

Reaching the U.S. Midwest : An alternate trade route with Canadian shippers

美國中西岸 — 加拿大付貨人的貿易路線新選擇



Gabriel Lagunes, General Manager, Asia of Canadian National Railway notes that CN has had offices in the Asia Pacific region since 2004. They wish to let shippers know there is a consistent reliable option in CN and the Canadian gateways to reach North America's heartland.

加拿大國家鐵路公司亞洲區總經理 Gabriel Lagunes指出，自2004年以來，CN在亞太地區一直設有辦事處。他們希望讓貨主知道，CN和加拿大口岸擁有一如以往的可靠選擇，以通往北美洲心臟地帶。

While challenging trade conditions continue, North American freight railway giant CN suggests North American shippers, in the process of re-engineering their supply chains, to look for alternate trade routes to North America to maximise operational efficiency.

“Looking north”

Increasing trade tensions has been a threat to the global supply chain. Undoubtedly, the trade dispute has led to a relocation of production lines, in particular from the Mainland China to developing countries like Vietnam and Cambodia. “The production output that has been migrated to other Southeast Asian countries, away from the mainland, is indeed having an impact on container shipping and trade routes,” says Gabriel Lagunes, General Manager, Asia, CN.

He continues, “We are hearing that more of Southeast Asia's cargo is being routed to the U.S. East Coast, which is resulting in congestion at those ports. We hear that on average the dwell time for cargo (the amount of time that cargo is detained) at some ports is an average of 6 days, with some shipments remaining as long as 10 to 14 days. We also hear that customers are having a hard time getting space on vessels for these strings (the ordered set of ports at which a container vessel will call).”

CN, along with its railway subsidiaries, offer unique access to three

coasts, serving seven major ports, five logistics parks, more than 30 transloading and distribution facilities, and 23 intermodal terminals in Canada and the U.S., including quick and easy access in and around Chicago.

For North American companies relying directly or indirectly on Asian supply chains to meet customer demand in the U.S., CN's advice is “to look north”. For example, Mr Lagunes confirms that Midwestern destinations such as Chicago are roughly equidistant in terms of total transit time whether they use Canadian West Coast or Canadian East Coast, when they originate from manufacturing centres in Southeast Asia.

PSA International Pty Ltd (PSA), a leading global port terminal operator, recently acquired the Halterm Container Terminal in the Port of Halifax, and CN has the capacity to attract more business to serve key markets in the U.S. Midwest.

“The Port of Halifax is a diversification strategy in terms of serving the U.S. East Coast, just as the ports of Rupert and Vancouver are an alternate way to serve the U.S. West Coast,” says Mr Lagunes. “The total transit time when going to Chicago for instance, through the Port of Halifax from ports in Cai Mep in Vietnam, is roughly 31 to 32 days. This beats East Coast ports in the U.S. by about 2 to 4 days. Our port partners offer consistent port dwell times in the range of 2 to 3 days, and our service to the U.S. Midwest is in line with other U.S. railroads.”

Re-engineering supply chain solutions

A year into the challenging trade conditions, not only global companies including Apple and Nintendo have announced plans to move their production out of the mainland, but also smaller and medium-scale manufacturers. Mr Lagunes asserts that the relocation process could present an opportunity for manufacturers to re-engineer their supply chains and optimise their operational efficiency.

Mr Lagunes continues, “Some production migration had already been happening and the trade dispute only accelerated this process. However, with the influx of migration, some receiving countries

experienced bottlenecks, congestion and slowdowns.” Due to the sheer output size of the Mainland China, a small decrease in manufacturing of the mainland could result in a leap of 40 to 60 percent in the output of the receiving country.

While mainland manufacturers have an ecosystem of suppliers built around industrial sites, the relocation of production facilities involves the feedstock (raw material used to fuel the industrial process) for the whole manufacturer process. “We encourage any shipper who is contemplating migrating to look at their supply chains, and consider using CN and its Canadian gateways.” Mr Lagunes advises.

Eyeing acquisition opportunities

In response to the growing consumer economy requiring more sophisticated transportation solutions, CN’s strategy is to offer more end-to-end rail supply chain solutions to a wider range of customers. Strategic acquisitions of intermodal divisions help the company to expand its North American rail intermodal supply chain services, and to continue to achieve sustainable business growth.

The March 2019 acquisition of TransX, one of Canada’s leading intermodal and logistics companies with 55 years of experience, is allowing CN to deepen its supply chain focus and strengthen its exceptional franchise, including expanding its intermodal and temperature-controlled supply chains. In addition, the acquisition creates a solid framework to serve a growing consumer economy with transportation options that bring more supply chain flexibility to its customers.

Mr Lagunes emphasises that, as part of the Company strategy, CN is keeping a close eye out for additional acquisition opportunities. “This type of transaction will allow us to extend our reach, feed our network, and be a true supply chain enabler by continuing to offer the best services to our customers, from the first to the last mile,” he says.

The company is investing in expanding its intermodal and automotive terminals as well as improving the velocity and fluidity of its networks to handle growing volumes. CN has expanded its fleet in 2019 by acquiring 140 high-tech locomotives, 1,400 intermodal containers and 100 CargoCool® refrigerated containers. “With over C\$22 billion of capital investments in the last 10 years, we continue to invest back into the business in order to deliver on our organic growth plans and help our customers win in their markets,” Mr Lagunes says.

This is the fourth year that CN will attend the Asian Logistics and Maritime Conference (ALMC) to be held on 19–20 November. “CN has had offices in the Asia-Pacific region since 2004,” Mr Lagunes says, “and much earlier than that in terms of our agency representations. We want to have ‘boots on the ground’ to let shippers know they have a consistent and reliable option in CN and the Canadian gateway in order to reach North America’s heartland.” He confirms that the ALMC provides an excellent platform to convey CN’s message given the quality and diverse range of attendees at the conference.

