



Evergreen Marine Corporation: Navigating Success With Innovation And Excellence In Global Shipping

Mohamed Suhaimi Yusof^{1*}, Norreha Othman², Dewi Izzwi Abdul Manan³, Shahri Abu Seman⁴, Azahari Jamaludin⁵

^{1*,2,3,4,5}Faculty of Business and Accountancy Universiti Poly-Tech Malaysia Kuala Lumpur, Malaysia

*Corresponding Author: Mohamed Suhaimi Yusof

¹Faculty of Business and Accountancy Universiti Poly-Tech Malaysia Kuala Lumpur, Malaysia. suhaimi@uptm.edu.my

Citation: Mohamed Suhaimi Yusof, et. al, (2024), Evergreen Marine Corporation: Navigating Success with Innovation and Excellence in Global Shipping, Educational Administration: Theory And Practice, 30(6), 3010-3019, Doi: 10.53555/kuey.v30i6.5963

ARTICLE INFO

ABSTRACT

Evergreen Marine Corporation, founded in 1968 by Dr. Chang Yung-fa, has evolved into a global leader in container transportation and shipping services. Initially starting with a single cargo vessel, the company expanded rapidly, establishing itself as a key player in the industry. Over the years, Evergreen Marine Corporation has demonstrated a commitment to innovation and customer satisfaction, offering comprehensive services across the globe. With a network of subsidiaries under the Evergreen Group umbrella, the company has built a reputation for reliability and operational excellence. Leveraging its extensive global network, Evergreen Line provides environmentally friendly transportation options and addresses challenges such as the Suez Canal incident with a proactive approach. Through its dedication to meeting customer expectations and overcoming industry challenges, Evergreen Marine Corporation remains a top contender in the container shipping industry.

Keywords: Supply Chain, Global, Intermodal, Logistics, Network

1. Introduction

Evergreen Marine Corporation is a Taiwanese worldwide leading company that provides container transportation and shipping services. It was founded on 1st September 1968 by Dr Chang Yung-fa who was from the port of Keelung in Taiwan. The business began with a 20-year-old secondhand cargo vessel for supplying the services. The company planned to develop a scheduled shipping service and launched its first liner service on ignored previously Middle East trade routes after a few months.

In 1984, Evergreen Marine Corporation started to offer both eastbound and westbound two-way container services around the world. It built its headquarters offices in Taipei, Taiwan in 1986.

In conjunction with the expansion of the Evergreen Group, Evergreen Marine Corporation changed its name to Evergreen Marine Corporation (Taiwan) Ltd. in order to initiate expanding globally again.

Evergreen Group consists of six shipping companies to operate Evergreen Line as the brand name, including Evergreen Marine Corporation (Taiwan) Ltd., Evergreen Marine (Asia) Pte Ltd., Evergreen Marine (Hong Kong) Ltd., Evergreen Marine (Singapore) Pte Ltd., Evergreen Marine (UK) Ltd. as well as Italia Marittima S.p.A. The establishment and growth of Evergreen Line are to fulfil the demand and expectations of customers across the globe. It has become one of the top container carriers in the world nowadays.

1.1 Business Models of Evergreen Line

The business model of Evergreen Line is based on providing reliable and efficient transportation services for containerized cargo, including intermodal transportation, terminal services, and logistics solutions.

The global network of Evergreen Line offers 315 offices and agents which possess 101 global coverage (Evergreen Line, 2023). As of November 2022, the operated fleets of the company have a total number of 208 vessels shown in Figure 1.1, including 127 of which are owned by Evergreen Line and 81 chartered vessels (Placek, 2022). There are different sizes and capacities of container ships of the company utilised as shown in Figure 1.2, which are used to transport cargo on regularly scheduled routes globally.

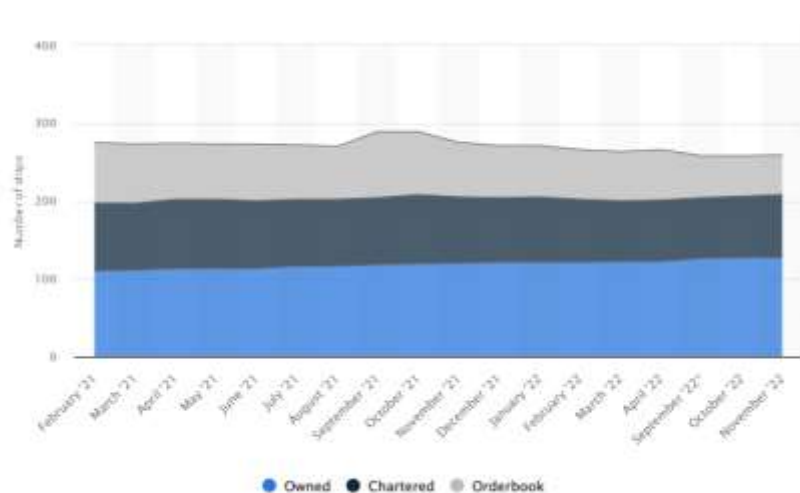


Figure 1.1: Number of vessels of Evergreen Line from February 2021 to November 2022
Source by: (Placek, 2022)

