## < Panelist (Panel Discussion and Q&A) >



SHIBASAKI Ryuichi
Associate Professor, Resilience Engineering Research Center, School of Engineering, the University of Tokyo

Because the ASEAN region is located between North America and the Middle East and Europe, the positions of ports of ASEAN member nations could be considered for transit ports. I believe that Singapore and Malaysia are suited for transit ports. Ho Chi Minh Port is also rapidly increasing its cargo handling volume, and any of them could become a transit hub. To become a hub port, geographic conditions and appropriate strategies are important. Ho Chi Minh Port has the advantage of facing key routes, but Thailand ports are somewhat distant from key routes geographically, so a different strategy must be taken.

Thailand has a very important position in the ASEAN region for international logistics. The role of Thailand ports could be intermodal transit hubs that connect land and water transportation or hubs in the ASEAN region. An intermodal transit system that includes other transportation modes should be improved to take advantage of the role of these Thailand ports.

In addition, infrastructure, abstract issues, regulations, human resources, and other factors are necessary to realize a seamless international logistics network. I think that infrastructure and abstract issues will gradually improve, and the final issues may be regulations and systems.