automation, and data analytics. He stated that these digital innovations facilitate the customs clearance process and increase operational efficiency by providing more meaningful data to customs authorities and government institutions.

GLOBAL ACHIEVEMENTS OF SINGLE WINDOW SOLUTION AND POTENTIAL FOR TÜRKİYE

Chee Keong stated that the Single Window solution has been successfully implemented not only in Singapore but in more than 20 countries around the world. As an example, shipments that previously took two to seven days and cost about \$10 to \$20 are now completed in just one minute, costing just \$3.30 per shipment, he said. He emphasized that these developments help countries become more competitive in the global market.

Chee Keong stated that they hope Türkiye adopts this solution and emphasized the role of the Single Window model in the transformation of global trade.

DIGITAL SOLUTIONS

In response to Bilgehan Engin asking what other solutions CrimsonLogic has developed to address issues in global trade, CK stated that in addition to CrimsonLogic's Single Window solution, they offer a comprehensive suite of digital solutions for governments and businesses. He said that this package focuses on four main areas;

1. Digital commerce compatibility,
2. Digital port solutions,
3. Logistics services,
4. Digital government and cybersecurity.

Chee Keong stated that with these solutions, they have developed technology solutions and frameworks that automate import and export customs services and digitalize maritime transportation and port management. He emphasized that the aim is to support governments and businesses in digital transformation processes.

He stated that the port community system in particular is an important example. He stated that this system integrates port users, logistics service providers, and government officials into a digital ecosystem, ensuring secure and real-time data exchange between public and private sector stakeholders.

Chee Keong added that they play a critical role in digital transformation processes by closely collaborating with government authorities around the world.

TÜRKİYE'S STRATEGIC POSITION AND DEVELOPING TRADE LINKS IN THE MIDDLE CORRIDOR

In response to Bilgehan Engin's question about how CrimsonLogic's digitalization services can increase the attractiveness of the Middle Corridor trade route, Chee Keong stated that with the increasing trade flow between Asia and Europe, Türkiye is in a strategic position as a logistics center, especially for critical markets such as China. He explained that PSA International aims to improve trade links between China and Europe with its partnerships on the Middle Corridor and strengthens Kazakhstan as a transit hub.

DEVELOPED TRADE SOLUTIONS FOR PRODUCTIVITY INCREASE AND GLOBAL COMPETITIVENESS

Emphasizing that it is very important to minimize the risk of delays in the Middle Corridor in trade solutions, Chee Keong stated that they aim to create an end-to-end value chain. He said that this goal includes an approach that includes the state and the business world.

Chee Keong said that over 36 years of trade facilitation experience, combined with advanced technologies, enables efficient navigation in complex regulatory environments, and stated that commercial documents such as customs declarations and certificates of origin are automated with technologies such as OCR, natural language processing, automatic translation, and verification.

He said that they enable cross-border operations to run smoothly by reducing the risks of errors and delays associated with manual processes, while also helping businesses predict and reduce disruptions with real-time visibility and advanced predictive modeling. He added that these processes increase efficiency, attract more investors, and engage stakeholders.

Finally, Chee Keong stated that they are confident that their solutions will strengthen Turkish businesses to compete on a global scale.



Chee Keong (CK) “Today, Single Window application has evolved with cutting-edge technologies such as artificial intelligence, machine learning, advanced risk assessment, automation, and data analytics.”

PHOTOS







KEYNOTE SPEAKERS



TÜRKİYE LOGISTICS SUMMIT ON THE PRESS

Hürriyet

100 milyar dolarlık lojistik sektörü Türkiye Logistics Summit'te buluştu

Güncelleme Tarihi: Ekim 24, 2024 14:03

#Logistics Summit #Durmuş Ünüvar #Bigpara

Ulusal Arası Taşımacılık ve Lojistik Hizmet Üreticileri Derneği'nin (UTİKAD) Turkish Cargo ana sponsorluğunda düzenlediği en büyük lojistik buluşması Türkiye Logistics Summit, 100 milyar dolarlık lojistik sektörünü buluşturdu.