Ship type	Name	Graphic	Length overall (M)	Capacity (TEU)
A	2021 EVER ACE		399.98	23,992
G	2018 EVER GOLDEN		399.98	20,124
T	2013 THALASSA HELLAS		368.47	13,808
F	2020 EVER FAITH		333.96	12,118
L	2012 EVER LAMBENT		334.98	9,466
S	2005 EVER SHINE		299.99	6,944
E	2001 EVER EAGLE		299.99	6,332
B	2017 EVER BLISS		211.90	2,881
O	2021 EVER ORIENT		195.00	2,634
C	2021 EVER CREATE		172.07	1,778

Figure 1.2: Vessels particulars
Source by: (Evergreen Marine Corp., 2023)

Evergreen Line generates revenue primarily through its container shipping operations, which involve transporting containers for customers across various global trade lanes. A variety of container services is supplied by the corporate, including full-container-load (FCL), less-than-container-load (LCL), and special equipment services, such as reefer containers (Evergreen Logistics Corp., 2023).

In addition to its container shipping operations, Evergreen Group also offers a range of logistics services, such as warehousing, distribution, and customs brokerage services.

1.3 Activities of Evergreen Line

Some of the key activities of Evergreen Line consist of:

1. Container shipping: Evergreen Line operates a large fleet of container vessels that transport cargo around the world. The company has a strong presence in Asia, Europe, North America, and other regions (Evergreen Line, 2023).
2. Logistics services: In addition to container shipping, Evergreen Line provides a range of logistics services, including warehousing, customs clearance, and trucking (Evergreen Logistics Corp., 2023). These services help its customers manage their supply chains more effectively.
3. Technology development: Evergreen Line has invested heavily in technology to improve the efficiency and sustainability of its operations. For example, the corporate has developed a digital platform that allows customers to track their shipments in real time.

4. Environmental sustainability: Evergreen Line is committed to reducing its environmental impact and has implemented a number of initiatives to achieve this goal. For instance, the company has invested in fuel-efficient vessels and is working to reduce emissions from its operations.
5. Corporate Social Responsibility (CSR): Evergreen Line is also committed to CSR and supports a range of initiatives related to education, health, and community development. A foundation has been established by the organization to support these efforts (Evergreen Marine Corp., 2023).

2. Shipping Process

There are various reasons why goods are transported across international borders, but the primary purpose is usually to increase their value. With the rapid growth of e-commerce, many small businesses now require international transportation, making it even more important to adhere to rules and regulations governing international shipping. As international shipping continues to evolve towards door-to-door delivery, strategic planning for the sustainability of these movements becomes increasingly critical and challenging. As the backbone of the global economy, international shipping plays a vital role that must be carefully managed (Wu et al., 2018).

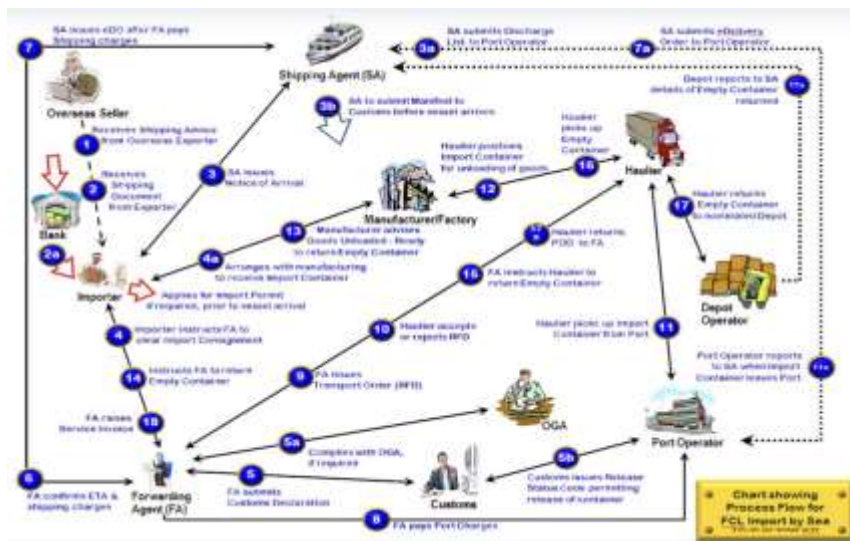


Figure 2.1: Import processes and Procedures
Source by : (SME Corporation Malaysia, 2021)

Figure 2.1 has shown the import processes and procedures that need to be done before shipping from one country to another country. In addition, Evergreen Marine will play the role as the shipping company to ship the customers products, such as if the customer imports the products from China to Malaysia, they can follow this Figure 2.1 to determine the international shipping process before doing any shipment.