貿易環境愈來愈具挑戰性，北美鐵路龍頭運輸企業加拿大國家鐵路公司(CN)建議，北美付貨人在重組供應鏈時，可考慮其他使用北美的運輸途徑，以提高營運效率。

「往北看」

貿易磨擦不斷，無疑為全球供應鏈帶來負面影響。不少廠商都計劃或已準備把生產線遷離中國內地，搬到發展中國家包括越南及柬埔寨等。CN亞洲區總經理Gabriel Lagunes說：「無論廠商決定搬到東南亞哪個國家，只要是遷離中國內地，或多或少會對集裝箱貨運及船運航線帶來衝擊。」

他續指：「我們得知不少東南亞的貨櫃在運到美國東岸後，就遇上港口擠塞；也聽說貨櫃在個別港口的平均停留時間達6日，個別更長達10至14日。不少客戶都表示要預訂艙位也相當困難。」





目前，CN與旗下的附屬鐵路公司，在加拿大及美國提供通往3個海岸的獨有通道、服務覆蓋7個主要港口、5個物流園、超過30個轉載和配送中心、以及23個多式聯運貨櫃碼頭，當中包括進出快捷及方便的美國芝加哥。

CN建議，直接或間接依賴中國內地供應鏈的北美大企業可以考慮「往北看」。Lagunes 強調，貨櫃從東南亞製造中心運到美國中西岸城市例如芝加哥，其總運輸時間實際上與加拿大西岸的魯珀特王子港、溫哥華，或加拿大東岸的哈利法克斯港相若。

世界領先的集裝箱碼頭運營商PSA國際港務集團早前收購了哈利法克斯港的Halterm貨櫃碼頭，亦令CN有更多籌碼去拓展美國中西岸的主要市場。

Lagunes指出：「就美國東岸而言，發展哈利法克斯港是個多元化策略，就像魯珀特王子港及溫哥華港，是服務美國西岸的另一選擇。舉例說，越南蓋梅港到美國芝加哥的總運輸時間約為31至32日，比起在美國東岸其他港口短2至4日。我們的港口業務夥伴能把貨物滯留時間保持在2至3日內，而我們提供的美國中西口岸運輸服務與其他鐵路公司所提供的是相同的。」

重設供應鏈方案

貿易糾紛持續超過1年，不但國際企業如蘋果公司及任天堂計劃將生產線搬離中國內地，中小型的廠商也有類似計劃。Lagunes則認為，遷廠的過程反而為廠商提供一個重設旗下供應鏈的契機，以提高其營運效率。

他續指：「不少廠商早已有意把生產線搬離中國內地，貿易糾紛只不過是催化劑。」由於中國內地的生產量龐大，即使只是略為減少，足以令新生產線所在國家的生產量急升4至6成，走向樽頸，也帶來港口擠塞和產量減速等連串問題。

更重要是，廠商在中國內地成立生產線後，會在鄰近一帶工業區建有供應商生態系統，所以搬遷生產設施亦涉及原材料。

Lagunes表示：「我們也會鼓勵有意重設貨物運輸路線的付貨人，考慮我們以及我們的加拿大口岸服務。」

密切注視收購機會

消費者主導的經濟對物流運輸方案的要求愈來愈複雜。CN的策略是向不同類型的客戶，提供點對點的鐵路供應鏈方案。其中，CN正積極在多式聯運部門進行策略性收購，以助其拓展其北美鐵路的多式聯運供應鏈服務，並達至業務持續增長的目標。

2019年3月，CN收購了擁有55年歷史、是加拿大其中一間領先行業經營多式聯運及物流的企業TransX。完成收購後，CN可更專注其供應鏈業務，加強其獨特業務的優勢，包括擴展旗下的多式聯運及溫度控制等服務。同時，該項收購亦為持續增長的客戶提供更多運輸路線方案，增加供應鏈方案的彈性。

Lagunes透露，CN其中一部份的業務策略是積極留意不同公司的收購機會。他說：「這類交易可以延展我們的供應鏈覆蓋網絡，並為我們的客戶，由第一哩到最後一哩都提供最佳的服務方案。」

CN正在擴展旗下多式聯運及汽車碼頭，以及在速度及流動性方面優化了旗下網絡，以應對不斷上升的貨運量。在2019年，CN為壯大旗下團隊，先後收購140架先進鐵路機車、1400個多式聯運貨櫃，以及100個CargoCool®冷藏貨櫃。Lagunes表示：「在過去10年間，我們在業務發展方面，投資超過220億加元，未來將會繼續投資，以配合業務的增長，並協助客戶在市場上佔一席位。」

今屆的亞洲物流及航運會議(ALMC)將於11月19及20日舉行，CN已是第4年參與會議。Lagunes表示：「自2004年以來，CN在亞太地區一直設有辦事處，這比起設立代理機構還要早得多。我們想透過『深耕細作』讓貨主知道，他們在CN和加拿大口岸擁有一如以往的可靠選擇，以通往北美洲心臟地帶。」他又盛讚，ALMC有從事不同行業的與會者參加，而且質素非常高，為該公司提供一個理想的宣傳平台。

Meet Gabriel at:
Regional Forum 2

North American outlook:
What changing trade policies,
regulations and sourcing
shifts mean for supply chains

Date: 20 November
Time: 11:30am-12:45pm
Venue: Room A

與Gabriel會面：
區域論壇 2

北美前景：不斷變化的貿易政策、法規和採購轉移對供應鏈有何影響

日期：11月20日
時間：11:30am-12:45pm
地點：活動室A