Olup Tarihi: Ekim 24, 2024 14:03

Analiz

Hedef lojistikte dünyada ilk 10'a girmek

Hedefimiz dünyanın en büyük kargo markası olmak

23 EKİM 2024

UTİKAD Başkanı Bilgehan Engin, "Türkiye'nin lojistik sektöründe dünya lideri olmaya hazır olduğumuzu belirttik. 2024 yılında 100 milyar dolarlık lojistik sektörünü buluşturduğumuz Türkiye Logistics Summit, bu hedefimize giden yolda önemli bir adım. Bizim hedefimiz, dünya genelinde en büyük kargo markası olmak. Bu hedefimize ulaşmak için teknolojiyi, verimliliği ve müşteri odaklı hizmetleri kullanacağız. Türkiye'nin lojistik sektöründe dünya lideri olmaya hazır olduğumuzu belirttik. 2024 yılında 100 milyar dolarlık lojistik sektörünü buluşturduğumuz Türkiye Logistics Summit, bu hedefimize giden yolda önemli bir adım. Bizim hedefimiz, dünya genelinde en büyük kargo markası olmak. Bu hedefimize ulaşmak için teknolojiyi, verimliliği ve müşteri odaklı hizmetleri kullanacağız. Türkiye'nin lojistik sektöründe dünya lideri olmaya hazır olduğumuzu belirttik. 2024 yılında 100 milyar dolarlık lojistik sektörünü buluşturduğumuz Türkiye Logistics Summit, bu hedefimize giden yolda önemli bir adım. Bizim hedefimiz, dünya genelinde en büyük kargo markası olmak. Bu hedefimize ulaşmak için teknolojiyi, verimliliği ve müşteri odaklı hizmetleri kullanacağız."

Milliyet

Hedef lojistikte dünyada ilk 10

Uluslararası Taşımacılık ve Lojistik Hizmet Üreticileri Derneği'nin (UTİKAD) Turkish Cargo ana sponsorluğunda düzenlenen lojistik buluşması Türkiye Logistics Summit, 100 milyar dolarlık lojistik sektörünü bir araya getirdi.

Dünyadaki gelişmelerin Türkiye'nin kilit noktasını teşkil ettiği orta koridorun stratejik önemini bir kez daha ortaya koyduğunu aktaran Ulaştırma ve Altyapı Bakan Yardımcısı Durmuş Ünüvar, "Altyapı yatırımlarımız Türkiye'yi bölgesinde stratejik bir lojistik merkez haline getirme hedefimize katkı sağlamakta" dedi.

UTİKAD Başkanı Bilgehan Engin ise dijitalleşme ve yapay zekâyla sektörde verimliliği artırma, maliyetleri düşürme ve müşteri memnuniyetini artırabileceğini dile getirdi. Türk lojistik sektörünün 100 milyar dolarlık dünyada 11'inci sırada yer aldığını ifade eden Engin hedeflerinin ilk 10 ilke arasında girmek olduğunu belirtti.

● EKONOMİ SERVİSİ

Nasıl Bir Ekonomi

Ülkemizi bir lojistik merkeze dönüştürmek için çalışıyoruz

Ulaştırma ve Altyapı Bakan Yardımcısı Durmuş Ünüvar, Türkiye'nin lojistik sektöründe dünya lideri olmaya hazır olduğunu belirtti. 2024 yılında 100 milyar dolarlık lojistik sektörünü buluşturduğumuz Türkiye Logistics Summit, bu hedefimize giden yolda önemli bir adım. Bizim hedefimiz, dünya genelinde en büyük kargo markası olmak. Bu hedefimize ulaşmak için teknolojiyi, verimliliği ve müşteri odaklı hizmetleri kullanacağız. Türkiye'nin lojistik sektöründe dünya lideri olmaya hazır olduğumuzu belirttik. 2024 yılında 100 milyar dolarlık lojistik sektörünü buluşturduğumuz Türkiye Logistics Summit, bu hedefimize giden yolda önemli bir adım. Bizim hedefimiz, dünya genelinde en büyük kargo markası olmak. Bu hedefimize ulaşmak için teknolojiyi, verimliliği ve müşteri odaklı hizmetleri kullanacağız."

"Ticaret alanlarımız çevremizi de etkileyecek"

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"Lojistik insanımız bir süvahiçerimizde"

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Şok

UYGARLIK YOLLARLA BAŞLAR

Ulaştırma ve Altyapı Bakan Yardımcısı Durmuş Ünüvar, "81 ilimizin 77'si birbirine bütümlenmiş yollarla bağlı. 2002 yılında 1714 kilometre olan otoyol ağıımızı son 22 yılda yaptığımız 2 bin 82 kilometre ile birlikte 3 bin 796 kilometreye yükselttik" dedi...