2.1 Step of International Shipping

Every shipment of products for international shipping must undergo five physical processes and two documentation steps to proceed from the shipper to the consignee. Each of these steps incurs a cost that typically falls on the shipper or the consignee. The reason for this is to ensure that all processes involved in the shipment from one country to another, especially when dealing with damaged goods, are clear and seamless



Figure 2.2: Step of International Shipping
Source by: (Transporteca, 2018).

The seven steps of international shipping, including export haulage, origin handling, export customs clearance, ocean freight, import customs clearance, destination handling, and import haulage, are displayed in Figure 2.2 (Transporteca, 2018). Therefore, in this global shipping line, Evergreen Marine will provide they customers with convey the customers shipment using a variety of trustworthy end-to-end intermodal services for the international shipping. They have provided a variety of eco-friendly transportation methods that can be combined with one another to travel the world via road, rail, barge, or feeder more than you might anticipate (Evergreen Marine Corp, 2023).

If the customers need to ship the cargo from Malaysia to China they can choose the Sea-Road service. It is because Malaysia and China will cooperate economically and connect their networks via Belt and Road Initiative (Vakulchuk et al., 2019). In addition, the infrastructure of China's seaports is quite advanced due to the significant business activity that takes place there all year long. Each year, thousands of international and domestic waterways vessels transporting a wide range of commodities pass through the ports of the nation. Moreover, to further lower the costs of trade and investment between China and Malaysia, the government is collaborating with China more on policy coordination, or what is referred to as "soft infrastructure," in addition to physical infrastructure. 12 China ports and 9 Malaysian ports are presently a part of the Port Alliance between Chinese and Malaysian ports, which was founded in 2015 and aims to improve port and logistics capacity, staff training and development, cross-border promotion, and port utilisation (Ngeow, 2018). Therefore, most of the shipment from Malaysia to China or China to Malaysia will use the sea transportation and road transportation to deliver the goods. Based on figure 2.2 shows that the intermodal shipping process can be divided into two which are export customs clearance and import customs clearance. Evergreen can based on the customer's requirement to ship the goods from the Port Klang to Port in China which are Port Ningbo-Zhoushan, Shanghai and Tianjin.

Transit time between Malaysia and China ports

The estimated maritime travel time from **Malaysia** to **China**, without picking up and delivering **products** at the origin and destination, is 20 to 30 days. **Naturally**, this will depend on where in **Malaysia** you are as well as other things.

Malaysia/China	Ningbo-Zhoushan	Shanghai	Tianjin
Resir Gudang	21 Days	22 Days	25 Days
Penang	25 Days	27 Days	30 Days
Tanjung Pelepas	20 Days	25 Days	25 Days
Port Kelang	24 Days	28 Days	30 Days

Please note that the transit time only takes the **freight** into account. The time of your **shipment** may be extended if pickup, **delivery**, loading, and unloading are not **included** in.



Figure 2.3: Transit time between Malaysia and China ports
Source by: (DocShipper Malaysia, 2023)

Figure 2.3 shows that the different ports in Malaysia will show different delivery times to China ports. Evergreen will provide this transit time to the customers if they choose other ports to ship the goods, but normally all the shipments will be shipped from Port Klang to other countries' ports. So, to ship the goods from Malaysia to China, the shipper will hire one shipping company which is Evergreen to become the agent of the shipment. Therefore, when Evergreen gets the order or booking from the customers, they will use the road transportation which is a truck to pick up the goods from the customers to Evergreen warehouse in Malaysia. The initial stage of international transportation, involving the transfer of cargo from the shipper to the Evergreen warehouse, is referred to as export haulage. In situations where the shipment is less-than-container-load, the Evergreen warehouse in Malaysia serves as an export consolidation center, managed by either their own personnel or designated agents authorized by them. Evergreen is responsible for delivering the cargo to Port Klang for shipping and performing all the necessary documentation tasks related to shipping. Additionally, customs formalities must be completed for each shipment departing a country to fulfill legal requirements. This involves creating a declaration and submitting the necessary paperwork to the authorities, a process that only businesses with active customs licenses, or "customs house brokers," are authorized to undertake.

Origin handling includes all physical handling and inspection of the goods from the moment the goods are received and boxed at Evergreen's warehouse in Malaysia. In simple terms, after the goods are received, they are inspected, planned for shipment, combined with other goods, loaded into containers, transported to the port, and loaded on the ship. For example, if the consignee chooses to use Evergreen for import shipments and decides that the shipper must pay the origin charge, the shipper will also automatically purchase the origin charge from Evergreen. Evergreen will decide to execute the sea route from origin to destination to meet the shipment schedule from Port Klang to Shanghai Port. Often, import customs clearance can begin even before the goods arrive at the port of Shanghai. Import customs clearance procedures must be completed before the goods leave the bonded area of the country of destination. Moreover, when they arrive the worker will unload the goods and do the clearance. If not, they will deliver the goods to the Evergreen warehouse in China and do

the distribution at the warehouse, lastly delivered to the customers by truck using the door-to-door service provided by Evergreen. Customers can get the goods from Malaysia to China easily because Evergreen provides the Sea-Road service with the aim of the OneBelt and One Road set by the both countries. Therefore, the shipment can be smooth due to the process for export customs clearance and import customs clearance can be done step by step. The customers in China will be satisfied with the service of Evergreen and indirectly increase the economy of Malaysia.