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Nasıl Bir Ekonomi

UTİKAD'IN EV SAHİPLİĞİNDE 100 MİLYAR DOLARLIK LOJİSTİK BULUŞMASI

Türkiye'nin lojistik sektörünün kilit noktasını teşkil ettiği orta koridorun stratejik önemini bir kez daha ortaya koyduğunu aktaran Ulaştırma ve Altyapı Bakan Yardımcısı Durmuş Ünüvar, "Altyapı yatırımlarımız Türkiye'yi bölgesinde stratejik bir lojistik merkez haline getirme hedefimize katkı sağlamakta" dedi.

UTİKAD Başkanı Bilgehan Engin ise dijitalleşme ve yapay zekâyla sektörde verimliliği artırma, maliyetleri düşürme ve müşteri memnuniyetini artırabileceğini dile getirdi. Türk lojistik sektörünün 100 milyar dolarlık dünyada 11'inci sırada yer aldığını ifade eden Engin hedeflerinin ilk 10 ilke arasında girmek olduğunu belirtti.

Yeni Haber

Türkiye Logistics Summit'e geri sayım başladı

Ulaştırma ve Altyapı Bakan Yardımcısı Durmuş Ünüvar, Türkiye'nin lojistik sektöründe dünya lideri olmaya hazır olduğunu belirtti. 2024 yılında 100 milyar dolarlık lojistik sektörünü buluşturduğumuz Türkiye Logistics Summit, bu hedefimize giden yolda önemli bir adım. Bizim hedefimiz, dünya genelinde en büyük kargo markası olmak. Bu hedefimize ulaşmak için teknolojiyi, verimliliği ve müşteri odaklı hizmetleri kullanacağız. Türkiye'nin lojistik sektöründe dünya lideri olmaya hazır olduğumuzu belirttik. 2024 yılında 100 milyar dolarlık lojistik sektörünü buluşturduğumuz Türkiye Logistics Summit, bu hedefimize giden yolda önemli bir adım. Bizim hedefimiz, dünya genelinde en büyük kargo markası olmak. Bu hedefimize ulaşmak için teknolojiyi, verimliliği ve müşteri odaklı hizmetleri kullanacağız."

LOJİSTİK PAZARINDA 11'İNCİ SİRADA

UTİKAD Yönetim Kurulu Başkanı Bilgehan Engin, "Türkiye'nin en önemli lojistik buluşması olan Türkiye Logistics Summit, sektörün geleceğini şekillendirecek, yenilikçi çözümleri, teknolojiyi ve verimliliği ön plana çıkararak merkezi olacak. Etkinliğin sadece ülkemiz genelinde değil, bölgesel hatta küresel bir etki alanı olacağını hedefliyoruz. Lojistik ve

Posta

LOJİSTİKTE HEDEF DÜNYADA İLK 10'A GİRMEK

Uluslararası Taşımacılık ve Lojistik Hizmet Üreticileri Derneği'nin (UTİKAD) Turkish Cargo ana sponsorluğunda düzenlenen en büyük lojistik buluşması Türkiye Logistics Summit, 100 milyar dolarlık lojistik sektörünü bugün birçok küresel krizde karşı karşıya olduğunu söyleyen UTİKAD Başkanı Bilgehan Engin hedeflerinin dijitalleşmeye beraber lojistikte dünyada ilk 10 ilke arasında yer almak olduğunu belirtti.

Posta



LOJİSTİĞİN YENİ MERKEZ ÜSSÜ

100 MİLYAR DOLARLIK PAZAR

Uluslararası Taşımacılık ve Lojistik Hizmet Üretkenleri Derneği (UTİKAD), 23 Ekim'de Türkiye Cargo sponsorluğunda 'Logistics Summit' etkinliği düzenliyor. İstanbul Four Seasons Bosphorus'ta gerçekleşecek etkinlikte hedef, yenilikçi çözümler ve stratejik işbirlikleriyle Türkiye'yi lojistikte küresel merkez haline getirmek. Taşımacılık sektörünün 100 milyar dolar pazar büyüklüğüyle küresel lojistik pazarında 11'inci sırada yer aldığını belirten UTİKAD Başkanı Bilgehan Engin, "Etkinliğin küresel bir etki alanı oluşturmasını hedefliyoruz" dedi.