2.2 Intermodal Transportation

Intermodal freight transportation is one shipping method to take note of in order to maximize the synergy of pricing and service (InTek Freight & Logistics Inc, 2023). Evergreen Maritime Cooperation also offers logistics services such freight forwarding, project shipping, customs brokerage, and inland transportation in addition to container shipping. All transportation activities that take place on land are categorised as inland transport, including all modes other than air and marine. Hence, it covers transportation by pipelines for the good only, inland waterways, rail, and roads for both products and persons (eurostat Statistics Explained, 2021). Evergreen Marine Corporation does not provide the trailer operations in all countries such as they did not provide inland transportation in mainland China (Evergreen Marine Corp, 2023). Some shipping lines will have their own trucks and trucking services for overland cargo movement, while others will work with other shipping partners to move containers inland.

Since they play a vital role in sending containers from one port to another and from sender to another, it is important for these shipping lines to choose one that meets their standards and provides reliable, high-quality Shipping partners for shipping services. Evergreen Maritime Corporation has partnered with other transportation companies, including Greencarrier and Renault Truck, to provide inland transportation services around the world to provide the customers with more choice for the transportation for the shipment (Ahmad Nizam & Kelley, 2021).

In order to reduce the total transportation time for customers, Evergreen integrates ship, train and truck transportation modes to provide a "one-stop" solution covering customs clearance, inspection declaration, space booking, insurance, transportation, warehousing and distribution.

It is because Door-to-Door Intermodal Transportation combines the greatest pricing and service into one freight mode by utilizing the effectiveness of rail and the adaptability of truckload.

This door-to-door delivery service is available in any major commercial center around the world. Not only for sea-land combined transport services, Evergreen can also provide tailor-made sea-air combined transport and sea-rail combined transport services to ensure the most time-saving and money-saving requirements (Evergreen Marine Corp, 2023). The customers can choose the suitable mode that they need to use during the shipment according to their shipment requirements.

2.3 Documentation of shipment

Shipment-related documents include those that detail all relevant information, including the contents, weight, and value of the shipment, among other things. A shipping document, which is a form enclosed with a shipment and lists the product being shipped, its specifications, the customer, the means of shipping, and the date the goods were made, is also a document that contains this information.

Examples of shipping papers include bills of lading, packing orders, invoices, insurance documents, and air waybills (Transporteca, 2018).

Moreover, within 21 days of the date of exports, exporters must submit shipping documents and declaration forms that have been properly signed by customs. Shipping documents are forms that are included with a shipment that specify the products being transported, their specifications, the customer, the mode of shipment, and the date the cargo was made (Collins English dictionary, 2023).

Based on the Figure 2.4 show that, the Evergreen have their own documentation that need to be filled in when using the services. Customers can according to their needs which are export or import to fill in the form.

For import and export documents need are different if they need to export the cargo from Malaysia to China, they need to fill in e-booking when approve the Evergreen will contact the customers can continue with other documents and shipping process. Customers can easily check all the documents or shipment by tracking the shipment using the code given by Evergreen.



Figure 2.4: Documentation of Evergreen Shipment

Source by: (EVERGREEN MARINE CORP. (MALAYSIA) SON.BHD, 2023)

According to figure 2.4 the customers can choose or find all the necessary documents of the shipment and choose the intermodal service by clicking on the website. Not only can book the shipment but they are also able to check the shipping process from one country to another country for the safety purpose such as the figure 2.2 got mentions the shipping process that will be used for all sea shipment.

3.0 Challenge

Evergreen Marine Corp is a world famous godzilla-like giant in the international shipping industry. Even though Evergreen Marine Corp has been established for decades, the multi-million dollar shipping company still encounters various issues and challenges in their daily activities. From the Suez–Canal Incident to schedule reliability, the company still finds struggles from various challenges.

3.1 Suez Canal Incident

Every day, shipping companies use a series of world canals to complete their activities. These canals are developed as a direct route through land in order to provide a shorter distance, thus reducing time, energy, costs as well as increasing operational efficiency for shipping companies worldwide. One of the most important world canals in the world is the Suez Canal which consists of a length of a total 120 miles long or 193.30 km long and 205 meters wide. The canal is located in Egypt and is an important channel for transporting natural gas, cargo and oil (Man-Yin & Yin-Cheung, 2021).