Bilgehan Engin

VİZE KRONİK SORUN

Vize sorunun kronik bir hal aldığına da dikkat çeken Engin, "Sadece tır şoförleri perspektifinden bakıyoruz ama bir beyaz yaka çalışan da bırakın vizeyi randevu bile almamakta zorlanıyor. Uluslararası anlaşmalar ve mütakabilliyet konusu Türkiye'nin lehine. Türkiye'nin elinde çok ciddi hukuki kozlar var. Bunların kullanılmasını ve doğru şekilde masaya gelmesi gerektiğini biz savunuyoruz. Bu sadece tır şoförleri açısından değil bunun ötesine geçmeye başladı. Lojistik sektörümü aşan bir konu. Ne gerekiyorsa yapmaya hazırız" diye konuştu.

Cumhuriyet

Navlun düşüşü içeriye yansımadı

ULUSLARARASI ticarete navlun fiyatları gerilerken Uluslararası Taşımacılık ve Lojistik Hizmet Üretkenleri Derneği (UTİKAD) Başkanı Bilgehan Engin, bu düşüşün iç piyasadaki taşımacılık fiyatlarına yansımadağını söyledi. Hem taşımacılar hem de ihracatçıların en büyük sorununun vize problemi olduğunu da söyleyen Engin, "Kamyon şoförlerimizin vize alamaması sorunu iş insanlarımızın randevu bulamamasına kadar uzadı. Hukuki olarak hiçbir gerekçesi yok bu sorun. Dolayısıyla çözüm siyasilerin elinde" dedi. 23 Ekim'de Türkiye Logistics Summit'te bu gibi birçok sorunun belirleneceği ve çözüm önerilerinin sıralanacağını aktaran Engin, "Paneliyle sektör mensuplarımızı bilgilendireceğiz. Sektörün kalbi burada atacak" diye konuştu.



Bilgehan Engin

Dünya

Lojistik kalkınmada kritik ve stratejik önem taşıyor

Uluslararası Taşımacılık ve Lojistik Hizmet Üretkenleri Derneği'nin (UTİKAD) düzenlediği Türkiye Lojistik Zirvesi'nin konuşulmuş Derneği Başkanı Bilgehan Engin, lojistik sektörünün bir ülmenin kalkınması için kritik rol oynadığını, stratejik bir önem taşıdığını söyledi. Ülgetirm ve lojistik ana planları doğrultusunda kara yolu, yörün ve yük taşımacılığın payının yüzde 72'ini yüzde 57'ye düşürürken, deniz yoluyla taşımacılığın payını da yüzde 6'ten yüzde 27'ye çıkaracaklarını belirten Engin, "Bu doğrultuda 2023'te 13 bin ton 919 kilometre olan deniz yolu ağımız 2028'de 17 bin 287 kilometreye, 2032'de ise 28 bin 600 kilometreye çıkarılması hedefledik" diye konuştu. Küreselleşen dünyada lojistikin yalnızca mal ve hizmetlerin taşınmasını değil, aynı zamanda da ekonomik büyümesini ve ticaretin, refahın temel taşı olduğunu belirten Engin, "Türkiye Yüzyılı hedefine yapılacak çalışmaların başta politikacılar, lojistik mobilite ve dijitalleşme başlıklarında odaklanıldıklarını belirtti. Lisanssız, sahipsiz bölgeleri ve lojistik merkezlere bademli ilişki haklarını arttırmak için önemli yatırımlar planlandığını belirten Engin, "Özellikle internetin taşımacılığın geliştirilmesi için altyapı yatırımlarında devam etmekte. Barınak olup-



23 EKİM 2024

turalan sistematik hem orta vadeli planda hem de kalkınma planlarında da yer almalı" diye konuştu. Zirve'de konuşan Türkiye İhracatçılar Meclisi (TİM) Başkanı Mustafa Gültepe, lojistik, en az ihracat ve otuzak kadar önemli hale geldiğini vurguladı.

"Dünya ile aynı hızla girmeyi hedefliyoruz"

TİM Genel Müdür Yardımcısı (Kargo) Ali Türk ise konuşmasında, Türkiye'nin uluslararası taşımacılıkta ve lojistikte rekabetçi olmaya çalışması gerektiğini söyledi. Türkiye'nin uluslararası taşımacılıkta ve lojistikte rekabetçi olmaya çalışması gerektiğini söyledi. Türkiye'nin uluslararası taşımacılıkta ve lojistikte rekabetçi olmaya çalışması gerektiğini söyledi. Türkiye'nin uluslararası taşımacılıkta ve lojistikte rekabetçi olmaya çalışması gerektiğini söyledi.