On March 23 2021, the Suez–Canal was blocked by the Japanese-owned cargo ship named Ever Given when it was navigating from Malaysia to the Netherlands. The ship was owned by the Japanese-owned company, however it was rented to the Taiwanese based company Evergreen (Khan & Rahman, 2021). Maritime accidents and catastrophes happen every year and are usually severely impacting the global supply chain, however the Suez–Canal blockage was an international global incident whereby it impacted the global supply chain tremendously. Moreover, the Ever Given is one of the largest container ships that had blocked the canal causing a complete blockage of the use of the canal racking up an income loss of 10.9million euro for each day of the blockage for the canal (Fan et al., 2022). The canal was reported to be blocked for a total of six days from 10 March 23 2021 to March 29 2021 (Yee & Glanz, 2021).

On the faithful day of the blockage, a total of nearly 10 billion USD was frozen in trade for each day because the canal was a key asset to trade routes for shipping companies whereby, during the blockage, none of the other ships are able to pass through the canal causing a major delay in global trade (Yee & Glanz, 2021). Furthermore, in light of the COVID-19 pandemic, the world had been setback and with the addition of the Suez–Canal incident, this blockage has led to a greater pressure in the maritime industry. The blockage itself led to a congestion of over 370 ships causing a major delay when these vessels were forced to wait for the canal to be cleared for entry (Man-Yin & Yin-Cheung, 2021). Furthermore, global trade was impacted greatly when the blockage caused global crude oil prices to jump by 4% and crucial manufacturing resources such as auto parts, clothing, raw materials and most importantly, medicine such as COVID-19 vaccines were forced to stop due to the blockage (Khan & Rahman, 2021).

3.2 Overseas Seafarers Issues

Seafarers are known as individuals who are employed to work on any type of marine vessel. These individuals are described as people who have a long history of serving in this line of work. Evergreen Marine Corp generally employs various types of workers that work on a vessel. Generally, when a company as big as Evergreen Marine Corp employs people, there are sure to be some terms and conditions that may include benefits such as social security for employees. Social security may include pensions, medical insurance and other forms of social insurance. However, from Evergreen Marine Corp CSR it is very clear that they employ overseas seafarers. Overseas seafarers are in such a gray area whereby their nationality may have influence on the benefits that

they may have. Moreover, these seafarers are usually employed through crew agencies and social security were not mentioned as benefits for overseas seafarers (Tang, 2020).

By the second half of the year of 2021, COVID-19 had already been a common issue whereby vaccinations were also provided. A CSR report found on Evergreen Marine Corp main website had already stated that all employees employed by Evergreen Marine Corp have to undergo COVID-19 vaccinations. Moreover, the CSR report states that all employees must follow a strict set of rules before going onto a vessel due to the nature of maritime activities whereby the shipping operation may last for a significant amount of time. According to the news written by Savvides (2021), 5 crew members on an Evergreen ship were hospitalized and quarantined in Kaohsiung on September 7 2021 which was speculated that the virus to have been spread by overseas seafarers.

On the tragic day on June 9 2021, one of the vessels of Evergreen Marine Corp was distressed that the captain of the vessel had passed away due to COVID-19. The captain of the vessel was only announced to have passed away on June 9 2021 but in reality, the captain passed away 2 months before June. The ship was denied access and was deemed impossible to get the captain back to Italy as the nationality of the captain was Italian (Valeur, 2021). The common elements in both of the incidents was that overseas seafarers were involved in the incidents and were speculated or deemed to have been the cause of the incidents. The CSR by Evergreen Marine Corp was also not mentioned towards the benefits of overseas seafarers where it only covers for local seafarers (Tang, 2020).

3.3 Schedule Reliability

Schedule reliability is the percentage of arrivals and departures that arrived or departed on schedule. These have a clear meaning whereas to deliver cargo on time and proceed to the next task in a timely manner. It is clear that in recent times, Just-In-Time delivery has been at its peak where this is crucial in terms of shipping. Shipping takes a relatively long time where the time management of the vessel should be in a very good position. One challenge that Evergreen Marine Corp is still facing to this day is schedule reliability. The schedule reliability of Evergreen Marine Corp varies greatly. However, based on Figure 3.1, in January 2022, it was recorded at 15% making it the lowest schedule reliability among all the other major shipping lines. Maersk in comparison has the top schedule reliability of 46.9%. The schedule reliability of Evergreen was recorded at the lowest among all the other ones. With the comparison of January 2021, it was recorded at 25% however it dropped tremendously in January 2022.

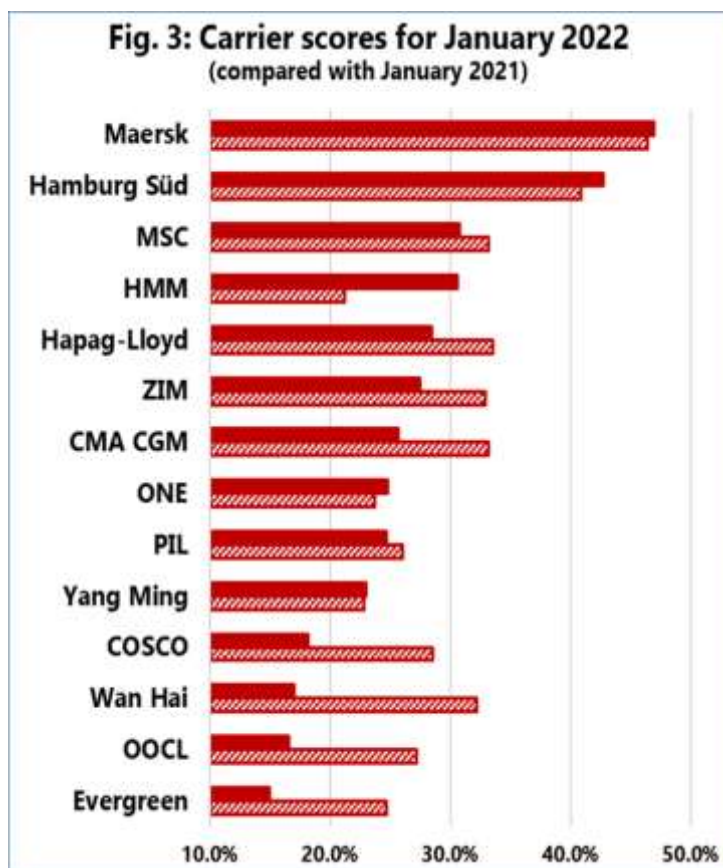


Figure 3.1: Schedule Reliability Score for January 2022
Source by: (Madsen, 2022)

4.0 Solution

The solutions refer to the methods or practices that may be applied to Evergreen Marine Corp in order to prevent or reduce the challenges faced. In order to improve the current state of Evergreen Marine Corp, methods and practices should be placed in order to achieve maximum efficiency.

4.1 Suez-Canal Incident

According to the BBC News 2021, during the 6 days when the ship was stuck, a series of procedures to unblock the vessel were created. The procedure consisted of tugs and support vessels, dredging and removing cargo to lighten the ship. The first was dredging where land excavators were brought to the shoreline where the ship was stuck and began dredging the waterway in order to keep the vessel navigable. Next was the tug and support vessels. After dredging, the tug and support vessels started trying to shift the boat. However, when this failed, lightening the load on the vessel was proposed where suitable cranes carefully removed the cargo from the ship and with the combination with the dredging done and tug boats pulling, the vessel was finally free.

However, after this incident, one of the solutions proposed by Sabr Nasr who is the Head of Suez Canal Authority's Maritime Training and Simulation Centre, simulator training is proposed as a practice where vessel pilots should be trained through this simulation in order to ensure a faster recovery time compared to what happened during the incident. This incident has caused major lessons learned for various vessel pilots whereby shipping lines and most importantly Evergreen Marine Corp, should learn that vessel pilots should be well trained and well managed as well as not overworked in order to prevent such an incident from happening again. Prevention is better than a cure in this case where even blockage of the canal for one day will cause major setbacks for shipping lines losing billions as well as paying a hefty fine for causing the issue.

4.2 Overseas Seafarers Issues

In terms of seafarers, it is important to note that in this case overseas seafarers are the only ones who are alienated from the CSR agreements. Local seafarers are not impacted by this however, in some cases such as COVID-19 infections, it may affect everyone on the vessel as well. Mainly, CSR is corporate social responsibility where a company should have better ethical understanding especially Evergreen Marine Corp whereby overseas seafarers despite their nationality should have the same benefits or similar benefits to compensate for what they cannot get as an overseas employee. Most notably social security for overseas seafarers ensuring a much more stable CSR.

Evergreen Marine Corp should redefine their CSR and include overseas seafarers in their CSR and give benefits to them the same as any other local employee. Moreover, a gray loop hole within their CSR should be fixed by consulting with their employees. Moreover, Mindell (2023) states that involving employees in strategy-building helps build their CSR to increase employee engagement as well as motivating improving the ethicability of their CSR as well. Overseas seafarers should mainly be included in this solution in order to develop a much more presentable CSR as a multimillion dollar company.

4.3 Schedule Reliability

Poor schedule reliability usually involves congestion and vessel or cargo delays. However, there are many methods in light of this challenge. Evergreen Marine Corp needs to develop a method to counteract this due to being the lowest in comparison to other shipping lines with a schedule reliability of only 15% which means only 15% arrive or leave ports. However, various excuses may contribute to this such as weather changes, congestion as well as cargo delays. Although they may sound valid excuses, Evergreen Marine Corp is still ranked lowest at 15% while Maersk Line was able to achieve a 46.9% schedule reliability.

One of the ways is to plan well in advance (Bhonsle, 2022). Planning in advance can be demonstrated in various ways such as forecasting. Forecasting refers to predicting various trends or weather patterns. This is a crucial aspect where if Evergreen Marine Corp is able to develop a better forecasting pattern, the company is able to procure timely space and equipment availability meaning a spike increase in schedule reliability. However, ensuring that all the needed regulatory requirements and documents are also in place before the arrival of the vessel is much needed whereby, when a delay in producing a crew list upon arrival will delay the whole process of vessel arrival thus, a decrease of schedule reliability can be seen.