Gazete 27



Lojistik zirvesi başladı

Ülgetirm ve Altyapı Bakan Yardımcısı Bilgehan Engin, "23 Ekim'de İstanbul'da düzenlenen Türkiye Lojistik Zirvesi'nin açılışını yaptı. Zirve, 23 Ekim'de İstanbul'da düzenlenen Türkiye Lojistik Zirvesi'nin açılışını yaptı. Zirve, 23 Ekim'de İstanbul'da düzenlenen Türkiye Lojistik Zirvesi'nin açılışını yaptı.

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Ekonomist

Hedef dünyada ilk 10'a girmek

Dünya Rusya-Ukrayna krizi, Ortadoğu krizi, Süveyş krizi, iklim krizi gibi bir dizi sorunla karşı karşıya. Süveyş bir zamanlar vize sorunları ve gümrüklerle dolmuş beklemeye sokulmuş bir bölgeydi. Küresel olarak baskın bir taşımacılık sektörünün aktörleri, büyüme yolculuğunda devam etmek ve sorunlara çözüm üretmek hedefine ileri bir araya geldi. 100 milyar dolar büyüklüğe sahip olan sektörün önde gelen aktörleri Uluslararası Taşımacılık ve Lojistik Hizmet Üretkenleri Derneği'nin (UTİKAD) Türkiye Cargo ana sponsorluğunda düzenlenen Türkiye Logistics Summit'de yeni bir beyaz yaka çalışan için buluştu. Lojistik sektörünün bugün büyük kısmını kapsayan küresel lojistikte Türkiye'nin küresel bir merkez haline getirmek için büyük bir adım atacaklarını belirten Engin, "Etkinliğin küresel bir etki alanı oluşturmasını hedefliyoruz" dedi.



İnteraktif beklentiler sektörün önüne önemli bir hedef koydu, Türkiye lojistik sektörünün 100 milyar dolarla bugün 11'inci sırada yer aldığı ifade eden Engin, sektörün bugün talep küresel kalite karşı karşıya olduğunu söyledi. "Bugün lojistikte rekabetçi olmaya çalışması gerektiğini söyledi. Türkiye'nin uluslararası taşımacılıkta ve lojistikte rekabetçi olmaya çalışması gerektiğini söyledi. Türkiye'nin uluslararası taşımacılıkta ve lojistikte rekabetçi olmaya çalışması gerektiğini söyledi.

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Yeni Şafak

Küresel lojistiğin kalbi İstanbul'da atacak

Uluslararası Taşımacılık ve Lojistik Hizmet Üretkenleri Derneği (UTİKAD), Türkiye'nin en büyük lojistik buluşmasına ev sahipliği yapacak. UTİKAD Başkanı Bilgehan Engin, "Türkiye Logistics Summit, sektörün geleceğini şekillendirecek, yenilikçi çözümler, stratejik iş birlikleri ve sektör gelişmelerinin merkezi olacak. Hedefimiz Türkiye'yi lojistikte

küresel bir merkez haline getirmek" dedi. 23 Ekim'de İstanbul'da gerçekleştirilecek zirve, küresel lojistik dünyasının önde gelen isimlerini buluşturacak ve iş birliği fırsatları sunacak.

TÜRKİYE GLOBAL PAZARDA 11'İNCİ Türkiye taşımacılık sektörünün 100 milyar dolar pazar büyüklüğüyle küresel lojistik pazarında aldığı pay ile dünyada 11'inci sırada yer alacak

belirten Engin, şunları kaydetti: "Türkiye Logistics Summit'in sadece ülkemiz genelinde değil, bölgesel hatta küresel bir etki alanı oluşturmasını hedefliyoruz. Sektörümüz 100 milyar dolar pazar payı ile küresel lojistik pazarında 11'inci sırada yer alıyor. Toplam hizmet ihracatımız içinde ise yaklaşık yüzde 40 paya; yani 40 milyar dolarlık ihracata sahip olup, hizmet ihracatımızdan aldığımız pay, her geçen yıl artıyor." ► **MEHMET ALİ PARTO / İSTANBUL**

UTA Lojistik



UTİKAD, lojistik dünyasını ZİRVEDE BULUŞTURDU

Uluslararası Taşımacılık ve Lojistik Hizmet Üretkenleri Derneği (UTİKAD), Türkiye'nin en büyük lojistik buluşmasına ev sahipliği yapacak. UTİKAD Başkanı Bilgehan Engin, "Türkiye Logistics Summit, sektörün geleceğini şekillendirecek, yenilikçi çözümler, stratejik iş birlikleri ve sektör gelişmelerinin merkezi olacak. Hedefimiz Türkiye'yi lojistikte

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