5.0 Conclusion

In conclusion, Evergreen Line leverages its extensive global network and expertise in container shipping and logistics, thereby providing transportation and logistics services effectively and efficiently to its customers. The company aims to maintain a competitive advantage in the container shipping industry by focusing on customer satisfaction and operational excellence.

The process of international shipping involves seven stages, namely export haulage, origin handling, export customs clearance, ocean freight, import customs clearance, destination handling, and import haulage. Evergreen Line is a reliable shipping company that offers comprehensive intermodal services for international

shipping. The company provides various environmentally friendly transportation options that can be integrated with each other to travel by road, rail, barge, or feeder worldwide.

Evergreen Line also has demonstrated its commitment to addressing the challenges and issues they face in its daily activities, including the Suez Canal incident, overseas seafarer issues and schedule reliability. The company's proactive approach and quick response to these challenges reflect its dedication to providing reliable and efficient services to its customers.

References

- Ahmad Nizam, A. A., & Kelley, C. X. Y. (2021). Global Commercial Shipping Assignment (Evergreen) - diploma in logistics management DLM 2053 / DGLM. Studocu. Retrieved March 9, 2023, from <https://www.studocu.com/my/document/peninsula-college/logistics-project-management/global-commercial-shipping-assignment-evergreen/22950258>
- BBC News. (2021, March 29). Suez Canal: How did they move the Ever Given? <https://www.bbc.com/news/56523659>
- Bhonsle, J. (2022, February 18). 10 Ways To Mitigate Impact Of Poor Schedule Reliability and Supply Chain Disruptions. Marine Insight. <https://www.marineinsight.com/maritime-law/10-ways-to-mitigate-impact-of-poor-schedule-reliability-and-supply-chain-disruptions/>
- Collins english dictionary. (2023). Shipping documents definition and meaning: Collins english dictionary. Shipping documents definition and meaning | Collins English Dictionary. Retrieved March 9, 2023, from <https://www.collinsdictionary.com/dictionary/english/shipping-documents>
- COYOTE Logistics. (2022, October 13). What is intermodal shipping? A beginner's guide to moving freight on the rail. How Does Intermodal Shipping Work? Guide to Converting Truckload Freight to the Rail. Retrieved March 10, 2023, from <https://resources.coyote.com/source/intermodal-freight-beginners-guide>
- DocShipper Malaysia. (2023, February 27). Freight between Malaysia and China: Rates – Transit Times – Duties & Taxes. DocShipper Malaysia. Retrieved March 10, 2023, from <https://malaysia.docshipper.com/freight-malaysia-china-rates-transit-times-taxes/>
- Evergreen bringing master's body home two months after positive tests on board. (2021, June 9). TradeWinds | Latest Shipping and Maritime News. <https://www.tradewindsnews.com/containerships/evergreen-bringing-masters-body-home-two-months-after-positive-tests-on-board/2-1-1022333>
- Evergreen Line. (2023). Evergreen infographic. <https://www.evergreen-line.com/>
- Evergreen Logistics Corp. (2023). Ocean freight. <https://www.evergreen-logistics.com/STATIC/en/jsp/sea/index.jsp>
- Evergreen Logistics Corp. (2023). Supply chain management. <https://www.evergreen-logistics.com/STATIC/en/jsp/>
- Evergreen Marine Corp. (2023). About Evergreen. https://csr.evergreen-marine.com/csr/jsp/CSR_AboutEvergreen.jsp
- Evergreen Marine Corp. (2022). Corporate profile - evergreen marine corporation. Evergreen Marine Corp. Retrieved March 9, 2023, from <https://www.evergreen-marine.com/tbi1/html/CorporateProfile.pdf>
- Evergreen Marine Corp. (2023). Corporate sustainability. <https://csr.evergreen-marine.com/>
- Evergreen Marine Corp. (2023). Door to door and Intermodal. EVERGREEN LOGISTICS CORPORATION. Retrieved March 9, 2023, from <https://www.evergreen-logistics.com/STATIC/en/jsp/sea/D2D.jsp>
- Evergreen Marine Corp. (2023). Evergreen Marine Corp.. EVERGREEN MARINE CORP. Retrieved March 9, 2023, from <https://www.evergreen-marine.com/>
- Evergreen Marine Corp. (2023). Intermodal services. Intermodal Services - EVERGREEN LINE. Retrieved March 7, 2023, from <https://www.evergreen-line.com/intermodal/jsp/IntermodalServices.jsp>
- EVERGREEN MARINE CORP. - Pandemic Responses and Prevention Measures. (n.d.). https://csr.evergreen-marine.com/csr/jsp/CSR_PandemicResponse.jsp
- EVERGREEN MARINE CORP. (MALAYSIA) SDN.BHD. (2023). Shipping and Transportation. ShipmentLink regional information - Malaysia. Retrieved March 9, 2023, from <https://www.shipmentlink.com/my/>
- Eurostat Statistics Explained. (2021). Glossary:Inland Transport. Glossary:Inland transport - Statistics Explained. Retrieved March 9, 2023, from https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Glossary%3AInland_transport
- Fan, S., Yang, Z., Wang, J., & Marsland, J. (2022). Shipping accident analysis in restricted waters: Lesson from the Suez Canal blockage in 2021. *Ocean Engineering*, 266, 113119. <https://doi.org/10.1016/j.oceaneng.2022.113119>

21. InTek Freight & Logistics Inc. (2023). Complete Guide to Intermodal Transportation. Retrieved March 10, 2023, from <https://www.intekfreight-logistics.com/the-complete-guide-intermodal-transportation>
22. Khan, I., & Rahman, S. M. (2021). Review and Analysis of Blockage of Suez Canal Region Due to Giant Container Ship. *Marine Technology Society Journal*, 55(5), 39–43. <https://doi.org/10.4031/mtsj.55.5.5>
23. Madsen, N. H. (2022, February 28). Sea-Intelligence - Schedule reliability drops to record-low in January 2022. <https://www.sea-intelligence.com/press-room/127-schedule-reliability-drops-to-record-low-in-january-2022>
24. Man-Yin, L. J., & Yin-Cheung, W. E. (2021). Suez Canal blockage: an analysis of legal impact, risks and liabilities to the global supply chain. *MATEC Web of Conferences*, 339, 01019. <https://doi.org/10.1051/mateconf/202133901019>
25. Mindell, R. (2023, February 1). 7 Best Practices for Creating an Impactful CSR Strategy - Submittable Blog. Submittable Blog. <https://blog.submittable.com/csr-strategy/#:~:text=Involve%20employees%20in%20strategy%2Dbuilding,employee%20satisfaction%2C%20and%20less%20burnout.>
26. Ngeow, C. B. (2018). Malaysia-China cooperation on the Belt and Road Initiative under the Pakatan Harapan government: Changes, continuities, and prospects. NIDS ASEAN Workshop. Retrieved March 11, 2023, from http://www.nids.mod.go.jp/english/publication/joint_research/series17/pdf/chapter02.pdf
27. Placek, M. (2022, December 15). Number of ships of Evergreen Line from February 2021 to November 2022. Statista. <https://www.statista.com/statistics/199371/number-of-ships-of-evergreen-line-in-december-2011/#:~:text=As%20of%20November%202022%2C%20Evergreen,fleet%20as%20of%20November%202022.>
28. Savvides, N. (2021, September 10). Five Evergreen crew hospitalised with Covid and box ship quarantined in Kaohsiung - The Loadstar. The Loadstar. <https://theloadstar.com/five-evergreen-crew-hospitalised-with-covid-with-box-ship-quarantined-in-kaohsiung/>
29. SME Corporation Malaysia (2021). Import Processes and procedure. SMEinfo Portal. Retrieved March 7, 2023, from <https://www.smeinfo.com.my/import/import-processes-and-procedure/>
30. Tang, L., & G. (2020). The Importance of Customer Expectations: An Analysis of CSR in Container Shipping. *Journal of Business Ethics*, 165(3), 383–393. <https://doi.org/10.1007/s10551-018-4062-4>
31. Transporteca. (2018, April 26). The 7 steps of international shipping [how-to guide]. Transporteca. Retrieved March 7, 2023, from <https://transporteca.co.uk/international-shipping-guide/>
32. Transporteca. (2018, September 11). Shipping documentation [what you need to know]. Transporteca. Retrieved March 9, 2023, from <https://transporteca.co.uk/shipping-documentation/>
33. Vakulchuk, R., Cheung, F. M., & Hong, Y.-yi. (2019). Regional connection under the belt and road initiative: The Prospects for Economic and Financial Cooperation. Taylor & Francis.
34. Valeur, I. T. (2021, June 9). Crew change challenge peaks with dead captain stuck on board ship for months. <https://shippingwatch.com/carriers/article13043796.ece>
35. Yee, V., & Glanz, J. (2021, July 19). How One of the World's Biggest Ships Jammed the Suez Canal. The New York Times. <https://www.nytimes.com/2021/07/17/world/middleeast/suez-canal-stuck-ship-ever-given.html#:~:text=CAIRO%20%E2%80%94%20When%20the%20Ever%20Given,was%20a%20botto mlessly%20amusing%20spectacle.>
36. W. (2020, October 19). Simulating pilotage in the Suez Canal. Wartsila.com. <https://www.wartsila.com/voyage/insights/article/simulating-pilotage-in-the-suez-canal>
37. Wu, X., Zhang, L., & Luo, M. (2018). Current strategic planning for Sustainability in international shipping. *Environment, Development and Sustainability*, 22(3), 1729–1747. <https://doi.org/10.1007/s10668-018-00303-2>